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COLLEGE FILES
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Giving
Administrative
Board of Founders 1938-1939

1938 Annual Meeting 517
Ginling College,
Chengtú, Szechuen
April 16, 1938.

Miss Rebecca W. Griest,
Mr. C. A. Evans,
Board of Founders, Ginling College,
New York City.

Dear Miss Griest and Mr. Evans:

I am sending you a joint letter concerning the revised budget for this current year. I hope you will not feel we revise our budget rather too frequently, but this is an attempt to bring into one picture all the various items for this year. I have now received the statements from the New York office to*January 31st, 1938 and as we shall have few outstanding invoices, I think this is a fair estimate for the year.

Please note that we are combining the emergency items and gifts in this budget and an attempt has been made to make notes so various items will be clear to you. In every case we have tried to be conservative in making our estimates, both as to receipts and expenditures.

The total amount estimated for emergency items during the year is Chinese \$6,050.00. This includes travel, rent, extraordinary items of one kind and another as well as preparations for dug-outs, fire prevention flags, etc. in Nanking. It is an attempt to cover adequately all the items and I have a feeling it is over-generous. For instance, it is not likely that Miss Vautrin will spend as much as 1,000. in Nanking for so-called emergency items during the months December to June.

Under salaries we have included the items for the restoration of the salaries covered by the special gift as stated under receipts. You will note a special item for this increase for July and August. When we figured the changed salaries, it seemed wise to cover the year through August so this was done and now provision is made for this item in this budget.

No attempt has been made to cover the losses in Nanking due to the Japanese soldiers or to the occupation by refugees. It is possible to give some estimates to date, but they would not be final at all for who knows what each week may bring. I have roughly estimated that it may cost about 8,000.00 to restore our buildings after the refugees leave the campus - this is not accurate and is only based on what it would cost to do over walls etc. based on former prices.

Another item not included at this time is an estimate for the travel of the staff to bring the two groups together. This will be about the same figure regardless of where the final college group is located as the number of staff in Chengtu is about the same as in Shanghai.

I wish to remind you that the college has a deficit from last year amounting to CN\$ 15,523.93. When you take this figure into consideration the "surplus" is rather small. As a matter of fact this year of emergency has been a great help financially to Ginling College, but there are other things to add into the balance which cannot be measured by dollars and cents.

I hope this may prove of value to you as you face the next few months in planning for the college.

* January statement came Mon. 18th.

Sincerely yours,

Elsie M. Priest.

GINLING COLLEGE
CHENGTU SZE

Summary of Budget for the year July 1937 - June 1938.

Revised April 1, 1938.

Receipts:

Cooperating Boards		63,190.00	
Pledges, contributions, gifts		30,230.50	
Student fees:			
In Chengtu	2,274.00		
In Nanking (entrance etc)	380.00		
In Shanghai - tuition and fees	3,964.00		
In Shanghai - tuition from others	348.00	6,966.00	
Emergency Campaign funds:			
Special gifts - united campaign	US\$9,321.75	30,761.78	
Special gifts - restoration salaries	2,596.00	8,633.58	139,781.86

(Note: there may be some additional gain in exchange, but for the present all items are estimated at the official rate of 3.30)

Expenditures:

Administration		16,628.50	
Operation and Maintenance		10,020.00	
Instruction:			
Salaries of instructors - June 30		55,270.72	
Salaries - reserve increase July and August		3,471.96	
Departmental Expenses		3,000.00	
Departmental Equipment		2,200.00	
Practice School		1,150.00	
Library		5,211.00	
Non-instructional:			
Boarding Department		9,646.00	
Student Service		500.00	
Faculty Service		6,568.80	
Shanghai Unit (per Miss Chester)			
Tuition and fees to other schools		1,785.00	
Rent - classrooms, library, gymnasium		1,416.10	
Furniture, equipment, service, etc.		345.00	
Emergency Expenses:			
Dugouts, flags, travel etc.		2,400.00	
Rent for staff (Shanghai, Wuchang, Chengtu)		1,000.00	
Wuchang special items		150.00	
Chengtu (including 500.00 for changes in buildings)		1,500.00	
Nanking (since December 1, 1937)		1,000.00	
(total emergency estimate to June - 6,050.00)			123,263.08
Surplus funds to be carried forward to 1938 - 1939			16,518.78
			139,781.86

Note: No estimate is made for losses in Nanking due to the war. Miss Vautrin estimates this loss at not more than 200.00. The second item not included is re-conditioning of buildings - 8,000.00.

MINUTES OF THE MEETING OF THE
BOARD OF FOUNDERS - GINLING COLLEGE

Parkside Hotel

May 5, 1938

Membership:

Dr. Harriet Allyn	*Mrs. T. D. Macmillan
Mrs. L. L. Anewalt	Miss Sallie Lou MacKinnon
Mr. Russell Carter	*Mrs. Francis J. McConnell
*Mrs. James Cushman	Mrs. Leon Roy Peel
Dr. John W. Decker	Mrs. J. W. Perry
*Mrs. John W. Decker	*Mrs. William W. Rockwell
*Mr. C. A. Evans	Mrs. Emory Ross
*Dr. B. A. Garside	*Mrs. Charles K. Roys
*Miss Rebecca W. Griest	*Mrs. Charles H. Sears
*Dr. S. Ralph Harlow	Mrs. George T. Scott
*Miss Margaret E. Hodge, CHAIRMAN	Miss Lela Taylor
*Mrs. Harry E. James	*Miss Florence G. Tyler
Miss Grace Lindley	
*Dr. E. C. Lobenstine	*Mrs. Lawrence Thorston, guest.
	*Dr. Hamilton representing Mrs. Ross.
	*Mrs. Walter Hiltner, guest.
	*Mr. Earl H. Cressy, Guest.

*In attendance

Excuses were received from Mrs. Peel, Mrs. Anewalt, Miss Taylor, Dr. Decker, Dr. Allyn, and Miss MacKinnon.

The meeting was opened with prayer by Mrs. Hiltner.

Announcement was made that Dr. J. W. Decker has been appointed by the University of Nanking's Board of Founders as one of their two representatives on the Board of Founders.

The Chairman introduced Mrs. Harry E. James, a new member of the committee; also Dr. Hamilton representing the United Christian Missionary Society in place of Mrs. Emory Ross; and Mr. Earl H. Cressy Executive Secretary of the Council of Higher Education in China.

The minutes were briefly reviewed by the secretary.

Mr. Cressy Mr. Cressy then spoke of the educational meeting in Japan, which preceded the war developments in China, contrasting the position of women in the educational movements of China and Japan and paying splendid tribute to Dr. Wu as Chairman of the National Christian Council as well as President of Ginling. In the course of his talk Mr. Cressy brought out the following points:

1. The splendid way in which Miss Wu has met the difficulties inherent in the present adjustments necessary because of Japanese occupation.
2. Shanghai is not the best center for a college at the present time.
3. The kidnapping of Chinese women in Shanghai and the shooting of Dr. Liu.

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4. His complete trust in the wisdom of Dr. Wu in choosing the place to go if they leave Shanghai.
5. The difficulties of moving to Chentu as well as the advantages and the money that would be required to help the best students to make the move to Chentu if they go there.
6. There are black lists in Shanghai and certain leading Chinese have been obliged to leave the city.
7. The atrocities in Shanghai still continue.
8. A goodly percentage of the westerners are loath to carry on in the institutions in Japanese controlled areas.
9. The Chinese, with a strong feeling of patriotism, find it most difficult to do this.
10. There is more cooperation between Japanese and Chinese in the north than in the south.
11. Nanking has presented grave difficulties for the Japanese because of the reports which have gone out from the missionary group and the Japanese know the source of this published information.
12. The people from the higher brackets are the people who have moved out of the eastern areas. For the most part it is the poorer Chinese who have remained.

Many questions were asked of Dr. Cressy who was obliged to leave at eleven thirty.

Mrs. Thurston Mrs. Thurston was asked to follow Mr. Cressy with late information about Ginling. She emphasized that:

1. There is a change in the attitude of many Chinese toward working in the occupied areas. Some of them have felt they could not do it and then have felt later that they could. This is but natural.
2. The difficulties of the Shanghai situation.
3. The need of a change of study in times of stress giving greater emphasis to arts and letters and studies which would give outlet for spiritual expression.
4. The importance of the above in relation to the mechanical education to fit the need of the time. (Mrs. Roys suggested article in May "Asia.").

Finances Mr. Evans then gave the report of the treasurer to date, which will be appended to the minutes. (Miss Tyler called attention to the fact that a check for \$900 offering from World Day of Prayer was available for the treasurer of Ginling. The chances that a full \$950 will be realized from this source.)

Mr. Evans presented the revised emergency budget for 1937-1938 as sent from the field. This also will be appended.

Attention was called to the fact that there has been no reconditioning of the buildings since they were built in 1923 so that the amount recorded for reconditioning was not all due to the wear and tear attributed to the refugees.

Mr. Evans then presented the Home Base budget for 1938-39 and it was:

BF 170 VOTED:

- a. To adopt the following budget for home base expenditures for the year 1938-39.

Foreign Missions Conference for Secretarial Expense.....	\$ 200.00
Audit.....	58.00
Treasurer's bond.....	9.00
Annual Meeting	50.00
Postage, telegrams, supplies.....	100.00
Executive Office (rent, telephone, clerical salaries, literature, mimeographing)	4,985.00
Promotional expenses - Ginling office	
Travel and Expense for Volunteer promotional help.....	1,000.00
Travel and Expense for Faculty promotional help.....	1,000.00
Promotion and Publicity	800.00
Postage and Supplies	<u>300.00</u>
 Total Expenses.....	 \$8,502.00

- b. To inform the field that for the fiscal year 1938-39 the sum of \$18,019.72 will be available for the expenditure of the college.
- c. The foregoing expenditures to be based on income from the following sources.

Cooperating Units	
Woman's American Baptist Board.....	\$1,500.00
Methodist Board, South.....	3,400.00
Presbyterian Board.....	3,000.00
Reformed Board.....	200.00
United Christian Missionary Society.....	1,000.00
Methodist Board, North.....	1,732.50
Smith College - Community Chest.....	4,000.00
Smith College - Alumnae.....	<u>2,500.00</u>
	17,332.50
Investments	
Methodist Scholarship Fund.....	38.46
Irving Francis Wood Endowment.....	79.04
Georgia Grace Thomas Memorial.....	19.24
General Endowment Fund.....	969.28
Property Upkeep Fund.....	4,093.96
Rohrman Fund.....	<u>50.00</u>
	5,250.00
Special Miscellaneous gifts.....	2,985.00
Day of Prayer Offering.....	<u>950.00</u>
	3,935.00
Total Anticipated.....	26,516.50

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Attention was called to the fact that this figure of \$18,019.72 does not include the amount which will be raised through the Associated Boards' office. There is no way of anticipating just what amount this will be but the Board expressed the hope that it would at least equal the amount raised for the year 1937-38.

Mr. Garside told of the way in which the promotional costs of the Associated Boards of China Colleges was allocated and presented the following table:

Share in ABCCC Costs

<u>Year</u>	<u>34/35</u>	<u>35/36</u>	<u>36/37</u>	<u>37/38</u>	<u>Av.</u>
<u>Boards of Trustees</u>					
Cheeloo	15.2	13.3	11.1	13.4	13.0
Fukien	9.3	7.1	8.6	8.1	8.1
Ginling	2.4	3.0	13.6	6.8	6.7 (\$4,885)
Hangchow	0	0	0	0.2	0.1
Hua Chung	1.3	1.4	0.4	4.7	2.3
Hwa Nan	-	1.7	0.1	2.5	1.7
Lingnan	16.9	7.7	6.6	3.4	7.6
Nanking	15.1	14.8	7.2	12.7	12.0
Shanghai	-	-	-	1.1	1.7
Soochow	0	0.2	0.1	0.2	0.2
West China	8.8	9.1	6.6	11.1	9.0
Yenching	<u>31.0</u>	<u>41.7</u>	<u>45.7</u>	<u>35.8</u>	<u>37.8</u>
	100.0%	100.0%	100.0%	100.0%	100.0%

Promotion Miss Griest then presented a report of activities through the Ginling office, including a financial report.

BF 171 VOTED that the Board receive this report with gratitude and appreciation and that it be appended to the minutes.

Mrs. Thurston then told of her promotional activities during the year and a summary of report is included in Miss Griest's report.

Mrs. Macmillan likewise told of her work in the Boston area and a summary of her report is also included in Miss Griest's report.

Miss Griest spoke of the difficulties inherent in the present office set-up where there are secretaries for two or three of the individual college boards and secretaries of the Associated Boards. In order that there might be better coordination between these two groups of secretaries it was:

BF 172 VOTED that the Executive Secretary of China Colleges be asked to cooperate with the Boards having promotional secretaries in order that a better technique for coordination of the promotional work of the individual board with the plan of work of the united program may be found.

Finance Committee's Report

Mrs. McConnell gave a report of the work of the Finance Committee through the year and the following recommendations of the Finance Committee

were approved by the Board:

- BF 173 VOTED that the Board of Founders of Ginling College continue its cooperation in the Associated Boards of China Colleges.
- BF 174 VOTED that the Board of Founders record its approval of the \$75,000 China Colleges budget and also voice its appreciation of the fact that this budget is lower than last year.
- BF 175 VOTED that the Board of Founders express its approval of the principle that the expenses of the Associated Boards be allocated either as a fixed amount to each board or a percentage of the whole to each board.
- BF 176 VOTED that the Board of Founders approve the way by which the percentage recommended in the "Memorandum for Special Committee for a study of Associated Boards Home Base Budget 1938-39" Page 2 was determined and further recommend that the Board approve a percentage of approximately 6.7 as Ginling's share. On this basis the amount this year would be approximately \$4,885.

Mrs. McConnell expressed the appreciation of the Finance Committee for the splendid work of Miss Griest in the Ginling College office and voiced the hope of the Finance Committee that Miss Griest would be willing to continue the service.

- BF 177 VOTED that the Board request the Associated Boards that all possible care be taken to keep the promotional costs at a figure which would be justifiable in its relation to the amount raised by its promotional department.

Dr. Harlow

Dr. Harlow spoke of his plans for next year to travel in the Orient. He will go as Visiting Professor for the Carnegie Endowment for International Peace. The trip will include visits to many mission colleges in India and the Near.

Nominating Committee

Mrs. Sears reported for the Nominating Committee that after several meetings the Nominating Committee has not been able to complete its report. It was:

- BF 178 VOTED that the Nominating Committee be asked to complete its report unhurriedly and report to the Executive Committee which will act on it with power.

Personnel Committee

Miss Griest presented the report of the Personnel Committee and action was taken on separate candidates as follows:

Miss Esther Rhodes

- BF 179 VOTED that we ask the field to give careful consideration to the use of Miss Rhodes in 1938-39.

Miss Louise Shoup

BF 180 VOTED that Mr. Evans inquire of Miss Shoup as to whether she feels that the College is under obligation to her for the salary of 1937-38.

Miss Stella Graves

BF 181 VOTED that, provided Dr. Dodd is satisfied, Miss Graves return to the field in the summer of 1938.

Miss Helen Loomis

BF 182 VOTED that Miss Loomis be paid furlough salary for the months of her furlough year for which Mr. Price has not paid her, amounting to three, and that she also be paid next year for the three months of furlough allowance allowed by our faculty agreement for members of the staff who have served five years and who are not returning to the field. This will be a total of six months of furlough allowance.

Mrs. Lawrence Thurston

BF 183 VOTED that Mrs. Thurston and the Executive Committee confer on what it is wise for her to do and that the Executive Committee have power to act.

Miss Ruth Chester

BF 184 VOTED that we approve Miss Chester's taking her furlough in 1938-39.

Dr. Cora Reeves

BF 185 VOTED that we approve Dr. Reeves' extending her term through 1938-39, provided there is no objection from the W.F.M.S. of the Methodist Episcopal Church, by whom Dr. Reeves is appointed to Ginling.

Miss Catherine Sutherland

BF 186 VOTED that we approve Miss Sutherland's taking her furlough in 1938-39.

Miss Esther Tappert

BF 187 VOTED that we leave the decision to Dr. Wu and Miss Tappert with assurance that they both will keep in mind the need of the English Department.

Miss Minnie Vautrin

BF 188 VOTED that Miss Vautrin, provided her health makes it reasonable to do so and provided that this recommendation meets the approval of her board, take her furlough in 1939-40, and that the Board of Founders express to her deep gratitude for her heroic service to China and to Ginling.

The following resolutions were passed:

BF 189 VOTED that the Board express its complete confidence in President Wu and her planning, in these difficult and uncertain days, for the future of Ginling College.

BF 190 VOTED that the Board express to Miss Vautrin their deep gratitude for her heroic and effective service to China and Ginling College.

BF 191 VOTED that the Board express its appreciation of the devoted service rendered by Chinese, British, and American members of staff in serving the College under trying and dangerous conditions during the year 1937-38.

BF 192 VOTED that the Board express its appreciation to Mr. Paul Cravath and the other officers of the National Emergency Campaign for the effective aid which this campaign has been to Ginling College.

Fall Plans The decision of the Board of Directors not to open in Shanghai and to proceed with plans for college work in Chengtu or some western center was noted by the Board, which felt unable to give any advice at this point. The Board recorded its endorsement of the field decision, whatever it may be.

The Board was led in a closing prayer by Dr. Hamilton of Oberlin.

Respectfully submitted,

Florence G. Tyler, Secretary

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GINLING COLLEGE
NANKING, CHINA

Personnel Report
Board of Founders - Annual Meeting
May 5, 1938

Ordinarily we have before us for the annual meeting the action of the Board of Directors in China. This year, due to unusual conditions, we are lacking those minutes, but recent letters from President Wu and Miss Priest, the Treasurer, have indicated their thinking in personnel matters. The recommendations included in this report were made after these letters had been given careful reading.

I. Following the Annual Meeting of 1937, arrangements were completed with the following people for service at Ginling in 1937-38:-

1. Miss Ettie Chin, American-born Chinese, was appointed to the Department of Physical Education. She sailed on August 7th, and has spent the first semester in Hongkong (assisting part of the time at True Light Middle School) and the second with the Ginling unit in Shanghai.
2. Professor and Mrs. Heacox sailed on August 6th to spend one year at Ginling. Dr. Heacox had just retired from the Oberlin Conservatory of Music. The field has made the arrangements with them. They stopped in Japan, and later returned to Hongkong. Neither the Board nor the College had financial obligations for them, as they were paying their own travel and were to receive only board and room at the College.
3. Miss Esther Rhodes under appointment to the Music Department (E 56, F 48 - June 18, 1937) for a three-year term, was to sail on August 21, 1937. Her sailing was postponed to September, then to January, and finally to the summer of 1938. She was able to secure a position for this year, so released us from her contract. Her extraordinary expenses of preparation amounting to \$200.06, were paid to her in accord with BF 161 (November 18, 1937). If she goes to Ginling later, this amount is to come up for readjustment. Miss Rhodes has shown fine self-control, patience, and thoughtfulness throughout this experience. She has temperament and training useful for the field. In addition to good training and sound experience in music, she has been having success as executive director of a WPA project in adult education, which is giving her facility in dealing with relief conditions.

Miss Wu wrote April 3, 1938: "I rather advise against Miss Rhodes coming next September; Catherine Sutherland (Music Department) would like her, but at the present time I rather hesitate to ask for newcomers."

Recommendation: That we ask the field to give careful consideration to the use of Miss Rhodes in 1938-39.

4. Dr. Julia Shipman of the Geography Department of Mt. Holyoke College, on year's leave of absence from Mt. Holyoke, was to serve in the Geography department of Ginling in 1937-38. She sailed in July for Japan, where she presented a paper at the Educational Conference in Tokyo. The war began while she was there. She waited in Japan trying to keep in touch both with Dr. Wu in Nanking and with New York, and was granted freedom by Dr. Wu and by the Officers of the Board to make her own decision. She left Japan in late October to come home by way of Europe. Her contract was for regular salary of \$864.00 (see E.79 of Ex. Comm. minutes Sept. 15, 1937) with no travel expenses. In late September \$200 was sent to her. She wrote in acknowledging this: "I see no reason for

making any further calls on Ginling funds, nor do I feel all of this is rightfully mine, but I should like the use of it until such time as I return to the United States and get my personal finances in running order." This settlement of her contract was accepted (Ex. 87, F. 65) by the Executive-Finance Committee on December 1, 1937.

5. Miss Louise Shoup was ready to sail on August 21st, but following advice from the field she delayed sailing. She had served Ginling for one year, 1936-37. Her contract for that year called for salary and no travelling expenses. The College invited her to continue her services in 1937-38 and paid therefore a portion of her travel home for the summer. This has been returned to Mr. Evans, treasurer of the Founders. Miss Wu has raised a question concerning her salary contract for the year 1937-38.

Recommendation 2, That Mr. Evans inquire of Miss Shoup whether she feels the College is under obligation to her for the salary of 1937-38.

6. Miss Harriet Whitmer was returning to Ginling for her third term when the war broke out. She is under the W.F.I.S. of the Methodist Episcopal Church, and followed the directions given to their missionaries. She taught in the Women's Christian College in Tokyo, and is this second semester with the Ginling unit in Shanghai.

II. There were also several members of the staff who returned to America in the summer of 1937.

1. Miss Stella Graves was appointed to the field in 1934, and served at Ginling in the music department 1934-37. Her appointment was partially regularized by the Ginling Board of Founders in action E 75 (September 15, 1937) and fully confirmed in E 105, F 83 (February 17, 1938). There have been some medical matters to attend to, but Dr. Dodd believes Miss Graves will be ready to go back this summer. Miss Wu wrote under date of April 3, 1938: "Stella Graves will be needed (for 1938-39)."

Recommendation 3, That, provided Dr. Dodd is satisfied, Miss Graves return to the field in the summer of 1938.

2. Miss Edith Haight of the Department of Physical Education served at Ginling from 1933-37. Miss Haight is now taking her Ph. D. in physical education. She will not be able to return to the field.
3. Miss Helen Loomis was secretary for Dr. Wu 1932-37. Miss Loomis has been serving Mr. Frank Price this winter as secretary for the China Information Service. From October through June Ginling has been released from paying her furlough salary since she was paid the equivalent by Mr. Price. Miss Wu wrote Miss Loomis in March, 1938, asking her not to return to China in 1938-39. Miss Priest in a letter of 3/24/38 says: "Dr. Wu has already written that she does not think it wise to have Helen Loomis return, whether for the present or at all I will leave to her." Miss Wu in a letter of 4/3/38 writes: "Helen Loomis I have written and asked not to return. Though it handicaps my correspondence in English and the publicity work, yet her duties as secretary cover many other things in connection with our campus life, and we can secure stenographer when necessary." Miss Tyler has written Miss Wu, asking her whether this was a postponement of return for one year or a permanent postponement: also her opinion about financial adjustment. Miss Wu writes 4/15/38: "When I wrote her not to plan to return in 1938 I was postponing the final decision."

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Recommendation: That Miss Loomis be paid furlough salary for the months of her furlough year for which Mr. Price has not paid her, amounting to three, and that she also be paid next year for the three months of furlough allowance allowed by our faculty agreement for members of the staff who have served five years and who are not returning to the field. This will be a total of six months of furlough allowance.

4. Miss Mereb Mossman of the department of sociology, returned after one year of service in her second term. Miss Mossman is teaching in the Women's College of the University of North Carolina. She will not be able to return to the field. Mr. Evans is handling her financial adjustments in accordance with Board action E. 77, September 15, 1937.
5. Miss Mabel Rhead gave one year to the department of Music, on leave of absence from the University of Michigan.

III. There were two members of the Ginling College staff who returned home in the summer of 1936:

1. Miss Abigail Hoffsommer's furlough was extended through 1937-38 without allowances. In the fall of 1937 she presented her resignation, which was accepted with regret (E. 76, September 15, 1937; BF 159, November 8, 1937). Mr. Evans is carrying out with her the financial readjustments according to action BF 158, November 8, 1937.
2. Mrs. Thurston arrived in America in the fall of 1936. She was invited by the Board of Founders to stay through 1937-38 to assist in raising capital funds (BF 147, 148, May 12, 1937). The war has interfered with the main objective, the raising of capital funds. Miss Wu has written April 3, 1938: "Mrs. Thurston may go any place she wishes, but I have written to Miss Vautrin asking her opinion about Mrs. Thurston in the work in Nanking." Miss Priest writes, March 24, 1938: "Could Mrs. Thurston stand the life in Nanking these days. It is rather wearing and she ought to think carefully."

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Recommendation: That the Board of Founders express its appreciation for the work Mrs. Thurston has been doing in America and its hope that in these critical days she may continue to strengthen in America the support for Ginling College and to contribute to America's understanding of Christian Education in China, but

That Mrs. Thurston be free to take up any assignment of service in China upon which Dr. Wu and the Board of Directors may decide.

IV. Furloughs due for 1938-39.

1. Miss Ruth Chester. Miss Priest writes 3/24/38: "She must go on furlough without fail in the summer." Miss Wu on 4/3/38 writes: "For health reasons, Miss Chester will be persuaded to come." The Board of Founders, as shown in action E. 73, September 15, 1937, felt concern about Miss Chester. She has served splendidly in 1937-38 as the Ginling administrative officer in the Shanghai unit. Miss Wu writes, 4/11/38 "We decided that Miss Chester should take her furlough in 1938-39 so that by 1939-40 we'll have her back."

⁶
Recommendation: That we approve Miss Chester's taking her furlough in 1938-39.

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2. Dr. Cora Reeves. Miss Priest writes, 3/24/38; "Dr. Reeves is willing to remain another year, seems extraordinarily well, and is the only one of the western staff to be in Chengtu." Dr. Wu writes 4/3/38: "Dr. Reeves is looking fine and strong and I would rather have her stay another year before taking her furlough."

⁷
Recommendation: That we approve Dr. Reeves' extending her term through 1938-39, provided there is no objection from the W.F.M.S. of the Methodist Episcopal Church, by whom Dr. Reeves is appointed to Ginling.

3. Miss Catherine Sutherland. Miss Priest writes on 3/24/38: "She wants to stay in China longer, and hopes to return to help in Nanking. She would be of great value there, has good Chinese and the right temperament not to become impatient with the problems of a refugee camp. She would be cordially welcomed. I feel it is shortsighted to allow her to stay out another year at this time. We must not lose sight of the future of Ginling. I would like to see her go home this summer for a regular normal furlough, and be ready to return to the campus in Nanking by the autumn of 1939." Dr. Wu writes 4/11/28 "We decided Miss Sutherland better have her furlough next year so that by 1939-40 we'll have her back."

⁸
Recommendation: That we approve Catherine Sutherland taking her furlough in 1938-39.

4. Miss Esther Tappert; Miss Priest writes, 3/24/38: "I do not think Esther Tappert will return to Ginling. As far as I know Dr. Wu does not intend to invite her to return again." Miss Wu writes 4/3/38; "The English Department is not well staffed." --- "Esther Tappert I am letting decide for herself, for she does not intend to return to Ginling after furlough, so it does not make much difference if she stays for one more year or not."

⁹
Recommendation: That we leave the decision to Dr. Wu and Miss Tappert with assurance that they both will keep in mind the need of the English department.

5. Miss Minnie Vautrin Miss Wu writes, 4/3/38 "Miss Vautrin wants to stay if college cannot open in Nanking. She alone is able to start that work, but we must try some way to get her out in the spring for a vacation."

¹⁰
Recommendation: That Miss Vautrin, provided her health makes it reasonable to do so, take her furlough in 1939-40, and that the Board of Founders express to her deep gratitude for her heroic and effective service to China and to Ginling.

The Personnel problems were heaviest this year in July, August, and September. The Chairman of your Committee made every effort, after war broke out in Shanghai, to keep the field in touch with the faculty enroute, to keep the faculty in touch with each other, and also to keep the families of staff in China, as well as of those enroute informed of their whereabouts.

Mr. Evans, the treasurer, has been indefatigable in tracing freight and baggage involved in war conditions and in making and remaking travel arrangements.

Respectfully submitted:
 Rebecca W. Griest
 Chairman of the Founders'
 Committee on Personnel

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GINLING COLLEGE
PROMOTION COMMITTEE REPORT
May 5, 1938.

The year 1937-1938 has had marked changes in promotional objectives and methods. The war has changed the emphasis from endowment and capital funds to current income to meet emergency needs, thrust upon the colleges by the effect of the war upon enrollments and so upon tuitions and the sources of income secured in China.

To review briefly the situation of 1936-1937, the Promotion Committee reported in May, 1937 at the Annual meeting:

For Capital Funds and Endowments:-

Cash	\$28,303.40
Pledges	<u>2,706.00</u>
Total	\$31,039.40

For Current Funds:-

Cash	\$ 3,479.30
Pledges	<u>235.00</u>
Total	\$ 3,714.30

Making a total of \$34,153.70

Analysis of the gifts at the close of the fiscal year showed a total of 569 individual donors and 34 Smith College clubs. Of these donors 376 were classified as new donors. The sources of the gifts may be classified as follows:

Smith - Ginling Committee	- 129 gifts	\$ 2,058.50
Ginling Mail appeals	- 138 gifts	1,353.00
Promotion Committee of Board of Founders	- 42 gifts	9,956.25
Miss MacKinnon (So. Meth)	- 1 gift	15,000.00
Associated Boards Mail Appeal	- 54 gifts	259.00
Associated Boards Promotional Personnel	- 118 gifts	5,985.12

Of the 118 gifts - 116 were secured by Mrs. Macmillan amounting to \$5,699.45

Under the system of allocation of costs for the united campaign in 1936-1937, the Ginling share of the Associated Boards promotional budget could not be known until June 30th, the close of the fiscal year. We found ourselves operating under a system in which all new money received from whatever source during the fiscal year was used as the basis for allocating the cost of the united promotional program. The ignorance of our Chairman of the way this system would work out has helped to cause financial embarrassment to the College. She had reported all gifts, so that in computing money received, even budgeted money which had to be raised by solicitation, was included. Miss MacKinnon had been intelligent and had prescribed in giving the \$15,000 gift from the Southern Methodist, that it was not to be subject to promotion costs, since the gift had not been secured through the promotion committee or the promotion department of the united group.

The rules for this allocation were:- (from the Minutes of Annual Meeting - 1936 - Pages 4 and 5).

PROMOTIONAL ACTIVITIES, RESULTS AND PLANS.

AB-493 VOTED to approve the following as the basis for securing the funds necessary to meet the 1936-37 Promotional budget:-

(1) the entire cost of the 1936-37 Promotional budget be apportioned on the basis of actual new money secured from North American sources, through the efforts or with the cooperation of the Associated Boards.

(2) in computing new money secured, the following procedure will be used:-

- a. All new gifts applicable to the work of an institution will be counted, whether for current purposes, endowment, buildings, scholarships, or other special purposes.
- b. Continuation of cash grants made during the previous fiscal year by the Mission Boards, Foundations, and North American universities and colleges, will not be counted, but increases of these grants will be counted.
- c. Valid written pledges will be counted on a basis of one-half of the pledge when it is made, and one-half when it is actually paid. Conditional pledges shall be counted only when and to the extent that the conditions are met. Pledges for annual contributions for more than three years, or for an indeterminate period, shall be counted as new money for three years only.
- d. The following sources of income shall not be counted: Income on endowment or other permanent funds held by the boards of trustees of the various colleges or now held in trust for these institutions by other incorporated bodies; proceeds on sales of securities now held by or for the various institutions; payments on notes and bills receivable now outstanding; transfer to boards of trustees of funds now held in trust for an institution by some other incorporated body.

(3) Where a board of trustees has additional promotional expenses outside the united promotional budget, allowance for such expenses shall be made in computing the institution's share in the united budget, provided such supplementary expenses have been approved by the Associated Boards Committee on Promotion.

(4) The Associated Boards Committee on Promotion shall have authority to decide any question as to the application of the above rules.

The undesignated gifts to be divided on the basis of the budget asked by the college from the Associated Boards and on the basis of the unraised amount of that budget.

These regulations work out so that the college raising the most money pays the largest share of the united budget; the college having low individual costs is handicapped in reducing the amount against which these costs are prorated; the college having a lower budget, asked of the Associated Boards, receives a smaller share of one-half of the undesignated gifts; and the college raising a large portion of its budget receives a smaller share of the other half. Now it so happens that Ginling,

if the Southern Methodist gift was counted, raised more "new money" in 1936-37 than any other college; but her individual promotional costs ranked fourth. The highest - Lingnan's - \$8,140.00 - Ginling's - \$1,860.00. Her budget asked of the Associated Boards was lower than the larger colleges and she raised more nearly the amount of it than many others, so that her share of undesignated gifts was third to the bottom. In a strict interpretation of the rules she should have paid \$16,034 of the total promotion budget and nearly 50% of the amount raised. Adjustments were made by omitting the Southern Methodist gift and by marking up on the books the costs for our Board's expenses so that in the end we owed the Associated Boards - \$6,118 and our total promotional costs for the year were this amount plus \$1,860 spent by the Ginling Promotion Committee - making \$7,978.00 our share in 1936-1937 of promotional expenses. We had not sufficient current funds to meet these charges, so we ended the year in debt.

The effect upon your Chairman was deep chagrin and paralysis. The penalties of raising money were too high. The number of problems this system has raised is the reason for the new system approved by the Associated Boards this week - briefly a fixed share, known at the beginning of the year for each Board participating in the united program. Your Chairman trusts this new method will be approved. Even if costs are high, it is better to have them known at the beginning of the fiscal year, and plan accordingly.

In spite of much personal chagrin, over the results of last year, some money has been raised by your committee this year - The report is attached.

The Faculty Relief Fund has met with warm thanks from the field. It could not be as much as it is, were it not for the generous gift of Mrs. Thurston in returning ten months of her home salary.

The National Emergency Campaign into which the major attention of the Associated Boards Promotional workers has gone has had, in the light of recession and pocketbook apathy about China, a remarkable success. Ginling's share from that will be reported by Mr. Evans our treasurer.

The Chairman of your committee has spent the busiest months she has ever had since the war broke out last summer. - She has allowed the office, kindly given to us in the Associated Boards offices, to become an information agency for Ginling and China, and has tried to act promptly and continuously to keep an active link between the field and the Board and its constituencies. For example, Miss Wu received in Chengtu, her first information of Ginling's condition after the Japanese captured Nanking from New York! This work has not been done as well as one wishes - either as to editing or as to differentiating lists who should receive it, but we have worked on "a war emergency basis."

One of the fatalities of the "paralysis" which settled upon your chairman last summer because of the "promotion costs", she had made for Ginling, and because of the pressure of the news' service, has been a total failure to function through the promotional committee. This failure no one regrets more than I, and it is a great weakness in the year's work.

There have been many other activities - assisting Mrs. Thurston in arranging for a month's speaking tour in the late fall; cooperating with Smith College interest in Ginling; some speaking engagements; continued scheduling of the Ginling film; a multitude of individual queries answered - and some not yet answered, such as securing a copy of the film of the Dionne Quintuplets for a missionary in Scotland!

This Ginling office tries to serve - and increasingly finds itself asked to serve.

The future:- China will find itself poor for years to come. Much of property will be "Gone With the Wind". We here must plan for continued opportunity for Chinese Christian - and non-Christian - youth to be educated. We should secure scholarship funds to make this possible. Miss Vautrin is in the midst of a "noble experiment" in Nanking. If the great, great opportunity she has to serve thousands of the "common people" can be made effective, she too must have funds. The opportunity for evangelistic and industrial work is unlimited. May we have the vision here to meet this great challenge which is Ginling's.

No college has a greater story, a more effective and courageous one. We are one of a group of Christian Colleges. May we study our own opportunities to serve Ginling and to function within the framework of college Boards supporting Christian education in China.

Respectfully submitted,

Rebecca W. Griest

Chairman of Committee on Promotion of
the Ginling College Board of Founders.

GINLING COLLEGEPROMOTION REPORTJuly 1, 1937 to May 4, 1938 Inclusive.

Current - Smith - 268 Gifts -		\$ 3,306.20
Current - Non-Smith		
Faculty Relief - 40 gifts -	\$ 3,040.00	
Mt. Holyoke Appeal - 53 gifts -	533.00	
Other Sources - 110 gifts -	<u>1,578.50</u>	5,151.50
Cash Endowment		580.00
Civilian Relief - 2 gifts -		<u>510.00</u>
		\$ 9,547.70
Current - thru ABCOC - 122 gifts -		
Designated for Ginling		<u>2,733.63</u>
3 of these or \$1,020.00 from Bd. of Founders		
2 of these or 625.00 thru Miss Speer		
		<u>\$12,281.33</u>
New Pledge to Endowment	\$	250.00
New Pledges Unpaid	\$	428.00
To ABCOC thru Ginling Appeals	\$	275.00

GINLING COLLEGE
 PROMOTIONAL REPORT
 May 5, 1938
 EXPENSES

	<u>COSTS</u>	<u>RECEIPTS</u>
Telegrams		\$ 67.44
Postage	\$489.62	\$ 74.35
Supplies		
Publicity	\$ 777.66	
Calendars		\$ 403.35
Cards		\$ 15.60
Paper, Envelopes, etc.	\$ 325.61	
Refunds		\$212.48
A. B. C. C. C.	<u>\$675.00</u>	
	\$2367.89	<u>\$773.22</u>
Expenditures - \$1494.67		

This is not an accurate picture because the bill for the calendars is not yet fully settled.

MINUTES OF MEETING
BOARD OF FOUNDERS OF GINLING COLLEGE

2:00 P.M., Thursday, November 3, 1938
156 Fifth Avenue, New York, N.Y.

Members (Those whose names are starred were present.)

- | | |
|-----------------------------|----------------------------|
| Dean Harriett M. Allyn | Miss Sallie Lou MacKinnon |
| Mrs. L. L. Anewalt | *Mrs. Francis J. McConnell |
| *Mrs. James Stewart Cushman | *Mrs. T. D. Macmillan |
| *Mrs. J. W. Decker | Mrs. Leon Roy Peel |
| *Mr. C. A. Evans | Mrs. J. W. Perry |
| Mr. B. A. Garside | Mrs. W. W. Rockwell |
| Miss Rebecca W. Griest | Mrs. Emery Ross |
| Dr. S. Ralph Harlow | Mrs. Charles K. Roys |
| *Miss Margaret E. Hodge | *Mrs. George T. Scott |
| Mrs. Harry James | *Mrs. Charles H. Sears |
| Miss Grace Lindley | Miss Lela A. Taylor |
| *Dr. E. C. Lobenstine | Miss Florence G. Tyler |

The meeting was opened with prayer, led by Mrs. George T. Scott.

BF 193 VOTED to accept the minutes of the Annual Meeting as circulated.

Miss Hodge summarized recent letters from Dr. Wu regarding present activities of the college in China.

Mrs. Macmillan presented the attached comments upon the program of Ginling promotion in America, and dates of speakers of the opening weeks of the present year. (Appendices A and B)

BF 194 VOTED to approve the minutes of the Executive Committee for May 9th and June 21, 1938.

The minutes of the Executive Committee for November 3, 1938 (Appendix C) were presented and the following votes taken:

BF 195 VOTED to ratify the correspondence vote taken in September, as follows:

1. To request the Associated Boards to include in the askings the revised budget for 1938-39 which has come from Dr. Wu and Miss Priest since our last meeting which includes a number of emergency requests.
2. In the absence of a promotional chairman, to approve the request of Mrs. Thurston that she work for Ginling in Chicago, and also to request the Associated Boards that she represent them whenever possible.
3. To expunge the action of June 21st from our minutes, and
4. Again to ask Miss Griest to accept the position offered her on May 9th, to begin her work on November 1st.
5. To pay to Miss Griest quarterly in November, January, March and May the \$1,000.00 budgeted at the Annual Meeting of May 5th for travel and expenses for volunteer promotional help during 1938-39.

6. To ratify the payment immediately of the \$1,000.00 budgeted towards Miss Griest's travel and living in 1937-39 in New York.

BF 196 VOTED to ask Mr. Joseph I. Parker of the Associated Boards to be Assistant Treasurer of the Ginling College Board.

Realizing the great importance of the work done in recent years by Miss Rebecca W. Griest, and desiring to preserve in every possible way the results of this effort:

BF 197 VOTED to approve in principle the employment of an executive Secretary in America for Ginling College at an approximate salary of \$2,500.00 annually.

BF 198 VOTED that the report of the Executive Committee of November 3, 1938 be adopted as a whole.

BF 199 VOTED to approve the minutes of the Finance Committee of July 12, 1938.

The minutes of the Finance Committee for November 3, 1938 (Appendix D) were presented and the following votes taken:

BF 200 VOTED to approve the development of Rural Service Work as outlined by Dr. Wu as representing a special project under emergency conditions, assuming that it does not interfere with the work carried on in the Liberal Arts College.

BF 201 VOTED that in view of the apparent gain in exchange which will accumulate under the U.S. dollars appropriated in the budget, and in view of the inclusion of this item in the general field budget, that for the time being, no further appropriation be made, assuming the gain in exchange will cover the requirements.

BF 202 VOTED to approve the plan as proposed by Miss Vautrin for carrying on work at Nanking, making the budget of U.S.\$3,000.00 a first objective on the emergency list.

BF 203 VOTED that the report of the Finance Committee of November 3, 1938 be adopted as a whole.

The Ginling Board of Founders has received with deep regret Miss Griest's decision that she cannot now return to direct the work for Ginling in the office at New York.

Miss Griest's unselfish devotion to the cause of Ginling cannot be over estimated. Her intimate knowledge of Ginling and its needs has been of incalculable value.

The Board is keenly conscious of its debt to her for her years of varied service to the College, beginning with two terms as a member of the faculty on the field and continuing through the two years just completed (1936-38) as head of the promotional and personnel work for Ginling in this country. She has given generously of her time and her resources to increase the American support of Ginling. Something of her achievement is indicated in the comments on the present promotional structure which are attached hereto.

The Founders on behalf of the College, wish to call special attention to the constructive intelligence with which Miss Griest has built up this program, and to

the conspicuous success with which she has bound the College in China to its friends in America. She has made available to Ginling's American supporters a vivid sense of participation in the courageous and perilous adventure into which the College has now been precipitated. It is hoped that she may find it possible to resume the direction of this program from the New York office.

BF 204 VOTED that we accept with regret Miss Griest's statement that she cannot now return to the New York office.

Miss Hodge reported that Miss Tyler is now in the Far East and that her itinerary as originally planned is being carried out with the exception of her trip to Chengtu.

It was reported that Mrs. Thurston is working in the Chicago area and representatives of the Baptist and Methodist Boards were asked to notify women of their respective denominations in that area.

BF 205 VOTED that Mrs. McConnell be re-elected as representative of this Board on the Nanking University Board.

BF 206 VOTED that our representatives on Associated Boards Committees for the year, be as follows:

Executive Committee - Miss Hodge
Mrs. McConnell
Mrs. Macmillan

Promotion - Mrs. Cushman
Mrs. Macmillan

Finance - Mr. Evans
Mrs. McConnell

Christian Character- Mrs. Decker
Miss Lindley
Mrs. Rockwell

It was reported that the Women's Foreign Missionary Society of the Methodist Episcopal Church, Northwestern Branch, have given favorable consideration to the extension of Dr. Reeves' term on the field for one year.

It was reported that the Baptist Board's official representatives for another term on the Board of Founders are to be: Mrs. Charles H. Soars and Mrs. J. W. Decker.

The meeting adjourned.

Minnie S. Sears
Secretaey pro tem

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COMMENTS ON THE PROGRAM OF AMERICAN
SUPPORT FOR GINLING COLLEGE

The lines through which Ginling is now reaching its American friends, represent many strands, partially brought together in our present cultivation results, but capable of larger expansion and productivity. The work which they represent had its beginnings in the year 1935-36, and is now, therefore, in its fourth year of development. There are slight overlappings of these lines of approach to American friends, which represent no conflict in the program carried out from the New York office.

I. Program of the Film, "It Happened at Ginling."

1. Schools. Twelve schools in six states. Three have become regular contributors to Ginling, and others can be brought into the scheme of annual contributors.

2. Colleges. Thirteen American and Canadian colleges. Of the thirteen institutions, Smith is a regular contributor to Ginling, and in the showings at Wellesley, Wheaton, and Sargent, the Ginling film was used to promote the interest of Yenching Women's College. Other colleges on this list deserve further cultivation.

3. Church Groups, 51. Twenty can be counted as regular contributors. In most cases the showings in churches have been arranged on request to stimulate the giving through regular denominational channels. In the majority of cases, however, some contribution has been made in direct response to the film.

4. Smith Alumnae Clubs, 28. All of these 28 give regularly to Ginling, and eight others, making a total of 36 clubs gave during 1937-38 a total of \$2,972.25. In 1934-35 only a half-dozen clubs gave to Ginling and during 1935-36 (the first year of the film's history) seventeen clubs gave. The film has been at least one of the strongest factors in the increased support from this source.

5. Miscellaneous, 26, including clubs, camps, missionary conferences, Y.W.C.A.'s, and certain school and college organizations not already listed.

In addition to these 130 showings of the film, there have been more than an equal number not listed and classified. Some of these have been intensive uses in the tours of individuals, such as those of the Lisle Conference workers during the summers of 1936 and 1937, those of Miss Kirk's furlough travels in Canada, and Miss Whitmer in Illinois, Indiana, Michigan and Ohio, a dozen appearances under Miss Case's direction in Greater Cleveland, and many parlor showings in homes.

II. Cultivation of Smith Clubs, Alumnae, Undergraduates, and Faculty Members. This line of activity bears upon a clientele of about eighteen thousand women, and it produces regular support, the major part of which is counted as dependable annual income, and a potentially increasing amount is available to apply upon the sum needed annually in addition to that counted on as regular. There is involved (1) a program on the campus in Northampton, which is in itself a major responsibility, (2) the assistance rendered to the Ginling representatives in seventy alumnae clubs, and (3) the cultivation of approximately 2,300 non-club Smith graduates.

III. Cooperation with Former Ginling Faculty Members. During the last three years, the response which this group of 56 women has given has been one of the most heartening experiences we have had. They have given generously of very limited personal incomes, having contributed \$1,000 in 1935-36, and more than \$3,000 as faculty aid in 1937-38. They are also available to assist in a constructive way in their own communities, and several of them (including Mrs. Hiltner in Seattle, Miss Gibson in Detroit, Miss Gundlach in Berea) have already carried through projects on Ginling's behalf.

IV. Development of Miss Wu's University of Michigan Connections. The support which can be secured by further attention to the University of Michigan alumni and faculty members is potentially unlimited. The beginning which was made in 1936-37 in Ann Arbor and in Detroit is proof of future possibilities, which can, however, be definitely realized only if personal executive service can be devoted to the cultivation. In Ann Arbor the community has been very well organized through

eight inclusive groups, and in Detroit six organizations cooperate in sponsoring Ginling-Michigan contributions. The allegiance between the University of Michigan and Ginling rests not only on Miss Wu's very strong hold on the university family, but has added to it the influence of the records made at Ann Arbor by the Ginling graduates who have studied there, many of them as holders of Barbour Scholarships and Fellowships.

V. Cultivation of Donors to the Wood Memorial Fund (36) and to the Mount Holyoke Fund in Honor of Mrs. Thurston (370). The former of these funds has resulted in a gift of more than \$2,000 to the Ginling endowment, and the latter brought this last year a response from 53 women giving a total of more than \$500. They will make further gifts if cultivated along the special lines of the first approach, and will become a permanent strength to the annual income of Ginling.

VI. Personal Appearances, Past and Future, of Ginling Faculty Members and Alumnae. The present era of this type of activity began with Miss Wu's trip of 1936, during which she appeared effectively in England and in America. This tour was one of the initial stimuli of the \$300,000 endowment drive which it was planned to complete by June 1939. Other field members who have been scheduled by the Founders are Mrs. Thurston (1937 -), Miss Harriet Whitmer (1936-37), Miss Emily Werner (constantly active for Ginling). Many alumnae have been on our active speaking lists of the last three years, approximately ten having rendered service of major value, and for 1938-39 we have a full dozen able alumnae in this country in addition to Mrs. Thurston and Miss Chester. Two of these young women have already spoken for Ginling since the beginning of the college year. A long and interesting story could be told of the use of these alumnae as speakers and of their effectiveness. Those of us who have had the privilege of working with them are constantly invigorated through the experience. They have proved able to face all sorts of trying audiences under the most critical circumstances, and have come through with colors flying.

VII. The Nurture of Interest Among Episcopal Women. Ginling has a strong hold on groups of Episcopal women in several states of the Union. Among the sources

of this interest is the conviction of these women that the Episcopal Church is deeply indebted to Ginling for its training of the Chinese daughters of the Church. Until the happy day when the Episcopal Church is again a contributor to Ginling, the individual cultivation of these groups should receive from us more constant and more intelligent attention.

VIII. Attention to Groups of Historic Ginling Connection. Through such early connection with Ginling as gifts to the building fund in 1920-22, visits to Ginling's campus in Nanking, and friendship with individual members of the faculty, we have a substantial number of names in our lists which deserve further specialized cultivation. Their full value has not yet been reaped in regular giving.

IX. Cooperation with International Relations Committee of the A.A.U.W. An entire new field of productive work has just been opened through a favorable vote taken by this committee. The interests of Ginling can now be brought to the attention of more than one hundred Branches of the Association in the United States. The program for making this sponsorship effective rests wholly on our shoulders.

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The comments given above are an attempt to define the avenues through which approaches on Ginling's behalf have already been made in America, through which the list has been increased from 125 names which we had from the beginning of 1935-36 until this year we have approximately 5,000 names on our regular list, and through which specialized work can continue. We have recently been in touch with one of the authorities in the field of money raising, who is now devoting himself to research in this field. He writes us that it seems clear to him that the promotional future of philanthropic projects receiving American support, rests upon the securing of multiple small gifts, developed through intelligent stimulation of promotional activities. He says that promotional costs will increase in the future, and, that if money is to be secured, these costs must be met. He believes that we have not yet shown whether or not the multiple small gifts can be less expensively secured through personal interview, or through mail appeal. Our experience agrees

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with his preliminary observations.

The comments here recorded do not involve an attempt to show in detail the activities through which future cultivation will necessarily be carried on. We have merely implied something of the task of scheduling speakers, the film, and other illustrative material. We have said nothing about the production of publicity material, or about the task of the correspondence involved. We have given merely a word to the contribution which Ginling's promotional life has made to the coordinated promotional activities of the Associated Boards. The Ginling film has served as the symbol of many another China college in its showings to groups related to the support of those other colleges. The closeness of Ginling's staff on the field to the New York office during the past year has stood out as a model of such relationships, and no board other than yours can speak with your assurance of the needs of the college for which they are responsible, the actual conditions under which work is being carried on, and the service being rendered by faculty members on the field. The nearest approach to this close relationship between the American office and the field is made by those institutions who are Ginling's closest neighbors in China, and who are learning from her the fruits of a clearer understanding between American supporters and the field.

Appendix "B"
November 1, 1938

GINLING COLLEGE

Program of Film Showings and Speaking Engagements

1938-39

Date	Organization	Location	Material Used	Name of Speaker or Annotator
July 11-19	Northfield Conference	Northfield, Mass.	"It Happened At Ginling"	Miss Werner
October 5	Clinton Ave. Presbyterian Church	Newark, New Jersey	Speaker	Miss Chester
October 6	Presbyterian Church	Caldwell, New Jersey	Speaker	Miss Chester
October 10	Roseville Ave. Church	Newark, New Jersey	Speaker	Miss Chester
October 13	Minnesota Branch of Methodist W.F.M.S.	Sioux Falls, S. D.	Refugee Film	Miss Robinson
October 19	National Officers of Methodist W.F.M.S.	Sioux Falls, S. D.	Refugee Film	Miss Robinson
October 19	Woman's Club of Lutheran Church	White Plains, N. Y.	Reels 2 & 3 "It Happened at Ginling & Refugee Film	Miss Werner
October 26	Assembly of Shippen School	Lancaster, Pa.	All of "It Happened at Ginling" and Refugee Film	Miss Griest
October 27	Exhibit of Activities	Berea, Kentucky	Publicity Material and 20 enlarged photographs	Miss Gundlach
October 28	Assombly of Smith College,	Northampton, Mass.	Speaker	Miss Chester
October 28	Women's Association Edwards Congrogational Church	Northampton, Mass.	Reel 3 "It Happened at Ginling", Refugee Film, & Colored Photographs	Mrs. Macmillan
October 28	Conference Group of Members of Smith College Faculty and Officers of S. C. A. C. W.	Northampton, Mass.	Reel 3 "It Happened at Ginling", Refugee Film & Colored Photographs	Mrs. Macmillan and Miss Chester

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November 4	Detroit Smith Club	Detroit, Michigan	Speaker	Chang Tuh-wei
November 10	Hartford Smith Club	Hartford, Conn.	Speaker and Slides	Miss Chester
November 16	Berkshire County Smith Club	Fall River, Mass.	Speaker and Slides	Miss Chester
November 17	Southeastern Massachusetts Smith Club	New Bedford, Mass.	Speaker	Miss Chester
November 22	Philadelphia Smith Club	Philadelphia, Pa.	Reel 3 "It Happened at Ginling" & Refugee Film	Miss Chester
November 28	Montclair Smith Club	Montclair, N. J.	Refugee Film and Colored Photographs	Mrs. Macmillan and Shen Dzu-ying
November 28	Mission Council of Congregational and Christian Churches	Boston, Mass.	"It Happened at Ginling"	Miss Smith
January 21	The Knox School	Cooperstown, N. Y.	Speaker	Mrs. Macmillan
Spring	Franklin County Smith Club	Deerfield, Mass.	Speaker	

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MINUTES OF MEETING
EXECUTIVE COMMITTEE
BOARD OF FOUNDERS OF GINLING COLLEGE

10:30 A.M., Thursday, November 3, 1938
156 Fifth Avenue, New York, N.Y.

List of Members

*Miss Margaret E. Hodge, Chairman	Miss Grace Lindley
*Mrs. James Stewart Cushman	*Dr. E. C. Lobenstine
*Mr. C. A. Evans	*Mrs. Francis J. McConnell
Miss Rebecca W. Griest	*Mrs. Charles Hatch Sears
Dr. S. Ralph Harlow	Miss Florence G. Tyler

Those whose names are starred were present. Mrs. T. D. Macmillan also attended a part of the meeting.

E 118 RECOMMENDED: Ratification of the correspondence vote taken in September, as follows:

1. To request the Associated Boards to include in the askings the revised budget for 1938-39 which has some from Dr. Wu and Miss Priest since our last meeting which includes a number of emergency requests.
2. In the absence of a promotional chairman, to approve the request of Mrs. Thurston that she work for Ginling in Chicago, and also to request the Associated Boards that she represent them whenever possible.
3. To expunge the action of June 21st from our minutes, and
4. Again to ask Miss Griest to accept the position offered her on May 9th, to begin work on November 1st.
5. To pay to Miss Griest quarterly in November, January, March and May the \$1,000.00 budgeted at the Annual Meeting of May 5th for travel and expenses for volunteer promotional help during 1938-39.
6. To ratify the payment immediately of the \$1,000.00 budgeted towards Miss Griest's travel and living in 1937-38 in New York.

E 119 RECOMMENDED: That we ask Mr. Joseph I. Parker of the Associated Boards to become Assistant Treasurer of the Ginling College Board.

Realizing the great importance of the work done in recent years by Miss Rebecca W. Griest and desiring to preserve in every possible way the results of this effort,

E 120 RECOMMENDED: That we approve in principle the employment of an Executive Secretary in America for Ginling College at an approximate Salary of \$2,500.00 annually.

The meeting adjourned.

Minnie S. Sears
Secretary pro tem

MINUTES OF MEETING
EXECUTIVE COMMITTEE
BOARD OF FOUNDERS OF GINLING COLLEGE

11:00 A.M., Friday, December 9, 1938
156 Fifth Avenue, New York, N.Y.

List of Members

*Miss Margaret E. Hodge, Chairman	Miss Grace Lindley
Mrs. James Stewart Cushman	*Dr. E. C. Lobenstine
*Mr. C. A. Evans	*Mrs. Francis J. McConnell
Miss Rebecca W. Griest	*Mrs. Charles Hatch Sears
Dr. S. Ralph Harlow	Miss Florence G. Tyler

Those whose names are starred were present. Mr. Joseph I. Parker also attended the meeting.

The meeting opened with prayer offered by Mr. Parker.

APPROVAL OF MINUTES

E 121 VOTED to approve the minutes of the Executive Committee, November 3, 1938.

MISS GRIEST'S INABILITY TO RESUME WORK IN THE
NEW YORK OFFICE

Miss Hodge stated that a letter had been received from Miss Rebecca Griest immediately after the adjournment of the November 3rd meeting stating that Miss Griest would be unable to continue her work in the New York office.

MRS. THURSTON'S RETURN TO CHINA

Miss Hodge read the following communications relative to Mrs. Thurston's return to China early in 1939:

- (a) A cable from the Presbyterian China Council
- (b) A letter from Dr. Wu, representing the Ginling administration, to the Presbyterian Board of Foreign Missions
- (c) A letter from Dr. Wu to the Ginling Board of Founders, which is attached hereto as "Appendix A".
- (d) A letter from Miss Tyler after her consultation with people in Shanghai and Nanking saying that she advised Mrs. Thurston's return.
- (e) A letter from Mrs. Thurston

In view of these requests, it was

E 122 VOTED that approval be given to Mrs. Thurston's return to China early in the coming year and that provision be made in the budget for her return passage.

MISS RHODES

After discussion it was decided to authorize the continuance of correspondence with Miss Rhodes who was appointed to go to Ginling last year but was detained in this country. If it seems necessary, a letter should be sent to Dr. Wu at Madras by Air Mail.

BOARD AND COMMITTEE MEMBERSHIP

Mr. Parker was asked to make a study of the relationship and terms of office of Board and committee members, and authorization was given him to take up any correspondence necessary in this connection.

On motion the meeting adjourned.

MINNIE S. SEARS

Secretary Pro Tem

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GINLING COLLEGE
Chengtu, Szechwan

30th March, 1939

Via CHINA CLIPPER

Dear Mr. Evans:

We wrote you a few weeks ago that our meeting to consider the budget for 1939-1940 was inadvertently delayed. We enclose the summary of the budget, which we trust will give you the necessary information. A detailed copy will be forwarded at the same time by air mail to the coast.

Anticipated Shortage: You will see we shall need Chinese \$42,715.19 before June 1940 if we follow this budget. May we explain in detail to you so you may be familiar with our needs? In the first place this budget is based on our minimum needs, and salaries are figured on the present basis, which is approximately 80% of salaries approved for the year 1937-38 (before the war). It is clear to you we are sure, that certain items are duplicated, such as maintenance of plants, replacement of staff assigned to Nanking, etc. These cannot be avoided under present circumstances. When you receive the detailed budget you will see the section for Nanking has been set up as a separate account and includes an appropriation of 10,000 to continue the work being done under the direction of Miss Vautrin. The extraordinary items may be listed as follows:

Maintenance of New York office.....	C\$19,800.00
Nanking program:	
Upkeep, maintenance and experimental school.....	29,988.08
Rural Service Project.....	<u>15,000.00</u>
	C\$34,888.08

The three items total considerably more than our anticipated shortage of \$42,715.19.

We have budgeted US\$6,000 for the maintenance of the office in New York, including our share in the Associated Boards promotional campaign, which is included in our budget at official rates, or at \$19,800. This is based on your estimates of the past two years, but it is much greater than any year previous to 1937-8. Perhaps we should have included as anticipated income an amount to offset this figure, but you will note no income that is uncertain, excepting the government grant, has been put into our estimates.

It is very important to continue the work started by Miss Vautrin as well as the Rural Service Station, but in one sense they are new items and so have been listed to show the extraordinary accounts. If these are eliminated from the total budget, you will see the current expenses are estimated at a figure considerably below our last "normal" budget.

We may have balances at the close of this year - until June it is hard to say and we prefer not to plan on having much left over. In the first place, we do not know yet how much we shall receive from the Emergency Campaign for 1938-39. In any event, we have granted US\$2,000 to West China Union University for our share in the Chemistry Building, thus reducing our current funds by this amount. The grant from the Ministry of Education has been given definitely to December 31, 1938, and while we hope to have a further grant there has been no promise to date. In planning for our budget for 1939-1940, we have included the grant from the government, but have made plans to cover the work should it not be granted.

Plans for the Future: We are making all our plans for a period of two years. It seems impossible to look ahead and forecast the events of the next months, but we must plan for a definite period in arranging our academic program. From the minutes of our Executive Committee you will see that approval was given to request emergency funds not to exceed C\$70,000 for 1939-1940. This is less than has been granted for the past two years, but we felt it was possible to meet our most pressing needs with this sum. The list is as follows:-

Request for Special Funds for 1939-1940

1. Current funds required to balance the budget:
 1. Maintenance of New York office - extraordinary.....\$15,000.00
 2. Rural Service Project..... 15,000.00
 3. Experimental Course and extraordinary needs in Nanking
(not including general items of upkeep)..... 12,715.19
 - Required to balance the budget..... 42,715.19
 2. Additional accommodations in Chengtu:
 1. Studies for Music Department..... 4,000.00
 2. Cottage for staff (additional women)..... 6,000.00
 3. Restoration of salaries to 100%..... 12,000.00
 4. Extraordinary administration expenses and travel..... 2,000.00
 5. Home Economics Department Equipment (books etc.)..... 2,000.00
 6. Social Education Projects..... 2,000.00
- C\$70,715.19

You will see we have not included any item for rehabilitation in Nanking, expenses for the return trip, or any joint projects to be maintained on the campus. We expect a separate request will be prepared for any joint projects and presented from the associated group now cooperating on the campus.

We would like to say a word about the third item for the restoration of salaries to 100%. Last year through gifts our salaries were restored in part, but it was impossible to give the original basic salary with available funds. The cost of living has increased in a most alarming way and the time has come to give this question serious consideration. In the first place the basic salary paid Ginling staff is low, so it becomes important to restore the salaries as soon as possible to prevent serious hardships.

We believe this gives you a general picture of our needs and hope it will reach you in time to prepare for the meetings of the Board of Founders and the Associated Boards.

Sincerely yours,

/s/ YI-FANG WU, President

/s/ ELSIE M. PRIEST, Treasurer

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WEST CHINA UNION UNIVERSITY
Chengtu, Szechwan

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April 6th, 1939

Dear Dr. Garside,

In this letter we shall answer the questions raised in your communication of January 24th which reached us on March 13th. We have given careful consideration to all the matters mentioned, and we trust that this statement will seem to you to be adequate.

Period of Adjustment.

We are anxious to assure our friends in America and in England that every possible adjustment to present conditions is being made and that we propose to build upon our experience in cooperation of the past months.

Chinese Cultural Studies.

The Institute of Chinese Cultural Studies of the University of Nanking is now in Chengtu. Cheeloo's Harvard-Yenching Research Department did not move here, as this work is being carried on in Tsinan. Cheeloo students majoring in Chinese have been enrolled in the Department of Chinese of West China Union University. The Department of Chinese of both the University of Nanking and West China are at the moment considering lines of practical cooperation in the offering of courses for students of all colleges.

As many of China's educational centres have been destroyed, there is even greater need for opportunities for post-graduate and research work at our Universities. The programme of the University of Nanking includes research along the historical side of Chinese Cultural subjects, while in West China emphasis is placed upon the development of a museum of Chinese cultural objects. At present both institutions are interested in advanced study and research which will involve joint expeditions and projects.

Plans of the Colleges for 1939-40.

Failing any change in the political or military situation, which we cannot at the moment forecast, we are making plans to carry on our work at the West China Union University for at least another two years. It is apparent from your letter that you recognise quite clearly the difficulty we have in looking into the future. We must await developments and shall keep you informed of events which necessitate any change in our plans.

Maintenance of Institutional Lines.

The situation in Chengtu does not appear to us to justify amalgamation, but rather suggests the closest possible correlation. This has been secured by the formation of a Universities' Joint Council, and now we propose to set up a Joint Committee of the Associated Christian Universities and a fortnightly meeting of the four presidents to discuss common problems and possible common policies.

The duties of a treasurer have been performed in two offices both under the supervision of Miss Priest. In one office the staff looks after the accounts of the University of Nanking and Ginling College, and in the other of Cheeloo and West China Union Universities. Amalgamation of these two offices would not secure any greater efficiency or reduce expenses.

The religious life and the athletic activities of the students are under the supervision of joint committees which are representative of all the universities.

April 6th, 1939

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The departments of the several Colleges of Arts and Science have given much time to a consideration of possible increased cooperation, and definite plans are now being considered by which courses offered by any teacher may be taken by students of all universities. In Medicine all students have common courses. The greatest possible use is made of all Science laboratories and apparatus is freely exchanged. The possibilities in the way of reduction of staff are not great, but it is expected that with increased cooperation the employment of part-time teachers will be unnecessary. During the past few years none of our colleges has had more than a minimum staff.

Admission of Students.

Beginning next September we shall have a common calendar and entrance examinations for all universities will be held on the same date. Before a student registers he will be advised to enter the institution whose normal location is nearest his own home. In this way a certain amount of liberty will be allowed each student to choose his University. As the credit system in all institutions is based upon Government regulations, there will be no difficulty in exchanging credits where students take courses in two or more institutions.

Budgets.

Under present circumstances there are difficulties connected with correlating or amalgamating the budgets of the several institutions. The departments of the different colleges have different policies. Then, too, the scale of salaries differs widely. It is possible that a Joint Fund for joint projects can be set up, and this is being given consideration. The matters we have in mind cover the proposed Teachers' Training Course, the administration of the Library, and certain equipment for the laboratories.

Buildings and Equipment.

The buildings of the West China Union University will continue to be used as at present. This accommodation, while not adequate, is still sufficient for us to carry on. The new Science building will afford the additional classroom and laboratory space which is absolutely necessary. The dormitory accommodation in the buildings erected for the students of the University of Nanking and Ginling College is sufficient for the present enrolment. Present accommodation for Cheeloo students is not satisfactory. Appeals have already been made in regard to this.

The visit of Drs. Arnup, Decker and Cressy in February afforded us an opportunity to discuss with them problems arising out of the enforced removal of three institutions to Chengtu. When the conference of Presidents meets in Hongkong, there will be another opportunity to consider together and to advise as to future policies. We are confidently expecting that the reports of these meetings, together with the more detailed statements which will be sent before the end of the term, outlining correlation of work achieved and that planned for the coming year, will give you a clear understanding of the situation as we see it at the date of writing.

Yours sincerely,

(Signed) Shuming T. Liu

S. T. Liu, Cheeloo

(Signed) Yi-fang Wu

Y. F. Wu, Ginling

(Signed) Y. G. Chen

Y. G. Chen, University of Nanking

(Signed) Lincoln Dsang

L. G. Dsang, West China

MINUTES
ANNUAL MEETING BOARD OF FOUNDERS
GINLING COLLEGE

9.30 a.m., Monday, June 5, 1939
156 Fifth Avenue, New York, N.Y.

Members

Class	Name	Class	Name
1941	Allyn, Dean Harriet M.	1940	* MacKinnon, Miss Sallie Lou
1940	Anewalt, Mrs. L. L.	1941	* McConnell, Mrs. Francis J.
1940	* Cushman, Mrs. James Stewart	1940	* Macmillan, Mrs. T. D.
1941	* Decker, Dr. J. W.		Parker, Mr. Joseph I.
1941	* Decker, Mrs. J. W.	1940	* Peel, Mrs. Leon Roy
1940	* Evans, Mr. C. A.	1942	Perry, Mrs. J. W.
1940	* Garside, Dr. B. A.	1942	* Rockwell, Mrs. W. W.
1942	* Griest, Miss Rebecca W.	1940	Ross, Mrs. Emory
1941	Harlow, Dr. S. Ralph	1940	Roys, Mrs. Charles K.
1941	* Hodge, Miss Margaret E.	1941	* Scott, Mrs. George T.
1941	James, Mrs. Harry E.	1942	* Sears, Mrs. Charles H.
1941	* Lindley, Miss Grace	1942	Taylor, Miss Lela A.
1939	* Lobenstine, Dr. E. C.	1942	* Tyler, Miss Florence G.

Substitutes

- Dr. A. Burns Chalmers for Dr. S. Ralph Harlow
- * Mrs. E. L. Higdon for Mrs. Emory Ross
- Dr. E. L. Higdon for Miss Lela A. Taylor

Those whose names are starred were present.

Guests Present

- Dr. Ruth M. Chester - Member of Faculty of Ginling College
- Miss Sara Comins - Chairman, Smith Alumnae Committee for Ginling College
- Dr. Lloyd Ruland - China Secretary of the Board of Foreign Missions of the Presbyterian Church; a former missionary in Nanking.
- Mr. Earl H. Cressy - Executive Secretary of the Council of Higher Education in China
- Bishop Ralph Ward - Methodist Bishop from Chengtu, China.

Excuses were received from Dean Harriet M. Allyn, Mrs. L. L. Anewalt, Dr. A. Burns Chalmers, Mrs. Harry E. James, and Mrs. Charles K. Roys.

MORNING SESSION - 9.30 - 12-30

Miss Hodge, chairman of the Board, opened the meeting with prayer. Telegrams of greeting were read from Dean Allyn and Mrs. Anewalt, the latter saying, "our pledge renewed." Miss Hodge expressed regret that as yet no word had been received from Mrs. Thurston.

APPROVAL OF MINUTES

- BF 207 VOTED to accept the minutes of the Board of Founders meeting of November 3, 1938, as circulated.
- BF 208 VOTED to approve the report of the Executive Committee and accept actions E 122, 124, 125, 126. (See Appendix A)

Board of Directors: Miss Wu's letter of March 31, 1939 and a copy of the Minutes of the West China Executive Committee of the Board of Directors of March 21, 1939, were presented. Interest and general approval were expressed. Action on the budget was taken in connection with the report of the treasurer of the Board of Founders.

Furlough plans for foreign staff were noted. Miss Hodge reported that the request for Dr. Reeves, EC 54 had been forwarded to Mrs. McConnell to present to the Woman's Foreign Missionary Society of the Methodist Church. The W.F.M.S. approved permitting Dr. Reeves to extend her term of service one year and the Ginling Board so cabled Dr. Wu.

BF 209 VOTED to approve Dr. Reeves extension of service for one year beyond the retirement age in accordance with the request in EC 54.

WORSHIP

Miss Ruth Chester led the worship service, dwelling on the theme of God's use for the individual and the individual's gifts for the task as exemplified in the placement of the Ginling staff during these war months. She read portions of the 12th and of the 13th chapter of First Corinthians and offered prayer for those in China and for those in America bound in the common bonds of devotion to Christian Education in China through loyalty to a common Master.

GINLING COLLEGE SLIDES

Mrs. Macmillan showed the approximately 100 slides which she has prepared this year from pictures of the Ginling campus; from pictures taken by members of the faculty on the 2,500 mile trek from Shanghai to Chengtu; and of the activities in Chengtu. These give fine comprehension of the Ginling story in 1938 and will be kept up to date as more pictures are received from China.

BF 210 VOTED to thank the faculty for their care and persistence in sending this material; and to thank Mrs. Macmillan for preparing it so well for use.

PROMOTION COMMITTEE

The excellent report of this committee was presented by Mrs. Cushman, and will be found attached to the minutes as Appendix B.

BF 211 VOTED to receive the report with thanks.

SMITH ALUMNAE COMMITTEE FOR GINLING COLLEGE

The Board was fortunate to have this report presented by Miss Sara Comins, chairman of the Smith Alumnae Committee for Ginling College. The report is attached to these minutes as Appendix C.

BF 212 VOTED to receive the report with thanks.

RE-ELECTION OF MEMBERS OF BOARD OF FOUNDERS IN CLASS OF 1939

BF 213 VOTED to elect the members of the Board of Founders in the Class of 1939 to the Class of 1942. They are:-

Miss Rebecca W. Griest
Dr. E. C. Lobenstine
Mrs. J. W. Perry
Mrs. W. W. Rockwell

Mrs. Charles Hatch Sears
Miss Lola A. Taylor
Miss Florence G. Tyler

LETTERS FROM THE FIELD

A letter from Dr. Wu to Dr. Garside, dated March 31, 1939, was read. This letter answered Dr. Garside's queries concerning plans for the Chengtu work, as follows: 1. Ginling is assuming that she will be in Chengtu two more years. 2. Ginling will strive for closer cooperation and correlation but does not want amalgamation. 3. In Ginling both faculty and administrative staff have been reduced to the minimum. 4. Entrance tests for Ginling and the University of Nanking are given on the same date so that women applicants take one or the other. 5. The year, 1939-40 is being planned on a common calendar schedule for the four institutions. 6. Common budgets for joint projects have been planned and for other forms of cooperation a system of exchange of services or transfer of funds. 7. The building needs that are pressing are music studios and a faculty cottage.

Four presidents in Chengtu to Dr. Garside. A joint statement from the four presidents in Chengtu was also read and is appended to these minutes as Appendix D.

From Mrs. Way-sung New. A letter from Mrs. New, dated April 10, 1939, written to Dr. Lobenstine and Mrs. Macmillan was presented. She suggests that the Board of Founders consider the matter of a Vice-President or Associate to the President of Ginling College.

BF 214 VOTED that the Board of Founders appreciates the honor to Ginling College in the many calls for service of a general kind made upon Dr. Wu both by the Chinese Government and by the Christian movement in China and abroad. The Board recognizes the heavy additional burdens which this places upon Dr. Wu. We pledge our loyal cooperation in strengthening the administration of the College in such ways as will prove most helpful to Dr. Wu herself and recommend that the Board of Directors plan for adequate administrative help in the form of such an assistant as a Chinese Vice-president.

PERSONNEL COMMITTEE

Mrs. Sears, chairman of the Personnel Committee, reported that the committee with the assistance of Miss Chester had sought to fill two positions, one in the Music Department and one as secretary to the President. The position of secretary was filled in China, and after considering and eliminating all but one candidate for the music position, she wired June 3rd that she had accepted another position.

BF 215 VOTED to accept with thanks the report.

CURRICULUM ADVISORY COMMITTEE

Mrs. Sears reported, in the absence of the chairman, Professor Harlow, that no problems in regard to study for western members of the staff had come before the committee this year.

BF 216 VOTED to accept the report of the Curriculum Advisory Committee.

BISHOP WARD

Bishop Ward of the Methodist Church in Chongtu was then introduced. He said in part - that during the recent days in New York he had been amazed that people who are not actually in China know as accurately what is going on there. He is a member of the Emergency Committee for Ginling in Chengtu and sat with that

committee in March the day before he left the city to come to America. The College unit in Chengtu is being handled with increasing success. Dr. Wu finds herself in a position of major leadership wherever she goes. Library facilities are a deep concern. Bishop Ward said that Mr. Fahs, a library expert, found it one of the most tragic library situations in the world. Hundreds of students, many teachers under stress of war conditions had come great distances with marvelous spirit and high determination to maintain high grade work. They found almost no periodicals, reference books so inadequate that often 30 students or more were waiting for the use of the one book available. On this problem, the Bishop said, "West China must have help.

The Bishop voices the opinion of many thoughtful faculty members that the situation on the West China campus offers opportunity for a great creative understanding. The visiting students and teachers have been stimulated by the journey and the general situation; the host students and faculty are in turn stirred by the ferment the visitors bring with them, some going so far as to say, "These people do more for us than we do for them." It is understood quite frankly that the thinking of the West China area is what it was in East China twenty years ago. Out of this ferment some new growth should come. Steps should be taken to draw these units closer together but not to amalgamate them. Ginling in particular should develop extension work. The University of Nanking has been asked to lead in the agricultural program of that area. Ginling too must take the place of leadership in some form of extension work.

Mr. CRESSY, EXECUTIVE SECRETARY OF THE COUNCIL OF
HIGHER EDUCATION IN CHINA.

Mr. Cressy spoke of what it means to the whole orient to have a woman at the head of the National Christian organization of China. In Japan, he said, there was amazement that a woman headed the Christian Council of China and that this same woman was heading the China delegation to the World's Ecumenical Council at Madras. The choice of President Wu of Ginling as Chairman of the National Christian Council was made (1) because of her ability, (2) because she could do the work, (3) because it was desired to demonstrate to the Far East the position of women in China. So, through President Wu, Ginling is making a contribution to the position of women and the thinking about women in the whole Far East.

He also spoke of the problems of cooperation; the difference in outlook and in standards in college groups which have come from various sections of China to Chengtu. There are many possibilities of friction, but on the whole there is a very good spirit. There is possibly less friction among the groups in Chengtu than among those in Shanghai, but in Shanghai more adjustments have been made than in Chengtu. Further outstanding problems are (1) planning cooperatively for greater effectiveness and (2) the middle school problem of providing future students for the colleges.

The morning session adjourned.

LUNCHEON MEETING 12.45 - 1.45 p.m.

The Board met for luncheon arranged by Miss Tyler, in the Presbyterian Board rooms on the 13th floor of the Presbyterian Building. Miss Chester, Mr. Cressy, Miss Oldroyd, Bishop Ward were guests from China.

Dr. DECKER

Dr. Decker told of his recent visit to Chengtu. He travelled with Mr. Cressy by the Burma Road and emphasized the tremendous changes in five years in

Yunnan and in Szechuan provinces. In 1934 one everywhere in the two provinces saw the poppy growing and smelled opium. In 1938 in Szechuan one saw no evidences of opium; in Yunnan almost none. This illustrates the kind of leadership the government is at present able to give.

In Chengtu he was impressed with the good taste - both exterior and interior - of the new Ginling dormitory on the West China campus. He considered it a miracle that so small an expenditure of money could have given so much, but, at that, it is crowded and inadequate. He commented on the college constituency, saying that while it will not be the old geographical constituency, he believes there will be no difficulty in finding students. In Chengtu he found the host-guest relationship firmly established, and little progress in applying total resources to the total problem. Definite planning, however, had been begun for cooperation in some fields, notably between the Chemistry departments. As to a return to Nanking, the answer is "No", both in Chengtu and in Shanghai. "No self-respecting Chinese will go back to occupied China," he was told in Chengtu. He found the spirit in Chengtu one of optimism, courage, hope. He said nothing affected him more than this group, knowing any day they might be bombed, but going forward with courage.

MISS TYLER

Miss Tyler told of her trip from Shanghai to Nanking in the fall of 1938, of the devastation seen in the city. She told also of the signs of new life which illustrate the will to survive of the Chinese people. In contrast with the destruction and pitiful new beginnings was the Ginling College campus - the chrysanthemums in full bloom. She told of the work with widows, children, and teen age girls, under supervision of Miss Vautrin, to whom they all looked for guidance in the new life forced upon them, and to whom little children clung as to "an angel". She told of Miss Vautrin's hope for stronger staff, for adequate support for the best development of the academic life of Ginling.

AFTERNOON SESSION - 2 - 4 p.m.

TRIBUTE TO DECEASED MEMBERS

The afternoon session was opened with tributes to members of the Board, the faculty, and the alumnae who have died within the year.

Mr. Russell Carter. Miss Hodge told with deep regret of the passing from this world of Mr. Russell Carter in Pittsburgh on April 29, 1939. His death has taken from Ginling one of her most valued friends. During the difficult early years of the College he gave of his business experience and his personal loyalty to the guardianship of property holdings and yearly income. The five years preceding his retirement had been marked by severe disturbances in the business world, and the degree to which the holdings of Ginling escaped severe loss was proof of the quality of Mr. Carter's judgment. The Founders, in paying tribute to his value as a financial officer of the Board, wish to record also the affection and respect which his personal qualities called forth, and to express to Mrs. Carter their sense of deep sorrow and sympathy with her.

Mr. Evans also spoke of his beautiful memory of Mr. Carter, of his integrity, of his willingness, and of his kindness.

Mrs. D. Y. Lin Mrs. Macmillan presented the following tributes to Mrs. D. Y.
Mrs. H. Y. Yang Lin and to Mrs. Yang Hsi-yuan (Sa Pen-yung):

We are moved to record our consciousness of the toll which the war is taking of the personnel of the faculty and alumnae of Ginling College. At this time it is appropriate to speak with appreciation and sorrow of the passing of Mrs. D. Y. Lin, long a member of the Ginling faculty, and of Sa Pen-yung (Mrs. Yang Hsi-yuan) who studied in Ginling as a member of the Class of 1938.

Mrs. D. Y. Lin's death was due to over-exertion in war work in Hongkong. She was a graduate of Wellesley, and counted as one of whom that College is specially proud.

Sa Pen-yung had married a young banker and was on the ill-fated plane shot down as it made its way from Hongkong to Kunning. We in this country had come to know Miss Sa's graceful figure as the angel at the door of the tomb in the scene of the Easter morning in the film, "It Happened at Ginling."

In remembering these two tragic losses we wish to express to the field our companionship with them in these experiences of constant danger and of impending hazards of a serious nature.

Miss Hodge asked Miss Griest to offer prayer.

BF 217 VOTED that the minute on Mr. Carter be sent to Mrs. Carter and that Miss Chester see that the minute concerning Mrs. Lin and Sa Pen-yung be sent to their respective families in China.

REPORT OF SPECIAL COMMITTEE ON FACULTY SALARIES

At the Executive Committee meeting of March 21, 1939, Miss Hodge appointed Mrs. Macmillan, Miss Chester, and Miss Griest a committee to report to the Annual Meeting on faculty salaries, Chinese faculty furlough needs and retirement allowances. Mrs. Macmillan presented the report. The Committee found that various times since at least 1932, these problems have been mentioned in the Board of Directors minutes. There is no desire on the part of this committee to overstep, but it wishes the Board of Directors to know that there is concern here on these problems.

BF 218 VOTED to receive the report, append it to the minutes and forward it to the field for their information and consideration. (See Appendix E.)

BUILDINGS IN NANKING

BF 219 VOTED to suggest to the Board of Directors that sufficient funds from the Emergency Fund be set aside to keep in repair the buildings in Nanking, since we hear that the buildings there show signs of deterioration.

FINANCE COMMITTEE

Mrs. McConnell presented the report of the Finance Committee.

BF 220 VOTED to approve the Finance Committee's recommendation F-100 (See Appendix F.)

- BF 221 VOTED to approve the Finance Committee's recommendation F-101 (See Appendix F)
- BF 222 VOTED to accept the Finance Committee's report and place it on file.

THE TREASURER'S REPORT

Mr. C. A. Evans presented the financial statement as of May 31, 1939; the budget summary 1939-40 and its comparison with 1938-39; the budget for 1939-40 for the Home Base, and a letter from Dr. Wu and Miss Priest of March 30, 1939. (These are all appended as Appendix G).

- BF 223 VOTED to accept the Financial Statement as of May 31, 1939 (See Appendix G)
- BF 224 VOTED to accept the Home Base Budget as presented by Mr. Evans, with the exception of the item for secretarial help for the Foreign Missions Conference of \$200.00 which will be deleted for the year 1939-40, (Appendix G).
- BF 225 VOTED to guarantee to the field a current budget of \$19,697.04 from regular income.
- BF 226 VOTED to request from the Associated Boards LC\$ 58,915.19 (US\$11,783.04) with the right to review this in the fall.
- BF 227 VOTED that salary for a Chinese Vice-President, and additional secretarial help, be an item on the Emergency budget for 1939-40, and after this be absorbed into the regular budget; that salaries be thought of as \$2,500 Chinese or \$500 U. S.

ASSOCIATED BOARDS' ACTIONS

War Investments.

- BF 228 VOTED to refer with approval to the Finance Committee the recommendation contained in action AB-944 of the Associated Boards on June 2-3, 1939, as follows:

"That the Associated Boards suggest to the College Boards
 (1) that they inquire of companies in which they hold investments whether they are selling war materials directly or indirectly to Japan and to express the request that if so, they cease to make such sales; and
 (2) that alternatively, they adopt the policy of selling as soon as practicable the securities of the companies that persist in continuing the sale of war materials to Japan."

- BF 229 VOTED to refer with approval to the Executive Committee the recommendation contained in action AB-965 of the Associated Boards on June 2-3, 1939 as follows:

"That the Boards of Trustees be asked to review their appointments to the Executive Committee and other standing committees and to assure active participation in the work of these

NOMINATING COMMITTEE

Mrs. Sears reported for the Nominating Committee the following officers and chairmen of Committees:

Chairman	-	Miss Margaret E. Hidge
Secretary	-	Mrs. T. D. Macmillan
Treasurer	-	Mr. C. A. Evans
Assistant Treasurers	-	Dr. B. A. Garside; Mr. Joseph I. Parker
Chairman, Finance Committee	-	Mrs. Francis J. McConnell
" Personnel	"	- Miss Rebecca W. Griest
" Curriculum Advisory	"	"
" Promotion Committee	-	Mrs. Emory Ross
" Nominating	"	- Mrs. Charles H. Sears.

BF 230 VOTED to accept the report of the Nominating Committee.

RESIGNATION FROM THE BOARD

Miss Hodge presented the resignation of Dean Harriet M. Allyn.

BF 231 VOTED to accept this resignation with deep regret.

VACANCIES

BF 232 VOTED to elect Dr. Henry Pitney Van Dusen to membership on the Board of Founders.

BF 233 VOTED that the Executive Committee should fill the other vacancy.

HONOR TO MISS VAUTRIN

The Board expressed pleasure and pride in the great honor which the Chinese Government conferred upon Miss Vautrin in presenting to her the Order of the Blue Jade.

VOTES OF THANKS

BF 234 VOTED to express our appreciation to Miss Tyler for her kindness in arranging for the luncheon.

BF 235 VOTED to express our appreciation to the Presbyterian Board of Foreign Missions for permitting the use of their Council Room for the meetings and also the use of the room for the luncheon.

The meeting adjourned.

Respectfully submitted,

Rebecca W. Griest

Secretary Pro Tem.

GINLING COLLEGE BOARD OF FOUNDERS

Report of the Executive Committee

June 5, 1939

The Executive Committee of the Ginling College Board of Founders has held four meetings during the year: on November 3, December 9, 1938; January 26, and March 21, 1939.

The actions of the meeting of November 3rd were cleared at a Board of Founders meeting that same day. The following actions of subsequent meetings are herewith presented to the Founders for approval:

E 122 VOTED that approval be given to Mrs. Thurston's return to China early in the coming year and that provision be made in the budget for her return passage.

E 124 VOTED to approve the recommendation that a Science Building be erected on the campus of West China Union University, and that an appropriation of \$2,000.00 be made by this Board as its share toward the erection of this new building.

In view of the information received it would seem unlikely that return to Nanking would be possible within the coming year. We believe that part of the money necessary for the building could be found in the item for Travel to Nanking, and certain others submitted in the emergency list earlier this year, and we request that the Ginling authorities in Chengtu make up the balance of the amount by reapportionment within the emergency requests.

E 125 VOTED that it is understood that all buildings erected upon the property of West China Union University shall belong to that institution upon the withdrawal from the campus of the visiting colleges.

E 126 VOTED to approve the sale of deeds covering 321-323 East 114th Street, Manhattan, for \$200.00 net, the purchaser to pay all costs and assume all liability.

Other topics brought to the attention of the Committee at the interim meetings are as follows:

GRADUATE STUDY OF CANDIDATES FOR FACULTY APPOINTMENT

The Committee took cognizance of the fact that the number of Ginling alumnae doing graduate work in this country is at present larger than at any time in recent years, and that conditions in China will no doubt greatly increase in the near future the number of Chinese students seeking to add to their special training for a responsible part in the rebuilding of the country after the present conflict. The Committee discussed at some length the opportunity for guidance and assistance presented by this situation as affect-

ing the entire field of Christian Education in China. It was the judgment of the Committee that Miss Wu should be asked to inform the New York office at as early a date as possible each year of the plans of all students in whose foreign study Ginling College is interested.

MAINTENANCE OF STANDARDS. The Founders have noted with interest the recent promulgation of regulations of the Ministry of Education of the Government of China, providing for tutorial supervision of all students, assigning five or six students to each faculty member for special guidance in personal life as well as in studies. It is inferred that these regulations reflect a steady purpose on the part of the Government that the present conflict shall not lower academic and moral standards, and that Ginling College can expect sympathetic support from the Government in its determination to maintain its program at as nearly as possible its pre-war excellence. The Committee agreed to assure Dr. Wu of its awareness of the multiple pressure upon her at this time and its recognition of the fact that maintenance of and improvement in academic standards will mean increase in the scale of faculty salaries and additional appointments, with consequent increase in the budget.

Attention has been called to the plans for graduate study in America of the three Chinese women noted below. All have received funds sufficient to cover part of their expenses, but may need additional help from American sources because of reduction in personal income through war conditions in China.

Mrs. Yoh - Music Department. A tuition and private lesson scholarship at the Westminster Choir School has been secured. This does not cover living which is \$320.00 a year.

Hwang Dzung-mei - Chemistry Department. Miss Hwang has been awarded a Barbour Scholarship at the University of Michigan for 1939-40.

Wu Mou-i - Chemistry Department. Miss Wu has been awarded a fellowship at Radcliffe College for 1939-40. (Miss Wu is an alumna who taught at Ginling previous to 1937-38. She is counted upon as a future member of staff.)

Correspondence from President Wu has presented the plans of the Sociology Department (including the Rural Project) and the need of further training for younger members of this department, notably Wu Suon-i and Tsu Yu-dji. It had been suggested in letters from President Wu that Miss Tsu Yu-dji would be the first to come to America but a cable received on Monday, May 22nd, contained the words "Tsu Yu-dji not coming." For President Wu's use in the plans for this department, details of opportunities for study and scholarship aid in several universities are being secured for forwarding to Chengtu.

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REPORT OF THE
GINLING COLLEGE - COMMITTEE ON PROMOTION - BOARD OF FOUNDERS
1938-39

Within the present fiscal year this Committee has twice presented detailed analyses of the work and the results being produced. On November 3, 1938, the Founders received a seven-page Comment on the Program of American Support for Ginling College, and on March 21, your Executive Committee received a report of film showings and speaking engagements, publicity distributed, and gifts received. It is, therefore, suitable at this time to present summary facts only.

The program of film showings and speaking engagements from July 1, 1938 to June 30, 1939, shows 87 events in which Ginling speakers have addressed groups of varied character and size on subjects related to the present service of Ginling in China. The speakers who have addressed these groups are listed in a paragraph under RECOMMENDATIONS. Varied types of speakers and of material are called for in the requests which come to the New York office, and there is opportunity for a wide range of personality and widely different forms of illustrative material. Chinese speakers are especially successful in conveying the charm and strength of Chinese womanhood to the audiences before whom they appear, and in some cases they are able, also, to present a convincing factual background. American speakers have proved especially effective in laying the foundation of detailed fact which many groups need.

A completion to the present date of the statement of publicity distributed shows that 30,690 publicity pieces have reached the different parts of the Ginling list up to June 1 of the current year. This publicity material includes mimeographed installments of letters from the field, an especially valuable report of the Freshman Month in Chengtu, the reports of Miss Vautrin's projects in Nanking, three China College Bulletins, and two printed folders, "Ginling College in China" and "Ginling in America, 1938-39".

The first appeal of the current year was sent out in mid-November, and up to June 1, 6,698 individual appeals had been issued. The general list in the Ginling office now contains 3,263 names, and the list of Smith alumnae contains the names of 2,239 individuals (not including the members of the 70 Smith Clubs who are reached through the club organizations). From the general list, approximately 200 donors of 1936-37 or 1937-38 have not yet given during the current year. From the Smith alumnae list, approximately 150 donors of the past two years have not repeated during the present year. It is from a follow-up appeal to these donors and from special pleas on behalf of Miss Vautrin's work on the Nanking campus that it is hoped materially to increase the total receipts before June 30, 1939.

Up to and including May 31st (see p.2) the promotional activities carried on through the New York office of Ginling had resulted in the raising of \$11,771.02. The items making up this total show no startling features in comparison with the results of the two previous years, with the exception of the serious present low level of contributions specially designated for restoration of faculty salaries, for the relief and educational projects on the Nanking campus, and for scholarship funds.

Page 3 is a first study along lines which should be continued and extended from year to year. It deals with progress in building up a body of regular givers and in securing new givers from year to year in one, only, of the sections of our list. This study is too new to be made the basis of any profound comments at this time, aside from recognition of an increase in the number of those who repeat their gifts yearly and the existence of a comparatively satisfactory response from new givers each year.

Ginling Board of Founders - Committee on Promotion June 5, 1939

REPORT OF GIFTS RECEIVED THROUGH GINLING COLLEGE OFFICE

1935-36; 1936-37; 1937-38; and July 1, 1938
to and including May 31, 1939

1935-36

Smith Alumnae - current	\$ 2,721.10	
Smith Alumnae - Wood Endowment (to begin \$300,000 Fund)	1,969.00	
Founders' Gifts	186.00	
Former Faculty	831.25	
Library Endowment	500.00	
Other Gifts toward \$300,000	2,000.00	
Miscellaneous Current Gifts	6,772.30	\$ <u>14,980.30</u>

1936-37

Smith Alumnae	\$ 2,058.00	
Ginling Mail Appeals	1,353.00	
Ginling Promotion Committee and Promotional Personnel	15,941.37	
Associated Boards Mail Appeal	259.00	\$ <u>19,611.37</u>
Southern Methodist Special Gift		<u>15,000.00</u>
		\$ <u>34,611.37</u>

1937-38

Smith Alumnae	\$ 4,790.22	
Faculty Relief	3,060.10	
Mount Holyoke Alumnae	564.00	
Other Sources	2,454.00	
Cash Endowment	885.00	
Civilian Relief Projects (Nanking Campus)	660.68	
Scholarship Fund	1,210.00	
Associated Boards, Designated for Ginling	2,838.43	\$ <u>16,462.43</u>

July 1, 1938 - May 31, 1939

Smith Alumnae	\$ 4,129.35	
Faculty Relief	115.00	
Mount Holyoke Alumnae	301.50	
Other Sources	4,419.71	
Civilian Relief Projects (Nanking Campus)	206.20	
Scholarship Fund	276.10	
Cash Endowment	1,866.00	
Associated Boards, designated for Ginling	457.16	\$ <u>11,771.02</u>

June 5,
1939

GINLING COLLEGE

GIFTS FROM INDIVIDUAL AMERICAN FRIENDS

(preliminary study)

GENERAL LIST (NOT INCLUDING SMITH DONORS)

	1936-37		1937-38		1938-39 (May 31, 1939)	
	Number	Amount	Number	Amount	Number	Amount
Renewals	23	\$1,594.00	159	\$6,149.17	164	\$3,149.84
First Gifts	178	9,412.72	185	2,461.77	140	2,279.99
Total	201	11,006.72	344	8,610.94	304	5,429.83

RECOMMENDATIONS

1. That the College in China and the Alumnae Association be asked to keep in mind the importance of training in Spoken English in the undergraduate curriculum, of experience in public speaking after graduation, and the resulting competence of alumnae to address audiences when they come to America. The New York office of the College is keeping alumnae abreast of news from China after they reach this country, and has been able to help alumnae to deal critically with the content and manner of presentation of proposed speeches.
2. That the College and the Alumnae Association prepare the minds of alumnae who plan to come to this country for the invitations to speak which they will inevitably receive and ask them to accept such invitations, so far as possible, in consultation with the New York office. The New York office endeavors to protect alumnae from undue demands upon their time, and to allow for the important claims of missionary and other organizations with which these alumnae may be associated.
3. That the thanks of the Founders be extended to those workers and speakers who have contributed to the American program this year. They have responded generously to demands upon their time and have made effective presentations of the story of our College:

Mrs. Lawrence Thurston
Miss Ruth Chester
Miss Rebecca W. Griest
Miss Edith Haight
Dr. Emily J. Werner
Miss Adelaide Gundlach
Miss Merib Mossman
Miss Faye Robinson
Mrs. T. D. Macmillan

Bih Hao-ying, Ginling 1932
Chang Tuh-wei, Ginling 1934
Deng Yü-dji, Ginling 1926
Li Gwan-yuen, Ginling 1931
Nyi Vong-kyih (Mrs. Mei Yi-pao)
Ginling 1920-21.
Ong Hwei-lan, Ginling 1935
Shen Dzu-ying, Ginling 1929
Yang Hwei-ru, (Mrs. Wu Kwan-tsing)
Ginling 1932-35.

4. That the Committee for Promotion for 1939-40 be asked to arrange for a continuance of the publicity program in this country along such lines as shall maintain the high level of information of Ginling friends in America.
5. That the Committee on Promotion be asked in the near future to announce speakers and material available for next year to those schools, colleges, and organizations who have heard the story of Ginling within the last few years, and that special attention be given those groups which should be reached during July and August, 1939.
6. That the monthly meetings of the Committee on Promotion provided for in the program for 1937-38 be made a part of the office schedule for 1939-40, and that the attendance at these meetings of field workers of the Associated Boards be sought.

Mrs. James Stuart Cushman
for the Committee on Promotion

Statements of Field Experience
by Members of the Associated Boards Staff

Mr. Vernon B. Ramsour:

I have found in the friends and supporters of Ginling an informed and convinced loyalty. This loyalty is based, first, upon love of the College, born of some connection of acquaintance or other personal tie; and, second, upon intimate knowledge of what the College is doing, carried to these friends in frequent news bulletins.

I believe this coordination of news service with a primary relationship of devoted interest to be a dependable foundation of financial support.

Mr. Oliver J. Caldwell:

During my promotional activities for the Associated Boards, I have come to know something of the nature of Ginling's American support. My impression is that the friends of the College are an unusually well-informed and enthusiastic group.

Mr. J. Frederick Goforth:

My experience as a member of the China College staff has covered little more than four months and has brought me into touch with only the Greater Boston and Greater New York situations. It has, however, been my good fortune to work with a few of Ginling's active friends, and I have found their intelligence and enthusiasm of great help, not only in securing gifts for Ginling, but also in presenting the entire program of Christian education in China.

June 5, 1939

Report of Special Committee
of the Founders of Ginling College
on Faculty Salaries,
Chinese Faculty Furlough Needs and Retirement Allowances

Recognizing the inevitable abnormality of the present day in China, we, nevertheless, feel that the principle of equality in salaries between Chinese and Western faculty members should be re-enunciated at this time. As the first step toward this goal, we ask the Board of Directors to study the possibility of establishing a common salary basis for Western faculty members and Chinese women members of equal academic rank.

We believe in a regular sabbatic absence for Chinese faculty members, and we recommend the American system of leave each seventh year of service with grant of half-salary for the year.

As an added assistance to the President in the building of a strong faculty, we recognize the need of establishing a fund available for graduate study, research, and publication. On the establishment of such a fund, the details of its administration should be worked out by the President in consultation with the Board of Founders, and there should be a re-study of the operation of the system of study allowances now available for foreign staff members.

On the subject of retirement allowances for Chinese faculty members the information is not specific enough to permit definite recommendations at this time. Attention is drawn to the initiation of such a plan by the Directors in 1932, and to its interruption in 1935-36. This committee puts on record its approval of provision for retirement allowances for Chinese faculty members.

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We ask the Directors to include in future budget estimates the sums necessary to maintain the College at a proper standard, and to provide for the travel needs of President and faculty members under ~~war conditions~~ ^{and} particularly ^{for} the air travel necessarily involved in Miss Wu's national responsibilities in educational conferences and relief organizations.

Chairman of the Special Committee

Ruth M. Chester

Rebecca W. Griest

June 5, 1939

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REPORT OF THE SMITH ALUMNAE COMMITTEE FOR GINLING
1938-39

The Chairmanship of the Smith Alumnae Committee for Ginling changed hands in January, 1939, because of Mrs. Dickson Leavens' residence in Colorado, but her interest and support are still heartily with us, and the present chairman wishes to acknowledge the indebtedness of our work to the former chairman, as well as to the committee members.

The two chief phases of our work are the bringing before Smith Alumnae of the information about Ginling and what is being done by its faculty, undergraduates and alumnae, and the maintaining of the financial support which Smith Alumnae pledge to Ginling.

The first phase of the work has been carried out extensively. The nineteen alumnae of Ginling who are at present studying in the United States have proved a very real link between their college and Smith. Some of them have spoken before Smith Club meetings, as have also Ginling faculty members, particularly Ruth Chester. The Smith College Association for Christian Work at their meeting at Commencement, 1938, presented a program devoted largely to Ginling, including as speakers Mrs. Thurston, Miss Gwan-Yuen Li and Miss Pao-Chen Shih. A large group of club representatives and interested friends of Ginling followed the Commencement meeting with a valuable discussion of its affairs. During 1938-39 seventeen Smith Clubs, covering eleven states from Massachusetts to the State of Washington, have reported Ginling programs at their meetings, at which motion pictures and slides have been shown, talks given, or special atmosphere lent by an exhibit of Chinese Art Treasures. Mrs. T. D. Macmillan has given many addresses and made many contacts. Two special printed bulletins have been widely circulated and frequent news resumes have aided club representatives in their active work of presenting the cause of Ginling to the clubs.

The Smith Alumnae Association Directors voted at their meeting last February that a representative of Ginling should be invited each year to the Alumnae Council meeting, at which time a report about Ginling is given. This year Miss Li spoke charmingly, and Miss Comins reported for Ginling.

During the fiscal year 1937-38, Smith alumnae gave \$7,425.19 to current funds. Of this amount, \$2,972.25 came from 36 clubs, being voted from their treasuries or collected by them from members. \$4,462.94 was contributed additionally by 148 individuals who had a special interest in Ginling, an especially large gift being made by one person toward the scholarship fund. The Class of 1898 at its reunion voted a Memorial Fund for Ginling's endowment. The undergraduates at Smith, who now have a Ginling representative on the S.C.A.C.W. Cabinet, gave \$4,000 from the campus community chest.

It is the aim of the Alumnae Committee to bring before the alumnae body - through such channels as (1) the Smith Quarterly, (2) the clubs, (3) literature prepared by the New York office and circulated widely, and (4) speakers - the inspiring record of Ginling's achievements - educational and spiritual - in these days. It is the earnest hope of the Alumnae Committee that such word will bring from the alumnae a continuation of the response which has bound the two sister colleges together in a mutually strengthening relationship.

The new chairman wishes to express her great appreciation of the help and support which her efforts have had from the Board of Founders and from the staff of the New York office, and to hope that she may contribute with some adequacy to the cause of Ginling.

Sara Comins

GINLING COLLEGE BUDGET
ANALYSIS AND COMMENTS

The following schedules show the income received by the Board of Founders in comparison with 1938-39 and 1937-38. They are divided into three sections under Contributing Units, Gifts, and Endowment:

	<u>Budget</u> <u>1939-40</u>	<u>Budget</u> <u>1938-39</u>	<u>Budget</u> <u>1937-38</u>
<u>MISSION BOARDS & COOPERATING UNITS</u>			
United Christian Missionary Society	1,000.00	1,000.00	750.00
Presbyterian Board	3,000.00	3,000.00	3,000.00
Woman's American Baptist	1,500.00	1,500.00	1,500.00
Methodist Board North	1,750.00	1,732.50	1,732.50
Methodist Board South	3,400.00	3,400.00	3,400.00
Reformed Board	100.00	200.00	200.00
Smith College Community Chest	4,000.00	4,000.00	4,000.00
Smith College Alumnae	2,000.00	2,000.00	2,317.50
	<u>16,750.00</u>	<u>16,832.50</u>	<u>16,900.00</u>

Actual income from above sources this past year was \$19,504.92, the entire additional amount being realized from Smith College Alumnae. This should increase from year to year, but under present war conditions it seems inadvisable to budget more than listed above.

Our office endeavored to secure an additional \$100.00 from the Reformed Board this past year, but without success. We will start earlier this year and hope for better luck.

How the international situation will affect churches and their income is a mere matter of conjecture. So many elements are involved that to make any approximate predictions would be foolish. The better part of wisdom would seem to be that we proceed on our present basis with the thought that any additional funds secured will be for the benefit of the college anyway.

	<u>Budget</u> <u>1939-40</u>	<u>Budget</u> <u>1938-39</u>	<u>Budget</u> <u>1937-38</u>
<u>GIFTS</u>			
Rohrman Fund	50.00	50.00	40.00
Day of Prayer Offering	1,000.00	950.00	950.00
Miscellaneous Gifts	6,183.04	7,502.00	2,985.00
	<u>7,233.04</u>	<u>8,502.00</u>	<u>3,975.00</u>

Y. H. M.

- 5 - 6 - 1937-38

The actual receipts from gifts which include income on the Rohrman Fund, as well as Day of Prayer Offering and Emergency Gifts totaled \$4,719.58 for 1938-39.

This was less than the budgeted figures because of the larger income received through cooperating units, thus requiring a smaller amount from Emergency Funds to balance the budget. This permitted the field to use more Emergency Funds.

<u>ENDOWMENT</u>	<u>Budget</u> <u>1939-40</u>	<u>Budget</u> <u>1938-39</u>	<u>Budget</u> <u>1937-38</u>
<u>Investment Income</u>	5,200.00	5,200.00	3,772.25

Investment Income, both from Endowment and Plant Section, totaled \$5,509.39. This compares with the \$5,200.00 budgeted. Increases in this section can hardly be anticipated unless new cash is made available. Apparently money rates will tend to increase, which should force high grade bonds to lower levels - but, it will require new cash to purchase these bonds as it seems unlikely that any of our present holdings will be called.

Total Endowment Funds, as shown in the Treasurer's Report of June 30th, amounted to \$31,416.50. Plant investments are listed at \$92,411.46.

The following schedule shows the Endowment and Plant funds for the past three years:

June 30, 1939.....	\$137,733.65
June 30, 1938.....	160,625.35
June 30, 1937.....	177,733.65

This decrease has been reported at various times as representing the loss on the \$30,000.00 mortgage originally placed on 321-3 East 114th Street, New York. The Plant and Endowment funds are consolidated in the above figures to give a comparison with 1936-37 and 1937-38 when these sections were not separated.

FIELD BUDGET

A study of the field budget does not shed much light at the present time as the details which we have had in past years are missing. As compared

with 1938-39 figures in all departments have been budgeted as approximately the same as last year, with the exception of those items where saving is affected by cooperation. These savings, however, are offset by the expense of the Nanking campus program.

The budget cannot be reduced materially under normal conditions, and certainly it cannot be done under prevailing circumstances. With the rapidly changing exchange, commodities have mounted to excessive heights, making the present salary scale totally inadequate to the present situation. An item of LC\$12,000 in emergency askings simply restores salary to the 100% basis, but no additional appropriation has been requested to cover the present excessive living costs.

We find no item in the budget for scholarships. Recent communications from the field seem to indicate that there is thought that funds outside of the budget, and of the regular emergency askings, are to be provided for this purpose. No argument is required to demonstrate the need for such a fund now, and it would seem that over a period of years to come there will be more call for assistance of this kind than ever before. Help could be given to worthy students at the present time to the extent of \$1,000, but these funds are not available. It is hoped that during the coming year the Associated Boards will be able to secure contributions to aid in this very worthy cause. The items, as listed in the Ginling budget and emergency askings for 1939-40, are summarized on the attached sheet.

B/

GINLING COLLEGE

SUMMARY 1939-40
Compared with 1938-39

<u>Receipts:</u>	<u>1939-40</u>	<u>1938-39</u>
Cooperating Boards, etc.	C\$ 64,047.25	63,497.25
Pledges, contributions and gifts	46,832.00	31,060.42
Student Receipts	20,900.00	13,400.00
Amount to be raised before June 30, 1940	<u>42,715.19</u>	<u>36,877.22</u>
Chinese	\$ 174,494.44	144,834.89

Expenditures:

Administration		
In China	15,648.36	13,255.60
Board of Founders & share in Assoc. Bds.	19,800.00	16,500.00
Operation and maintenance (Chengtu)	1,300.00	5,374.00
Salaries of instructors	57,586.00	57,044.49
Departmental supplies and expense	4,890.00	2,850.00
Department equipment	6,700.00	6,160.00
Library	4,540.00	3,860.00
Boarding Department (Chengtu)	10,542.00	10,852.00
Student Service		
Medical service	1,200.00	980.00
Appointment committee	300.00	200.00
Rural Service Station <i>2/20</i>	15,000.00	16,500.00
Faculty Service	7,000.00	6,308.80
Nanking Program (including maintenance)	<u>29,988.08</u>	<u>4,950.00 *</u>
Chinese	\$ 174,494.44	144,834.89

.....
Total Requests for Special Funds for the year 1939-1940

1. Amount needed to balance Budget 1939-40 \$ 42,715.19
 2. Additional accommodations in Chengtu
 - a. Studies for Music Department 4,000.00
 - b. Cottage for staff (additional women) 6,000.00
 3. Restoration of salaries to 100% 12,000.00
 4. Extraordinary administration expenses and travel 2,000.00
 5. Home Economics Equipment (books, etc.) 2,000.00
 6. Social Education Projects 2,000.00
- C\$ 70,715.19

.....
* Included in Emergency Budget.

B/

REPORT OF FINANCE COMMITTEE

The Finance Committee met three times during the year, July 12th and November 3, 1938 and April 12, 1939. Various items of investment are referred to in the Treasurer's Report and will not be alluded to here.

It will be recalled that emergency askings for 1937-38 included \$5,000 for promotional work. Of this amount only \$2,968.73 was used to balance the 1937-38 budget. This was approved by the Committee. Approval was given to balance the 1936-37 deficit of \$2,022.96 with the use of emergency funds.

The Treasurer was instructed to make available immediately for the field the \$3,249.10 for faculty relief and the \$12,500 received from the Rockefeller Foundation.

The November 3rd meeting approved the Treasurer's Report for the year 1937-38 and accepted the Auditors' Report for the same period. At the same time approval was given to the segregation of plant and endowment funds on the ledger, thus avoiding any depreciation in endowment funds or income through losses in plant funds.

On November 3rd, the budget for 1938-39 was considered in detail and a total amount of \$22,032.50 was appropriated for the field.

It will be remembered that action BF-170 provided only \$18,019.72 for the field. The increase came as a response to appeals from the field to provide all of the anticipated income from cooperating units and investments.

The Home Base Expenditures for the year were approved under BF-170 and the home base budget for 1939-40 will be presented in connection with the budget for the College.

The November meeting gave consideration to the recommendation of Dr. Wu regarding work in the rural section about Chengtu requesting appropriation of LC\$16,500 for this work. As a result of the consideration two recommendations were made and are presented to the board for consideration. They are as follows:-

"F-100 VOTED to recommend to the Board of Founders, the approval for the development of Rural Service work as outlined by Dr. Wu as representing a special project under emergency conditions, assuming that it does not interfere with the work carried on in the Liberal Arts College."

"F-101 VOTED that in view of the apparent gain in exchange which will accumulate under the U. S. dollars appropriated in the budget, and in view of the inclusion of this item in the general field budget, that we recommend to the Board of Founders, that for the time being, no further appropriation be made, assuming the gain in exchange will cover the requirements."

The November meeting approved the emergency requests for 1938-39 at \$25,300 and also approved the budget for Nanking work at \$3,000 making it a first objective on the emergency list.

The April 12th meeting of the Committee consisted largely of a review of investments and the financial standing as of that date.

The Committee raised the question as to the use of emergency funds stressing the necessity of care that greater expense budgets are not built up which cannot be supported in the future.

An informal report was made on an annuity plan for the staff of the College, but was referred back for further study and information.

Respectfully submitted,

Mrs. Francis J. McConnell,
Chairman of the Finance Committee.

Dated June 5, 1939.

GINLING COLLEGE

BUDGET 1939-1940

	<u>1938-1939</u>		
	<u>Budget</u>	<u>Paid to</u> <u>5/31/39</u>	<u>Proposed</u> <u>1939-40</u>
Field Budget.....	\$22,032.50	\$15,937.36	19,697.04
Foreign Missions Conf. for			
Secretarial Help.....	200.00	200.00	200.00
Audit.....	58.00	60.73	60.00
Treasurer's Bond.....	9.00	5.59	6.00
Annual Meeting.....	50.00	15.50	50.00
Postage, Telegrams, Supplies.....	100.00	67.72	100.00
Special.....	--	<u>61.26</u>	--
	<u>417.00</u>	<u>410.80</u>	<u>416.00</u>
Executive Office (rent, telephone, clerical salaries, literature, mimeographing).....	4,985.00	4,885.00	5,170.00
<u>Promotional Expenses:</u>			
Secretarial Help (as approved)...	1,000.00	1,000.00	2,500.00
Travel & Expense for Faculty promotional help.....	1,000.00	61.53	100.00
Promotion and publicity.....	300.00	1,651.81	1,000.00
Postage and supplies.....	<u>300.00</u>	<u>269.71</u>	<u>300.00</u>
	<u>8,502.00</u>	<u>7,978.85</u>	<u>9,486.00</u>
	30,534.50	23,916.21	29,183.04

RECEIPTS ANTICIPATED FROM FOLLOWING SOURCES:

<u>Boards & Cooperating Units:</u>	
United Christian Missionary Society.....	\$1,000.00
Presbyterian Board.....	3,000.00
Woman's American Baptist F.M.S.	1,500.00
Methodist Board.....	1,750.00
" " South.....	3,400.00
Reformed Board.....	100.00
Smith College-Community Chest.....	4,000.00
" " -Alumnae.....	2,000.00
Investment Income.....	5,200.00
<u>Special Funds:</u>	
Day of Prayer Offering.....	1,000.00
Rohrman Fund.....	50.00
Emergency Funds.....	<u>6,185.04</u>
	<u>29,183.04</u>

Appendix G

FINANCIAL STATEMENT
GINLING COLLEGE

The following figures are based upon the monthly closing up to
May 31, 1939:-

<u>Item</u>	<u>Budgeted</u>	<u>Received</u>	<u>Anticipated Balance</u>
Income from Cooperating Institutions	\$16,832.50	\$18,417.92	-----
Rohrman Fund	50.00	57.04	-----
Day of Prayer Offering	950.00	1,273.45	-----
Investment Income	5,200.00	5,026.77	322.50
From Emergency Funds	7,502.00	5,734.08	-----
	<u>\$30,534.50</u>	<u>\$30,509.26</u>	<u>322.50</u>
			<u>\$30,831.76</u>

<u>Item</u>	<u>Budgeted</u>	<u>Paid</u>	<u>Anticipated Payments</u>
Field Budget	\$22,032.50	\$18,086.17	\$ 3,946.33
Home Administration (Executive Office)	4,885.00	4,477.91	407.09
Home Administration (Incidentals)	317.00	193.30	100.00
Home Administration Foreign Missions Conference	200.00	200.00	-----
Promotional	3,100.00	1,994.47	500.00
	<u>\$30,534.50</u>	<u>\$24,951.85</u>	<u>\$ 4,953.42</u>
			<u>\$24,951.85</u>
		Total Income	<u>\$29,905.27</u>
		Balance	926.49
			<u>\$30,831.76</u>

The most important change in the investments during the year has been the sale of a dismantled property on East 114th Street, New York City - the net original mortgage being \$29,000. With the buildings destroyed because of deterioration and taxes accumulating amounting to more than \$6,000, it seemed inadvisable to carry the liability, especially as other lots in the vicinity were valued at around \$1,200, and it has been sold.

Recently we have pressed our claim for losses with the Union Guaranty Company and there is some hope that something will be realized from this source, but as the assets are in other mortgages, it will be some time before the cash is

realized and distributions made.

Investments authorized by the committee during the year are as follows:-

10,000 Ohio Edison 3 3/4% Bonds of 1972 at 98 1/4.

31 shares Consolidated Edison of New York Preferred Stock at 105 5/8.

Part of the money used in the above purchases came from the proceeds of the Milwaukee Rail and Light 5% Bonds of 1971 which were called. Also proceeds from the 4,000 U.S. Rubber Company 5% Bonds due in 1947 also called.

Ginling's share of Emergency Funds for 1938-39 has reached a total of \$16,759.00. From this amount we have claimed \$5,407.75 in the current budget. It will be recalled that the field appropriation was originally voted at a figure which would permit using some of regular income to apply to the Home Department expenses. Upon very urgent requests from the field this amount was advanced from \$22,032.50 which represents the practical income from regular sources. Attention is called to the balance of Emergency Funds for 1937-38 still carried on our books amounting to \$6,371.30 and correspondence on this subject is pending with the field. It is presumed, of course, that this has been spent, but official word from the Treasurer to this effect has not been received.

Respectfully submitted,

C. A. EVANS,
Treasurer

Ginling College
Budget 1939-1940

	<u>Estimated in China</u>		<u>Estimated in New York</u>	
	<u>US\$</u>	<u>LC\$</u> <u>3.30:1</u>	<u>US\$</u>	<u>LC\$</u> <u>5:1</u>
<u>Special Funds:</u>				
Day of Prayer Offering.....	900.00		1,000.00	
Rohrman Fund.....	50.00		50.00	
	<u>22,900.00</u>	<u>75,570.00</u>	<u>23,000.00</u>	<u>115,000.00</u>
		<u>131,779.25</u>		<u>171,209.25</u>
DEFICIT.....		<u>70,345.19</u>		<u>30,915.19</u>
		<u>202,124.44</u>		<u>202,124.44</u>

Total Re-quests for Special Funds for the year 1939-1940:

1. Amount needed to balance budget 1939-40.....	LC\$30,915.19
2. Additional accommodations in Chengtu:	
a. Studios for Music Department.....	4,000.00
b. Cottage for Staff (additional women).....	6,000.00
3. Restoration of Salaries to 100%.....	12,000.00
4. Extraordinary administration expenses and travel.....	2,000.00
5. Home Economics Equipment (books, etc.).....	2,000.00
6. Social Education Projects.....	2,000.00
	<u>LC\$58,915.19</u>

(at 5 to 1 = \$11,783.04)

[13]
Ginling Office
Copy

MINUTES
MEETING OF THE BOARD OF FOUNDERS OF GINLING COLLEGE

Council Room - 2nd Floor
156 Fifth Avenue
Wednesday, September 27, 1939

Morning session, 9:45 a.m. to 12:30 p.m.
Luncheon recess, 12:30 to 1:45 p.m.
Afternoon session, 1:45 to 3:30 p.m.

Members of the Board:

	*Miss Margaret E. Hodge, Chairman	
Anewalt, Mrs. L. L.		*McConnell, Mrs. Francis J.
*Cushman, Mrs. James S.		MacKinnon, Miss Sallie Lou
Decker, Dr. J. W.		*Macmillan, Mrs. T. D., Secretary
*Decker, Mrs. J. W.		Peel, Mrs. Leon Roy
*Evans, Mr. C. A., Treasurer		Parker, Mr. Joseph I.
*Garside, Dr. B. A.		Perry, Mrs. J. W.
*Griest, Miss Rebecca W.		Rockwell, Mrs. William W.
Harlow, Professor S. Ralph		*Ross, Mrs. Emory
* (Professor Frances Grace Smith of Smith College substituting)		*Roys, Mrs. Charles K.
James, Mrs. Harry E.		*Scott, Mrs. George T.
*Lindley, Miss Grace		Sears, Mrs. Charles Hatch
*Lobenstine, Dr. E. C.		Sweeny, Miss Mary E.
		Taylor, Miss Lela A.
		*Tyler, Miss Florence G.
		*Van Dusen, Dr. Henry Pitney

Those starred were present, as were also the following guests:

Mrs. Lucy Leng Yeh, Professor of Vocal Music, Ginling College
Mr. and Mrs. Ernest H. Forster, American Church Mission, Nanking

Miss Hodge presided and opened the meeting with prayer.

Regrets were read from the following absent Board members:

Anewalt, Mrs. L. L.	MacKinnon, Miss Sallie Lou	Sears, Mrs. C. H.
Decker, Dr. J. W.	Peel, Mrs. Leon Roy	Sweeny, Miss Mary E.
Harlow, Professor S. Ralph	Perry, Mrs. J. W.	Taylor, Miss Lela A.
James, Mrs. Harry E.	Rockwell, Mrs. W. W.	

APPROVAL OF MINUTES

The Secretary Pro Tem of the Annual Meeting of the Board of Founders of Ginling College, June 5, 1939, Miss Rebecca W. Griest, presented the minutes of that meeting. The minutes were accepted and placed on file.

The Chairman presented the Minutes of the Meeting of the Executive Committee, June 19, 1939. The minutes were accepted and placed on file.

TREASURER'S REPORT

The Treasurer presented his report, which was accepted with appreciation.
(Appendix A)

The Treasurer called attention to the fact that there is not now on our books any figure representing the current valuation of the plant in Nanking. He considers it conceivable that we might be asked to quote such a figure, and suggests that an estimate be made from the report for the past academic year submitted to the Regents of the State of New York.

BF 236 VOTED to refer the question of plant valuation with power to the Finance Committee

At the request of the Bankers Trust Company the Treasurer presented the question of Ginling's financial arrangements with the bank. The items to be settled include the revision of signatures of officers authorized to sign for the Founders and the arrangements covering the Custodian Account.

BF 237 VOTED to authorize the Treasurer to carry through the necessary revisions of our financial arrangements with the Bankers Trust Company.

The Treasurer recommended the rental of a safe deposit box to save money now being spent for custodians' services by the Bankers Trust and the Irving Trust Companies.

BF 238 VOTED to authorize the Treasurer to negotiate with the Irving Trust Company for a safe deposit box and to give the Secretary and the Treasurer the authority necessary to sign the papers required by the bank.

BUDGET ANALYSIS

As an introduction to the Budget Analysis, the Secretary Pro Tem of the Annual Meeting was asked to read those sections of the minutes of June 5 which laid the foundations for the Board's discussions in the spring, and which are important to the business of this meeting. The sections read were: The reports of Bishop Ward, Mr. Cressy, Dr. Decker, Miss Tyler, Special Committee on Faculty Salaries, the references to the condition of the buildings in Nanking, and paragraphs from a letter from Mrs. New in regard to more nearly adequate assistance for President Wu Yi-fang.

The Analysis of and Comments on the Budget attached hereto were presented by the Chairman of the Committee on Finance, Mrs. Francis J. McConnell. (Appendix B) Fruitful discussion followed.

BF 239 VOTED to accept this study with appreciation.

REPORTS OF COMMITTEES

The Chairman of the Committees on Personnel and Curriculum, Miss Griest, reported that an instructor for the Ginling English Department is now being sought to go to the field in 1940. There is a possibility, also, that another member of the Department of Music will be needed in 1940.

The Chairman announced that candidate papers in use at present were much in need of revision, and asked that Board members be ready to assist with criticism.

The Chairman of the Committee on Promotion, Mrs. Emory Ross, presented the attached report. (Appendix C)

Mrs. Cushman was asked to comment on the meeting of September 12 in Newport. She stated that she felt there should be valuable results from this meeting as individual interest is followed up within the next few months. She reported that Admiral Yarnell had expressed deep concern to have everything possible done to translate into additional financial support for the Colleges the interest aroused in Newport.

Miss Griest was asked to speak of the audiences which she addressed at Chautauqua during Missions Week in August. She reported a large meeting at the Athenaeum and another at Baptist House. Mrs. Ross and Miss Tyler described the favorable setting for these meetings made possible through the cooperation of Miss Woodford, and expressed appreciation to Miss Griest for her assistance and for the sponsorship of Mrs. McEldowney of Pittsburgh.

ACTIONS RELATING TO SUSPENSE ACCOUNT

Miss Tyler presented a question immediately concerned with the study at Radcliffe of Miss Wu Mou-i, Ginling 1928. Miss Wu has come to America as a graduate student of Chemistry, after having ten years' experience in teaching in China at Ginling College, at Wuhun University, and at middle schools, and having taken her master's degree in Chemistry at Yenching. She is to return to the Ginling faculty. Because of the devaluation of Chinese currency within the past few months, Miss Wu's savings have dwindled to a serious degree, and letters from the field made clear the necessity of the cooperation of the Board in helping Miss Wu to face her financial problems during the period of her study in America. She is considered a brilliant student, and is to pursue studies toward a doctorate.

Miss Wu arrived in New York on Sunday, September 24, was met by Miss Hodge, Mrs. Ross, and Mrs. Macmillan, and made a very favorable impression. Miss Tyler reviewed the correspondence with the field during the last few weeks, and presented the motion recorded in the following vote.

BF 240 VOTED to pay living expenses for Wu Mou-i at Radcliffe for the first half year of 1939-40 from a Suspense Account now amounting to \$908, funds accruing from repayment of advances made to faculty members.

Further discussion of this Suspense Account resulted in the following two votes:

PF 241 VOTED to write off against the balance of this account the \$226.21 advanced for equipment to Miss Rhodes who was prevented from taking up an appointment on the Ginling faculty by the outbreak of war in 1937 and whose personal interests were seriously embarrassed during the year 1937-38 by uncertainty as to what Ginling would ask of her.

BF 242 VOTED to refer the question of this account to the Finance Committee for further study and later report to the Founders.

MESSAGE FROM EXECUTIVE STAFF OF THE ASSOCIATED BOARDS

On behalf of the Executive Officers of the Associated Boards, Mr. Garside paid a tribute to the quality of the personnel of the Ginling Board of Founders, and expressed the hope that this Board would continue its active participation in the program of raising current funds.

DEVOTIONAL HOUR

Miss Tyler conducted an impressive service of worship just before the luncheon recess. She referred to two sermons preached upon Psalms 11:3 as a text, the first, by Dr. Speer, using the authorized King James translation, "If the foundations be destroyed, what can the righteous do?" and another sermon preached upon this same text from another justifiable translation, "If the foundations be destroyed, what have the righteous been doing?" The very lovely phrases of prayer used by Miss Tyler are attached hereto. (Appendix D)

REPORTS FROM THE FIELD

In the afternoon session of the Board meeting, Mr. Ernest H. Forster of the American Church Mission in Nanking told what it meant to live and work in Nanking after the entry of the Japanese early on the 13th of December, 1937. He gave eloquent tribute to the way in which Miss Vautrin guarded the refugees in the Ginling Campus - which reached 12,000 at the height of the terror - and expressed his conviction as to the great importance of continuing Christian service to Chinese residents of the occupied territory. He emphasized the miraculous way in which the Chinese and Western Christians in Nanking were preserved from serious harm, and repeatedly gave his testimony that the grace of God is sufficient for all our needs. He expressed special satisfaction in the loyalty of the native members of his own mission in Nanking who have stood by almost without exception during the last two years.

Following upon Mr. Forster's Nanking report, the attached paragraphs from Miss Vautrin's summer letters were read, and as a background for Mrs. Yeh's report on behalf of the faculty in Chengtu, the attached paragraphs were read from summer news letters of President Wu and members of the three China faculties. (Appendix E)

Mrs. Lucy Leng Yeh, instructor in Music from Chengtu, responded to the request of the Board in giving details of definite material obstacles to Ginling's work on the Chengtu campus at the present time. She spoke of restrictions of academic and of living space and of the problems presented by meager equipment and by high living costs. She spoke of the unfortunate result of Ginling's low salary scale both on the strengthening of the faculty and upon the earning capacity of Ginling graduates in their first positions after graduation. She spoke of the fine organization of first aid work on the campus in preparation for air raids and other war emergencies, and of the ready response of both faculty and students to the needs of the native population living about them. In conclusion she said:

Ginling surely has the sacrificial spirit - from Dr. Wu down to the last girl. Dr. Wu has instilled the spirit into each girl to do nobler things for her College. It is part of the girls and is the bit of College that will stay with them. They work to help each other and do other things without complaint. If there is any financial worry, it is not mentioned. We all want to keep the College standard just as high as possible and raise it to the greatest heights we can. . . . What is education? Education is learning to live: to adapt oneself to circumstances and do one's best to help and get the most out of life. Ginling is doing just that. You people who are here I know will do your best to help them do their best.

DR. LOBENSTINE'S DEPARTURE FOR CHINA

It was announced that Dr. Lobenstine is to leave on October 20 for China, and the Board expressed the hope that he would be able to observe Ginling's program both in Nanking and Chengtu, and to confer with President Wu Yi-fang on many of the topics raised in this meeting and in the Annual Meeting. Dr. Lobenstine read the following message from Mrs. Morrow, which had been sent in the hope that he would be its messenger to President Wu:

Dr. E. C. Lobenstine
c/o Mrs. T. D. Macmillan
150 Fifth Avenue
New York New York

Dear Dr. Wu: The one message I can send you is gratitude for your courage and spirit in carrying on as you have done. All of us here think of you with admiration. This is my first day as acting President of Smith College and I appreciate more than ever your gift for controlling and guiding young spirits in a hard world. I have the happiest memories of my visit at Ginling. May we all meet there again after wars and horrors have ceased.

Faithfully yours,
Elizabeth C. Morrow

At Dr. Lobenstine's request it was arranged that this message would be forwarded immediately to President Wu in order to guard against any possibility of his later failure to get through to Chengtu.

A call for further business and resulting discussion brought forth two additional votes.

BF 243 VOTED to authorize the Chairman to appoint a special committee to study the By-Laws and propose to the Annual Meeting of 1940 any necessary revision. The Chairman appointed as this committee Miss Griest, Miss Lindley, and Mrs. Rockwell.

BF 244 VOTED to reaffirm the request included in the report of the Special Committee on Faculty Salaries, June 5, 1939, that future budget estimates be made as nearly as possible adequate to all of the needs of the College. It was pointed out that the budget should be set up to include increases in the salary scale, scholarship funds, and any other items bearing upon the welfare of the College, its faculty, and its students.

The meeting adjourned at 3:30 p.m.

Mrs. T. D. Macmillan
Secretary

MINUTES
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Council Room - 2nd Floor
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SEP 27 1939

-3-

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Miss Tyler conducted an impressive service of worship just before the luncheon recess. She referred to two sermons preached upon Psalms 11:3 as a text, the first, by Dr. Speer, using the authorized King James translation, "If the foundations be destroyed, what can the righteous do?" and another sermon preached upon this same text from another justifiable translation, "If the foundations be destroyed, what have the righteous been doing?" The very lovely phrases of prayer used by Miss Tyler are attached hereto. (Appendix D)

REPORTS FROM THE FIELD

In the afternoon session of the Board meeting, Mr. Ernest H. Forster of the American Church Mission in Nanking told what it meant to live and work in Nanking after the entry of the Japanese early on the 13th of December, 1937. He gave eloquent tribute to the way in which Miss Vautrin guarded the refugees in the Ginling Campus - which reached 12,000 at the height of the terror - and expressed his conviction as to the great importance of continuing Christian service to Chinese residents of the occupied territory. He emphasized the miraculous way in which the Chinese and Western Christians in Nanking were preserved from serious harm, and repeatedly gave his testimony that the grace of God is sufficient for all our needs. He expressed special satisfaction in the loyalty of the native members of his own mission in Nanking who have stood by almost without exception during the last two years.

Following upon Mr. Forster's Nanking report, the attached paragraphs from Miss Vautrin's summer letters were read, and as a background for Mrs. Yeh's report on behalf of the faculty in Chengtu, the attached paragraphs were read from summer news letters of President Wu and members of the three China faculties. (Appendix E)

Mrs. Lucy Leng Yeh, instructor in Music from Chengtu, responded to the request of the Board in giving details of definite material obstacles to Ginling's work on the Chengtu campus at the present time. She spoke of restrictions of academic and of living space and of the problems presented by meager equipment and by high living costs. She spoke of the unfortunate result of Ginling's low salary scale both on the strengthening of the faculty and upon the earning capacity of Ginling graduates in their first positions after graduation. She spoke of the fine organization of first aid work on the campus in preparation for air raids and other war emergencies, and of the ready response of both faculty and students to the needs of the native population living about them. In conclusion she said:

Ginling surely has the sacrificial spirit - from Dr. Wu down to the last girl. Dr. Wu has instilled the spirit into each girl to do nobler things for her College. It is part of the girls and is the bit of College that will stay with them. They work to help each other and do other things without complaint. If there is any financial worry, it is not mentioned. We all want to keep the College standard just as high as possible and raise it to the greatest heights we can. . . . What is education? Education is learning to live: to adapt oneself to circumstances and do one's best to help and get the most out of life. Ginling is doing just that. You people who are here I know will do your best to help them do their best.

SEP 27 1939

-5-

DR. LOBENSTINE'S DEPARTURE FOR CHINA

It was announced that Dr. Lobenstine is to leave on October 20 for China, and the Board expressed the hope that he would be able to observe Ginling's program both in Nanking and Chengtu, and to confer with President Wu Yi-fang on many of the topics raised in this meeting and in the Annual Meeting. Dr. Lobenstine read the following message from Mrs. Morrow, which had been sent in the hope that he would be its messenger to President Wu:

Dr. E. C. Lobenstine
c/o Mrs. T. D. Macmillan
150 Fifth Avenue
New York New York

Dear Dr. Wu: The one message I can send you is gratitude for your courage and spirit in carrying on as you have done. All of us here think of you with admiration. This is my first day as acting President of Smith College and I appreciate more than ever your gift for controlling and guiding young spirits in a hard world. I have the happiest memories of my visit at Ginling. May we all meet there again after wars and horrors have ceased.

Faithfully yours,
Elizabeth C. Morrow

At Dr. Lobenstine's request it was arranged that this message would be forwarded immediately to President Wu in order to guard against any possibility of his later failure to get through to Chengtu.

A call for further business and resulting discussion brought forth two additional votes.

BF 243 VOTED to authorize the Chairman to appoint a special committee to study the By-Laws and propose to the Annual Meeting of 1940 any necessary revision. The Chairman appointed as this committee Miss Griest, Miss Lindley, and Mrs. Rockwell.

BF 244 VOTED to reaffirm the request included in the report of the Special Committee on Faculty Salaries, June 5, 1939, that future budget estimates be made as nearly as possible adequate to all of the needs of the College. It was pointed out that the budget should be set up to include increases in the salary scale, scholarship funds, and any other items bearing upon the welfare of the College, its faculty, and its students.

The meeting adjourned at 3:30 p.m.

Mrs. T. D. Macmillan
Secretary

REPORT OF COMMITTEE ON PROMOTION
TO
BOARD OF FOUNDERS OF GINLING COLLEGE

September 27, 1939

I REPORT OF GIFTS FOR 1939-40 (contributions other than those included in assured income from contributing units.)

1. Participation in Undesignated Gifts

Ginling participated to the amount of \$5,796.69 in the distribution of undesignated gifts by the Associated Boards.

2. Founders' Gifts

Again in June, 1939, it was possible to report 100 per cent of the membership of the Board of Founders contributing to Ginling's current budget. Only one other group within the Associated Boards followed this excellent example, the Committee for the Yenching College for Women.

3. Gift Analysis

- a. \$15,172.55 was the total amount received in designated gifts outside of assured income for Ginling during 1939-40.
\$11,599.90 of this was contributed by 558 regular donors and
\$ 3,572.65 was contributed by 225 persons giving for the first time during the past year. It is reason for encouragement that the amount received from these new donors is slightly more than the amount -
\$ 3,322.99 - credited to 148 donors during 1937-38 who did not repeat their gifts in 1938-39.

b. Analysis by Amount of Gift

During 1938-39 752 donors contributed to Ginling's current budget \$12,160.45; 18 made gifts totalling \$811.10 with designation outside of needs covered in the stated budget (scholarship fund, restoration of faculty salaries, and the Thomas Memorial Library Fund); and 13 contributed \$2,201.00 to Ginling's Endowment Fund.

A comparison with the grand totals for the Associated Boards Emergency Fund shows a favorable record for Ginling's contributing constituency. In the class of gifts below \$1 (the class which is considered an unfavorable index in any campaign) Ginling has only half as large a percentage as the total figures show for the year's campaign. In the classifications from \$1 up to \$100 Ginling's percentage is equal or greater than that shown for the entire Fund, and in the next higher class, that from \$100 to \$500 Ginling's percentage is 25 per cent less than that for the entire fund. Another encouraging index is that Ginling's 752 donors to current budget items constitute 18 per cent of the total number of givers to the entire emergency fund. *f. ABU*

II PLANS FOR 1939-40

1. Personnel of the Committee

The membership of the Committee has been chosen to bring strength in fund-raising experience and a wide representation of the constituent units of the Board of Founders.

Mrs. Emory Ross, Chairman
 Mrs. T. D. Macmillan, Secretary
 Mrs. James S. Cushman
 Mrs. J. W. Decker
 Miss Margaret E. Hodge
 Mrs. Francis J. McConnell
 Miss Sallie Lou MacKinnon
 Mrs. George T. Scott
 Miss Florence G. Tyler

2. Informational and Appeal Material

The committee has taken to heart the recommendation of the Founders at the Annual Meeting that the Ginling publicity program in this country be continued along such lines as shall maintain the present high level of information possessed by Ginling friends.

The motion picture film "It Happened at Ginling" is still very useful. It is being incorporated in whole or in part in programs containing information in regard to Ginling's history since the beginning of the present conflict.

Two sets of 150 35-millimeter slides of the last two years' history are now in use. This library of slides is receiving frequent additions and now includes pictures of the spring and summer events on the Nanking campus and in Chengtu, and of the Commencement exercises in Shanghai in June.

The 5,500 persons on Ginling's current list will receive their first consignment of news for 1939-40 in the form of the Associated Boards' news bulletin of September, now in proof. This is to be mailed with a Ginling one-page news letter. A special Ginling news bulletin will be issued in October. Appeals to givers of past years will be timed as nearly as possible to the date of the previous gift.

3. The Personnel through which the cultivation of interest in Ginling will be continued this year consists of:

- a. Field representatives of the Associated Boards, in whose hands Ginling news material is kept constantly up to date,
- b. Members of the Board of Founders of Ginling, several of whom are active on Ginling's behalf,
- c. The 59 former faculty members of Ginling now in America,
- d. The 20 Ginling alumnae who are to be in this country during the coming year, of whom several are already experienced speakers for their alma mater, and all of whom show eagerness to help in the American program,

4. Ginling Programs of the Summer. The vacation season included the presentation of Ginling on several conference programs. One of these, the first Far Eastern Seminar at Silver Bay, may offer in coming years an important new avenue of approach to intelligent groups. At Chautauqua during Missions Week, Miss Griest addressed two important audiences, showing the Ginling slides and motion pictures. On September 12, in Newport, Rhode Island, Mrs. Cushman was hostess-sponsor of a China College meeting which gave emphasis to Ginling through the showing of slides and motion pictures and the participation of Mrs. Mei Yi-pao, a former student at Ginling, as one of the speakers. This meeting met with good response from the Newport community, and had the extraordinary good fortune to add to Mrs. Cushman's leadership the service as chairman of Mr. Willing Spencer, formerly of the ~~American~~ ~~Naval~~ ~~service~~ in China, and the presence of Admiral Yarnell and Mrs. Yarnell. The Admiral made a brief but telling speech on his acquaintance with the work of the colleges and his high respect for such leaders as President J. Leighton Stuart, President Wu Yi-fang, and Miss Minnie Vautrin.

*Diplomatic
Seminar
Cooper*

Reading of letter from Admiral Yarnell

The Committee is under no misapprehension as to the difficulty which it faces in the fund-raising task during the coming year. It is to have its next meeting on October 10, when a comprehensive plan for the year will be drawn up, with consideration of the possibility of more effective cultivation of sources of assured income, as well as the increase of that income in gifts to the current needs beyond the amounts budgeted from contributing units. The committee needs the critical cooperation of every member of the Board, to the end that our support of the College may be more nearly commensurate with its opportunities for service in China.

7 or with appreciation

Myrtle P. Ross

Mrs. Emory Ross
Chairman of the Committee

GIFT ANALYSIS
1938-39

AS TO CLASSIFICATION OF GIFTS

I. CURRENT BUDGET

Classification of Gifts	No. of Gifts	Amount
\$1. and less	68	\$ 65.24
\$1.01 - \$5	340	1,400.75
\$5.01 - \$10	157	1,538.19
\$10.01 - \$25	109	2,403.50
\$25.01 - \$50	47	2,098.64
\$50.01 - \$100	22	2,004.13
\$100.01 - \$500	8	1,650.00
\$500.01 - \$1,000	1	1,000.00
	<u>752</u>	<u>\$12,160.45</u>

II. SPECIAL PROJECTS

Classification of Gifts	No. of Gifts	Amount
\$1. and less		
\$1.01 - \$5		
\$5.01 - \$10	4	\$ 40.00
\$10.01 - \$25	7	150.00
\$25.01 - \$50	4	200.00
\$50.01 - \$100	2	171.10
\$100.01 - \$500	1	250.00
	<u>18</u>	<u>\$ 811.10</u>

III. ENDOWMENT FUND

Classification of Gifts	No. of Gifts	Amount
\$1. and less		
\$1.01 - \$5	2	\$ 10.00
\$5.01 - \$10	2	20.00
\$10.01 - \$25	3	70.00
\$25.01 - \$50	2	100.00
\$50.01 - \$100		
\$100.01 - \$500	3	950.00
\$500.01 - \$1,000		
\$1,000.01 - \$5,000	1	1,051.00
	<u>13</u>	<u>\$2,201.00</u>

IV. GRAND TOTALS FOR GINLING COLLEGE
1938-39

Classification of Gifts	No. of Gifts	%	Amount
\$1. and less	68	8.68%	\$ 65.24
\$1.01 - \$5	342	43.6%	1,410.75
\$5.01 - \$10	163	20.81%	1,598.19
\$10.01 - \$25	119	15.19%	2,623.50
\$25.01 - \$50	53	6.89%	2,398.64
\$50.01 - \$100	24	3.06%	2,175.23
\$100.01 - \$500	12	1.53%	2,850.00
\$500.01 - \$1,000	1	.12%	1,000.00
\$1,000.01 - \$5,000	1	.12%	1,051.00
	<u>783</u>	<u>100.00%</u>	<u>\$15,172.55</u>

V. GRAND TOTALS FOR ABCCC EMERGENCY FUND
1938-39

Classification of Gifts	No. of Gifts	%
\$1. and less	695	16.48%
\$1.01 - \$5	1,837	44 %
\$5.01 - \$10	801	19 %
\$10.01 - \$25	518	12 %
\$25.01 - \$50	165	4 %
\$50.01 - \$100	104	2 %
\$100.01 - \$500	72	2 %
\$500.01 - \$1,000	13	.4 %
\$1,000.01 - \$5,000	2	.04%
\$5,000.01 - \$10,000	1	.02%
\$10,000	1	.02%
\$20,000	1	.02%
\$50,000	1	.02%
	<u>4,211</u>	<u>100.00%</u>