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Girling
Administrative
Board of Directors
Minutes, constitutions
1929-1937

MINUTES
OF THE
BOARD OF DIRECTORS
OF
GINLING COLLEGE

October 16th and 17th,

1931



GINLING COLLEGE
NANKING, CHINA

GINLING COLLEGE COMMITTEE

Miss Margaret E. Hodge, Chairman,
156 Fifth Avenue, New York City, U. S. A.

Miss Elizabeth R. Bender, Secretary,
150 Fifth Avenue, New York City, U. S. A.

Mr. Russell Carter, Treasurer,
156 Fifth Avenue, New York City, U. S. A.

Mrs. Lewis L. Anewalt Miss Grace Lindley

Mrs. A. W. Beaven Mrs. Francis J. McConnell

Miss Esther Case Miss Katherine L. Richards

Mr. John Edwards Mrs. Charles K. Roys

Miss Rebecca W. Griest Miss Minnie V. Sandberg

Mrs. Henry S. Leiper Dr. Robert E. Speer

Miss Lela E. Taylor

DOCKET

October 16th and 17th, 1931

1. Devotional Exercises.
2. Election of nominating and other committees.
3. Report of the year 1930-31 by the President.
4. Report of the Executive Committee.
5. Report of the Ginling College Committee.
6. Constitution and By-laws.
 - (a) Changes requested by the Ginling College Committee.
 - (b) Final Printing.
7. Correlated Program.
8. Faculty Program for 1932-33.
 - (a) Recommendations of the Curriculum Committee.
 - (b) Furloughs and vacancies.
9. Treasurer's Report.
 - (a) Financial Statement 1930-1931.
 - (b) Revised Budget 1931-32.
 - (c) Tentative Budget 1932-33.
10. Building Program.
 - (a) Report of the Building Committee.
 - (b) Academic buildings.
 - (c) Dormitory.
 - (d) Covered Ways.
 - (e) Practice School.
 - (f) Equipment.
11. Land Purchase.
 - (a) Report of purchases and negotiations.
12. Election of Officers and Committees.
13. Miscellaneous.

ANNUAL BOARD OF DIRECTORS MEETING
Ginling College

October 16th and 17th, 1931

The Annual Meeting of the Board of Directors of Ginling College was held at the College on Friday and Saturday, October 16th and 17th, 1931.

The members present were as follows:

Mrs. M. Searle Bates	Dr. Liu Gien-tsiu
Mrs. Lloyd R. Craighill	Mr. John Magee
Miss Deng Yü-dji	Mr. Edwin Marx
Miss Helen Ferris	Miss G. F. McCulloch
Miss G. B. Hoy	Mrs. S. J. Mills
Miss Kiang Kwei-yuin	Mrs. Wm. T. L. Sung
Mrs. Li Chiao	Mr. Tung Teh-fu

Dr. Wu Yi-fang (ex-officio)
Mrs. Lawrence Thurston (ex-officio)

Owing to the absence of the chairman, Dr. Hsia, Dr. G. T. Liu was elected to preside at this meeting.

On Friday afternoon, the opening devotional service was led by Mr. Magee, who read passages from the 19th chapter of Exodus and the 6th chapter of Isaiah, and pointed out that the one fundamental need of our religion was for an overpowering sense of the reality of God and of the awful abyss of sin. Having this, we will have a message for others that will have new life and power. On Saturday morning Mrs. Craighill, after reading Matthew 11: 28-30 and John 14: 25-31, spoke of the need for peace in our hearts, especially in the present crisis. But Christian peace cannot mean shutting one's eyes to the suffering on every hand. When Christ said "I came not to send peace, but a sword", did he not mean something that would stab our spirits wide awake, to know the needs? Peace is the reward of our efforts, and means steadiness and perseverance. The mind and hand can labor; the heart must rest in God.

Voted: To accept the docket for this meeting as suggested by the Executive Committee.

Voted: To elect Mrs. Bates, Dr. Liu, and Miss McCulloch as the Nominating Committee.

Reports.

1. Dr. Wu, President of the College, presented the report of the College for the year 1930-1931.

Voted: To accept the report of the President and to ask her to have it printed.

2. Dr. Wu reported on the Minutes and correspondence with the Ginling College Committee.

Voted: To accept the report of the Ginling College Committee.

3. The Secretary, Mrs. S. J. Mills, presented the report of the Executive Committee.

Voted: To receive the report of the Executive Committee, and to act on the recommendations as they come up under their proper headings.

Constitution and By-laws.

Voted: To insert the original statement of Purpose after the date November 13th in the Historical Statement in Section I of the Agreement with the Board of Founders.

Voted: To insert the words "At least three-fourths of the Board of Directors shall be Christians" in Section IV of the Agreement.

Voted: To insert the words "The President and Treasurer and as far as possible all holding teaching and administrative positions in the College shall be Christians" in Section IV of the Agreement.

The changes in the By-laws as suggested by the Ginling College Committee were discussed, and the following actions were taken:

Voted: To add under III c-2, Treasurer: "and to be responsible for amounts made available for land purchases and building operations."

Voted: To omit (2) of the suggestions of the Ginling College Committee, pointing out that these provisions are already in the Constitution.

Voted: To substitute for Article IV-a, "It shall be the duty of the Executive Committee to transact the *ad interim* business of the College, and any matters especially referred

to it by the Board of Directors. Its actions shall be ratified at the annual meeting of the Board of Directors. In matters of urgency, the Executive Committee may ask a vote of the Board of Directors by correspondence. It shall prepare at least two weeks in advance, the Docket for the annual meeting.

Voted: To substitute for IV-b the following: "It shall be the duty of the Finance Committee to have oversight of the financial affairs of the College, of other receipts and of the custody and disbursement of the funds of the College, and it shall make report and recommendations to the Board of Directors concerning financial matters. The Committee shall have general supervision of the Treasury Department, and of the Treasurer, and the care and titles of properties belonging to the College. The accounts of the Treasurer shall be audited annually by a chartered accountant.

Voted: To add IV-c: "The powers and duties of such other committees as may be deemed necessary by the Board of Directors shall be defined at the time they are elected."

Voted: To print the Constitution and By-laws as revised and approved.

Faculty Program.

Mrs. Thurston, as Chairman of the Curriculum Committee, presented the Faculty Program for 1932-33.

FACULTY PROGRAM

1932-33

	Credits	Teaching Hours		Staff
		Lab.	Class	
Astronomy	(University of Nanking)			
Biology	25	48	14	4
Chemistry	22	33	15	3 1/3
Chinese	20		30	2 1/2
Education				2
Practice School				2
English	26		51	4
Geography	12		12	1
History and	18		24	2
Government	8		8	2/3
Home Economics	2-4		2-4	1/3
Hygiene	6		10	1
Modern Languages	8		8	2/3

	Credits	Teaching Hours		Staff
		Lab.	Class	
Music	17	95	15	5
Physical Education	22	64	18	5 1/2
Physics and	20	17	15	
Mathematics	22		25	4
Philosophy	18		18	1 1/2
Psychology	12		15	2
Sociology and	18		18	2
Economics	12		12	1

The Curriculum Committee presents the Faculty Program which is the basis for the Budget section of Salaries under Instruction. It represents practically no increase over the present year in size of staff—only a very slight increase over the Faculty Program which was approved in 1926. The increases are largely accounted for by additions to the Curriculum—Geography, Government, Home Economics, Modern Languages—and an enlarged program in Music and Economics.

Furlough salaries are included in the Departments of Chemistry, English, and Physical Education. New appointments by the Ginling College Committee are called for in English to take the places of Miss Tappert and Mrs. Meyer. A librarian is also on the list of vacancies.

Voted: To approve the Faculty Program as proposed by the Curriculum Committee.

Voted: To extend a hearty and unanimous invitation to Dr. Reeves, Miss Sutherland and Miss Vautrin to return to the College after their furloughs.

Voted: To ask the Ginling College Committee to fill two vacancies in English to take the places of Miss Tappert and Mrs. Meyer; also one place in Physical Education: and to help in securing, if possible, a visiting professor in Physics to take Mr. Hsiung's place for one or two years from September, 1932.

Voted: Because of the great need, that we also urge the early appointment of a librarian.

Correlated Program.

Voted: To approve the action of the Executive Committee of September 18, 1931, reaffirming the action of the Board of Directors of November 1, 1930: "That we accept in general the Correlated Program so far as it affects directly Ginling College in planning its future program. However, we request that the financial program should be given further consideration in view of the fact that Ginling as the only Union College for Women in China occupies a unique position in mission educational work."

Treasurer's Report.

Miss Priest presented the Financial Statement for 1930-1931, the revised Budget for the current year, and the Tentative Budget for 1932-33.

Voted: That the Financial Statement for the year ending June 30, 1931 be accepted. See page 14.

Voted: To recommend an increase in the Laboratory fee to \$10.00 for each Chemistry course that has more than one laboratory period.

Voted: To approve the construction of an additional tank for the gas plant, with the understanding that the cost shall not exceed three thousand dollars, and that this item shall be included in the budget for 1931-32.

Voted: To approve the Budget as revised for the current year 1931-32.

Voted: To approve the proposed Budget for 1932-1933 with the understanding (a) that definite efforts will be made to secure the necessary funds to balance the Budget before the close of the year 1932-1933; (b) that if at the end of April, 1932 the funds to balance the Budget are not assured, the Executive Committee will reconsider this Budget. See page 20.

Voted: To approve the new basis for travel allowance and furlough salary as adopted by the Ginling College Committee in January, 1931.

Voted: That we express our appreciation to the W.F.M.S. for their offer to care for the medical account of Miss Harriet Whitmer who is ill in Peiping at the present time. In accepting

this contribution it is understood that the payment will be made on the basis used by the W.F.M.S.

Voted: That the medical account of Miss Ruth M. Chester who is ill in Kuling at the present time, be paid in full, in view of the fact that Miss Chester is not accepting salary from September 1, 1931.

Voted: That in adjusting hospital bills for foreign staff members, a charge of \$2.00 per day be deducted, the same to be paid personally.

Voted: That medical bills for Chinese staff members shall be paid for the present school year (1) for all members who have served for three years or more on the staff, and (2) that the full account in excess of \$20.00 be paid when incurred by prior advice of the physician of the College; (3) providing that in case of prolonged illness the Executive Committee should be empowered to make other arrangements.

Notice: That Miss Emily I. Case be granted a regular furlough with full allowances, the expectation being that she will return to Ginling at the end of her furlough year 1932-1933.

Building Program.

Mrs. Thurston gave a report of the year's work on building plans, presenting a revised program for buildings and equipment, which the Board discussed thoroughly.

BUILDING PROGRAM—1931

EQUIPMENT

	<i>Estimates 1931 Chinese Currency</i>
1. Small Faculty Houses	\$ 24,000.00
2. Chapel and Music Hall	140,000.00
3. Library and Administration	150,000.00
4. Student Dormitory	250,000.00
5. North Kitchen and Dining-room	10,000.00
6. Fuel Storage	2,000.00
7. Lighting Unit	30,000.00
8. Covered Ways (included in 2-4)	
9. Practice School	50,000.00
10. Faculty Residences	136,000.00
11. Infirmary	10,000.00
Total	\$802,000.00
Total items 1-8	\$606,000.00
@ 4.00	Gold \$151,500.00
Funds in New York July 1, 1931	\$162,917.44
Balance for Land and Equipment	\$ 11,417.44

EQUIPMENT

	Chinese Currency
College Furniture	\$11,400
Dormitory Furniture	9,100
Pianos (10 @ \$600)	6,000
Total	\$26,500 = Gold \$6,625

Items 1-7 were approved in 1930 (Minutes p. 9) along with item 10 Faculty Residences. The order in this list is based on recommendation of the Executive Committee, September 18th. Funds for 9, 10 and 11 will have to be provided in China or abroad.

Dr. Wu reported a gift to the College, to provide a dormitory for the Practice School, from Madame H. H. Kung, Madame Chiang Kai-shek, and Madame Sun Yat-sen in memory of their mother, Madame Soong. Dr. Wu has talked over the plans personally with Madame Kung and she promises a gift of between \$20,000 and \$30,000 for a building to be begun in the spring of 1932.

Voted: That we accept with deep appreciation the most generous gift of Mme. Kung, Mme. Chiang, and Mme. Sun for a dormitory for the College Practice School, in memory of the late Mme. Soong; and that we ask the Secretary to send a letter to convey to the donors our sincere gratitude.

Voted: That the large central dormitory be given preference over the faculty residence in the use of available funds in the building program, since the need for student growth at the time of erection of new academic buildings is urgent, and the three major buildings should be built at the same time. With the erection of this dormitory, space for resident women faculty would be enlarged and the permanent provision for faculty residences could be postponed. The flood relief demand closes the door to any appeal in China for funds for the new dormitory for at least another year. When such an appeal can be made funds now advanced for the dormitory would become available to provide faculty residences.

Voted: To approve the revised Building Program and authorize the work on the new buildings, numbers 2-4, for which plans are in preparation, in the hope that building might begin in the spring of 1932.

Voted: That the Executive Committee be empowered to appoint a Land and Building Committee.

Land Purchase.

Dr. Wu reported on the revised estimates of land to be purchased. Maps were shown and the subject discussed thoroughly. Some purchases have been made in the south-east and south-west corners for which \$9,315.45 was paid during the last fiscal year. Prices are rising and there are uncertainties in regard to roads, especially along the north boundary. Seven pieces, totalling about seven foreign acres, are needed to straighten boundaries and safeguard our present property. All of them have been previously approved, some as far back as 1925. At present prices this land would cost about \$38,500.

REVISED ESTIMATES OF LAND TO BE PURCHASED

OCTOBER, 1931

1. Southeast corner—2 mou	\$ 2,000
2. Southwest triangle—9 mou	7,200
3. Northwest piece—21.5 mou	14,000
4. North piece—7 mou	6,300
5. Strip to Wade Jones land	2,000
6. Exchange land with the University	2,500
7. Temple land	4,500

\$38,500

Voted: That we authorize the purchase of all this land when the opportunity occurs and the funds are available.

Elections.

The report of the Nominating Committee was presented by Miss McCulloch. The following officers and committees were elected:

Board of Directors: Chairman, Mrs. W. S. New; Vice-Chairman, Mr. Tung; Secretary, Mr. Roberts; Treasurer, Miss Priest.

Executive Committee: Mrs. New, Chairman; Mr. Tung, Mr. Roberts, Miss Deng Yü-dji, Mrs. Mills; Mrs. Thurston, *ex-officio*, and Dr. Wu, *ex-officio*.

Finance Committee: Mr. Tung, Miss Moffet, Mr. Lobenstein, Dr. Wu, *ex-officio*, Mrs. Thurston, *ex-officio*, Miss Priest, *ex-officio*.

Coopted Members: Mrs. W. S. New, Dr. Liu Gien-tsiu, Mr. Roberts.

Voted: To invite Mrs. Thurston to serve on the Executive Committee as *ex-officio* member in her capacity as Adviser.

Voted: That a standing vote of thanks be extended to the President and Faculty for their hospitality to the members of the Board.

MARY B. S. MILLS,
Secretary.

EXECUTIVE COMMITTEE

1930-1931

The Executive Committee has met four times during the year since the last Board meeting. A January meeting was held in two sections, one on January 8th in Shanghai with Shanghai members of the Committee, the other in Nanking on January 12th with Nanking members. The matters discussed were largely questions on which the President wished to have the opinion of the Committee, authorization of special salaries, etc. for faculty appointments which were pending.

The other meetings were held on May 23rd and September 18th and October 16th at the College. Two actions on Constitutions and By-laws arising out of request from the Ginling College Committee, are before the Board for action at this meeting. The Committee approved a revised budget for 1931-1932 presented by the Finance Committee, and referred to the Finance Committee for further study the question of salaries and allowances for Chinese faculty. Appeal by the President to the China Foundation and the Hall Estate was approved.

Correspondence with the Ginling College Committee in regard to the amount of money available for building was felt to be necessary and a letter written by the Treasurer was authorized in May, making definite request that a Student Dormitory be given preference over Faculty Residence in the Building Program.

A maximum of \$24,000, to erect two small double houses for faculty was approved. An exchange of land with the University to provide site for these houses was also approved.

Actions taken on faculty furloughs, etc. are included in Recommendations to the Board of Directors.

GINLING COLLEGE COMMITTEE

1930-1931

The Ginling College Committee met on January 8, 1931 in New York. The absence of Miss Bender on account of the illness of her sister, news of whose death was received just before the meeting, made necessary the election of a secretary for the meeting and Miss Griest was asked to serve.

Changes in the personnel of the Committee are noted: Mrs. A. W. Beaven succeeding Mrs. J. M. Pratt, Mrs. Henry Smith Leiper coopted to represent the Smith Alumnae, Miss Griest to represent former Ginling faculty, Mrs. Roys and Miss Taylor re-elected.

Constitution and By-laws

The Committee reports the approval by cooperating Boards of the change in Constitution providing a two-thirds Chinese majority of the Board of Directors. The Committee acquiesced in other amendments but recommends that additions be made to the Agreement between the Board of Founders and the Board of Directors to cover the points eliminated from the Constitution: (1) "at least three-fourths of the Board of Directors shall be professing Christians" and (2) "the President and Treasurer, and as far as possible all holding teaching and administrative positions in the college, shall be professing Christians."

The By-laws as proposed by a Special Committee on January 29, 1929 and approved by the Board of Directors in 1930 were approved by the Committee except for certain suggested changes:

- (1) Under III c-2—Treasurer: add "and to be responsible for amounts made available for land purchases and building operations."
- (2) Under III c add No. 7—"To act as a member or as secretary of the Finance Committee."
- (3) Under IV-a—It shall be the duty of the Executive Committee to transact the *ad interim* business of the College, and any matters especially referred to it by the Board of Directors. Its actions shall be ratified at the annual meeting of the Board of Directors. In matters of urgency, the Executive Committee may ask a vote of the Board of Directors by correspondence. It shall prepare at least two weeks in advance, the Docket for the annual meeting.
- (4) Under IV—Substitute for b the following:—"It shall be the duty of the Finance Committee to have oversight of the financial affairs of the College, of other receipts and of the custody and disbursement of the funds of the College, and it shall make report and recommendations to the Board of Directors concerning financial matters. The Committee shall have general supervision of the Treasury Department, and of the Treasurer and the care and titles of properties belonging to the College. The Committee shall recommend to the Board of Directors from time to time a firm of chartered accountants, who shall audit the accounts of the Treasurer."

- (5) Under IV—add c—The powers and duties of such other committees as may be deemed necessary by the Board of Directors shall be defined at the time they are elected.

Finance

Furlough salaries are increased from \$900 to \$984. Field salary is to cease on leaving the College and furlough salary to be given on arrival at home by the most direct route, and allowance of G.\$1.50 per day to be made while en route.

Three months' salary is to be paid to five year appointees and one month's salary to three year appointees not returning to the College. A proportionate furlough salary and regular travel is to be paid to three year appointees expecting to return.

Study grants not to exceed \$200 may be made on authorization by the Board of Directors.

A basis for payment of furlough medical expenses is approved—4/5 of the balance in excess of \$25 when incurred by prior advice of the medical adviser of the Committee.

Gold salaries are to be paid at current rates (from January 1, 1930) with exchange guaranteed at a minimum of 2 to 1.

The Budget for 1931-1932 was considered and the Committee accepts the responsibility for an amount of G\$28,364 and estimated receipts from abroad, and approved a total of expenditures within the total of receipts which are reasonably sure so as to secure a balanced budget.

Land and Building

Request for building funds in advance of definite plans for their use is not approved by the Committee. The Building Program approved by the Board of Directors in 1930 was approved in general by the Committee and funds were made available to an amount of \$415,466 Mex. "with the understanding that only such buildings are to be projected as can be built and completely equipped within this sum, and the further understanding that any expenditures for land purchases are also to come within this total sum." The College was authorized to contract for G\$100,000 if and when building contracts were signed.

The Mexican amount was fixed on the basis of exchange of October 1930 and a very rough estimate of building costs. Correspondence with Mr. Carter was authorized by the Executive Committee of the Board of Directors in May and a clearer understanding as to the sum available for building, in gold, is needed before the final decision can be reached.

Candidates

The work of Miss Griest and other members of the Candidate Committee resulted in five appointments: two each in English and Music and a College Secretary. The difficulties in securing candidates who combine the essential professional training and experience with genuine Christian ideals of service and willingness to accept the low salary offered are recognized and call for cooperation of all who have the interests of the College at heart.

GINLING COLLEGE

Nanking, China

Financial statement at the close of the year ending June 30, 1931.

All amounts in Chinese currency.

Assets and expense items:

Cash on hand:

Cash drawer	\$ 1,053.34	
Hong. & Shang. Bank	2,942.12	
Shang. & Com. Sav. Bank	7,425.66	
Ass. Miss Treas. (gold)	3,834.52	
Held in New York or in transit	10,283.83	
Fixed deposits—SCSB	21,000.00	46,539.47

Advanced for 1931-32 accounts	8,384.17	
Bookroom	502.06	
Suspense items	614.61	\$56,040.31

Liabilities and special accounts:

Student accounts—reserved:

College organizations	637.41	
Phys. Train. loan fund	109.20	
Scholarships	991.01	
Student deposits	2,450.55	
Student loan fund	313.56	4,501.73

Faculty Residence fund	35.55	
Special account for building	790.00	
Special Faculty Retirement fund	1,000.00	
Land—fund on hand	7,247.04	
Equipment funds—Biology	211.77	
Chemistry	581.70	
Physics	1,151.85	
Electric Light Plant—balance	1,783.17	17,302.81

Surplus carried forward to 1931-32 accounts ... M\$38,737.50

Auditor's Statement:

This is to certify that I have completed the audit of Ginling College accounts for the year ending June 30, 1931 and have found them correct and in order. The audit has included the checking of all receipts from student fee, drafts from New York, etc., etc. I have examined vouchers for all payment. The ledger accounts have all been checked and certified including all bank and cash accounts.

Nanking, China,
October 19, 1931.

THOMAS D. BEGG,
Auditor.

FINANCE STATEMENT

July 1, 1930 through June 30, 1931

Current Expense

RECEIPTS

Cooperating Boards:

	Chinese currency
Baptist—A.B.F.M.S.	\$ 4,200.00
Methodist—M.E.S.	5,250.00
Presbyterian—P.N.	7,875.00
Reformed Church—R.C.U.S.	1,483.65
Christian—U.C.M.S.	3,150.00
Methodist—W.F.M.S.	
Paid in U.S.A.	5,250.00
" China	5,350.00
London—L.M.S.	2,500.00
	35,058.65

Pledges, contributions, gifts, etc.:

Rockefeller Foundation	1,000.00
Crescent Ave. Church	1,050.00
Smith College Alumnae	6,930.71
Smith College Com. Chest	8,400.00
Y.W.C.A.	2,400.00
Day of Prayer	1,598.19
Ginling Alumnae	500.00
Property Upkeep Fund	17,777.79
Gift from Mrs. James	11,820.64
Gift from Mrs. Paddock	4,152.81
Miscellaneous gifts	180.33
Interest and exchange	8,083.51
	63,893.98

Total from outside sources

98,952.63

Student Receipts:

Tuition	13,247.47
Board	9,662.38
Room	4,246.00
Incidentals	2,832.00
	29,987.85

Laboratory and other fees

Biology	760.00
Chemistry	650.00
Entrance	621.00
Graduation	162.00
Medical	943.50
Music	2,172.00
Practice School	2,171.70
Physics	150.00
	7,630.20

Total from students	37,618.05
Total receipts	136,570.68
Balance from 1929-1930	31,336.54

\$167,907.22

EXPENDITURES

Administration

Salaries	
President	2,400.00
Adviser	1,095.36
Secretaries	1,752.87
Librarians	860.00
Library assistants	730.67
Registrar office	1,000.00
Treasurer office	2,904.00
Typists	216.65
Student aid	106.60
Physician and nurse	1,340.00
Dormitory director	1,040.00
Travel (U.S.A.)	1,208.47
	14,654.62

Expenses:

Commencement and Founders' Day	278.76
Diplomas	208.41
Education Assn. fees	400.00
Contributions—misc.	61.00
Entrance tests	703.42
General office expense	552.67
Special expenses—president	242.40
Hospitality	69.37
Medical attendance	350.66
Medical supplies	698.96
New York office	533.46
Postage and stationery	498.58
Telegrams and cables	177.70
Publicity and printing	1,105.28
Travel:	
Board of Directors	292.11
Faculty	135.43
President	123.80
	6,423.01

Total Administration \$21,077.63

Instruction:

Salaries	
Biology	5,563.99
Chemistry	4,921.51
Chinese	4,540.00
Education	3,794.84
English	6,879.87
History	3,624.00
Household Arts	300.00
Hygiene	1,400.00
Modern Languages	1,384.00
Music	5,201.84

Physical education	6,321.66	
Philosophy	2,916.47	
Physics and mathematics	4,720.00	
Psychology	860.00	
Political Science	2,280.00	
Sociology	2,462.23	
Language Study	376.00	
Travel (U.S.A.)	6,037.09	63,549.50

Departmental expenses:

Biology	829.98	
Chemistry	1,345.27	
Chinese	299.88	
Education (Practice School)	1,624.28	
English	113.99	
History	15.50	
Lectures	30.79	
Library expenses	484.17	
Library periodicals	950.36	
Music	490.22	
Physical education	690.05	
Philosophy	80	
Physics	221.55	
Sociology	25.73	7,122.57

Total Instruction 70,672.07

Maintenance:

Care of grounds	694.75	
School heat	1,564.54	
Janitor's supplies	219.62	
Light and water	1,695.47	
Wages of servants	1,655.80	
Upkeep of buildings	4,624.13	10,454.31

Boarding department:

Food, fuel and wages	8,915.66	
Special repairs	613.47	
Heat for dormitories	1,391.50	
House supplies	405.87	
Light and water	1,600.00	
Wages of servants	1,599.00	14,525.50

Total Expenditures—current \$116,729.51
Total Expenditures—equipment 12,440.21

Grand total expenditures \$129,169.72
Balance, June 30, 1931 38,737.50

\$167,907.22

[18]

PERMANENT EQUIPMENT

RECEIPTS

Balance from 1929-1930	\$2,384.08
Received 1930-1931:	
G\$2,915.08 used in U.S.A.—2.10 exchange	6,121.67
Transferred from current funds	3,934.46
Total receipts	12,440.21

EXPENDITURES

Campus improvement	1,581.61
Furniture—college	1,095.86
Furniture—faculty	102.20
Office	123.35
Library books	3,150.00
Music	1,413.46
Biology	1,599.84
Chemistry	840.00
Physics	1,338.36
Physical education	1,030.39
Medical and hygiene	6.44
Education	158.70
Total expenditures	12,440.21

SPECIAL FUNDS BALANCES

	Dr.	Cr.
Book Room	\$502.06	
College organizations		637.41
Faculty house		35.55
Physical training loan		109.20
Scholarships		991.01
Student bank		2,450.55
Loan fund		313.56
Special faculty fund		1,000.00
Suspense	614.61	
	1,116.67	5,537.28
Balance special funds	4,420.61	
	5,537.28	

SCHOLARSHIP FUND

1930-1931

Receipts		Payments	
Balance 1929-1930	\$1,158.99	Grants to students	\$ 667.25
Woods Scholarship	111.70	Balance	991.01
Mary L. James fund	222.56		
Univ. of Chattanooga	42.76		
Special gift	122.25		
	\$1,658.26		\$1,658.26

[19]

LOAN FUND

1930-1931

Receipts		Payments	
Balance 1929-1930	808.13	Loans	854.57
Loans refunded	360.00	Balance	313.56
	\$1,168.13		\$1,168.13

GIFTS TO CURRENT EXPENSES

Received in China			
Ginling Alumnae			\$ 500.00
Received from U.S.A.			
Mrs. Arthur C. James	Gold	\$2,500	11,820.64
Mrs. Robert L. Paddock		1,200	4,152.81
Miscellaneous			180.33
			\$16,653.78

GINLING COLLEGE COMMITTEE

TRIAL BALANCE

July 31, 1931

Debits		Credits	
Cash, Irving Bank	\$ 2,862.23	Ginling College Bd of Control	\$ 2,601.65
Bankers Trust Company	1,016.37	Special Endowment funds	1,000.00
Securities	249,343.20	Permanent Bldg & Equip fund	162,917.44
		Permanent Property Up-keep fund	84,952.71
		Furniture & Equipment Insurance of Permanent Property Up-keep Fund	1,750.00
	\$253,221.80		\$253,221.80

GROUNDS, BUILDINGS AND EQUIPMENT

July 1st, 1931.

	Gold
Grounds	\$ 51,371.59
Buildings	392,608.77
Furniture	14,016.64
Apparatus	19,787.69
Library Books	12,882.57
Museum	327.00
	\$490,994.26

TENTATIVE BUDGET, 1932-1933

Current Expenses

RECEIPTS

Cooperating Boards:	Chinese Currency	
Baptist—A.B.F.M.S.	\$ 4,200.00	
Methodist—M.E.S.	5,250.00	
Presbyterian—P.N.	7,875.00	
Reformed Church—R.C.U.S.	1,575.00	
Christian—U.C.M.S.	3,150.00	
Methodist—W.F.M.S.		
Paid in U.S.A.	5,250.00	
" China	3,600.00	
London—L.M.S.	2,500.00	33,400.00
Pledges, contributions, gifts, etc.:		
Crescent Ave. Church	1,050.00	
Smith College Alumnae	4,200.00	
Smith College Com. Chest	8,400.00	
Day of Prayer	840.00	
Ginling Alumnae	500.00	
Property Upkeep Fund	8,400.00	
Interest and Exchange	7,000.00	31,580.85
Balance current	1,190.85	
Total from outside sources		64,980.85
Student Receipts:		
Tuition	15,000.00	
Board	11,000.00	
Room	4,800.00	
Incidentals	3,200.00	34,000.00
Laboratory and other fees		
Biology	800.00	
Chemistry	1,200.00	
Entrance	600.00	
Graduation	250.00	
Medical	1,000.00	
Music	2,000.00	
Practice School	2,250.00	
Physics	300.00	\$ 8,400.00
Total from students		\$ 42,400.00
Total receipts		\$107,380.85
Balance to be raised, 1932-1933		47,593.55
		154,974.40

*Proposed budget for 1932-1933—based on exchange at 2.10 for Gold \$1.00

EXPENDITURES

Administration:

Salaries

President	\$ 2,400.00	
Adviser	907.20	
Secretaries	2,114.40	
Librarians	2,112.00	
Library Assistants	700.00	
Registrar office	1,750.00	
Treasurer office	3,020.00	
Typists	200.00	
Student aid	100.00	
Physician and nurse	1,650.00	
Dormitory director	1,080.00	
Travel (U.S.A.)	2,100.00	18,133.60

Expenses:

Commencement and Founders Day	400.00
Diplomas	400.00
Education Assn. Fees	400.00
Entrance tests	700.00
General office expense	600.00
Special expenses—president	500.00
Hospitality	200.00
Medical attendance	1,000.00
Medical supplies	600.00
New York office	500.00
Postage and stationery	500.00
Telegrams and cables	200.00
Publicity and printing	1,200.00

Travel:

Board of Directors	400.00
Faculty	200.00
President	300.00
	8,100.00

Total Administration ... \$ 26,233.60

Instruction:

Salaries

Biology	\$ 6,628.80
Chemistry	5,978.00
Chinese	5,440.00
Economics	2,160.00
Education	5,094.40
English	7,106.40
Geography	1,560.00
History	4,560.00
Household Arts	600.00
Hygiene	1,680.00
Modern Languages	1,440.00
Music	8,803.20

Physical Education	7,898.40	
Philosophy	3,321.60	
Physics and Mathematics	6,600.00	
Psychology	1,300.00	
Political Science	1,800.00	
Sociology	2,614.40	
Language Study	500.00	
Travel (U.S.A.)	6,985.60	82,070.80

Departmental expenses:

Biology	1,100.00	
Chemistry	1,200.00	
Chinese	300.00	
Education (Practice School)	1,800.00	
English	100.00	
Geography	50.00	
History	20.00	
Lectures	150.00	
Hygiene	500.00	
Library expenses	500.00	
Library periodicals	1,000.00	
Music	650.00	
Physical Education	600.00	
Philosophy	50.00	
Physics	300.00	
Sociology	40.00	8,360.00

Total Instruction ... \$ 90,430.80

Maintenance:

Care of grounds	700.00	
School heat	1,700.00	
Janitor's supplies	200.00	
Light and water	1,650.00	
Wages of servants	1,700.00	
Upkeep of buildings	5,000.00	10,950.00

Boarding department:

Food, fuel and wages	11,000.00	
Heat for dormitories	1,450.00	
House supplies	500.00	
Light and water	1,650.00	
Wages of servants	1,690.00	16,290.00

Total Current Expense ... \$143,903.00

PERMANENT EQUIPMENT

Campus improvement	\$ 300.00
Furniture—college	600.00
Furniture—faculty	150.00
Office	150.00
Library books	4,200.00
Music	800.00

Biology	1,260.00
Chemistry	1,260.00
Physics	1,050.00
Physical Education	800.00
Medical	100.00
Education	200.00
Geography	200.00

Total Permanent Equipment ... \$ 11,070.00

SUMMARY

Administration:

Salaries	\$18,133.60
Expenses	8,100.00

Instruction:

Salaries	82,070.80
Expenses	8,360.00

Maintenance:

Salaries	10,950.00
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Boarding Department:

Current Expense	143,904.40
Permanent Equipment	11,070.00

Total Expenses ... \$154,974.40

STUDENT STATISTICS

September, 1931.

Total number of students enrolled:

	Former	New	192 Total
Students from government schools	9	5	14
Students from mission schools	113	46	159
Students from private schools	10	9	19
Total	132	60	192

Students by class in college:

Senior	25		
Junior	37	Unclassified	12
Sophomore	47	Special	4
Freshman	59	2-year in P. E.	8

Provinces Represented:

	Ancestral	Present	Home
Kiangsu	51		91
Kwangtung	30		18
Chekiang	25		6
Fukien	22		17
Anhwei	16		8
Hupei	16		11
Hunan	13		7
Shantung	6		6
Szechuen	5		5
Kiangsi	3		9

	Ancestral	Present Home	
Hopei	2	8	
Liaching	2	2	
Shansi	1	1	
Overseas Chinese	—	2	
	Former	New	Total
Christians	96	45	141
Baptist	6	4	10
Church of Christ in China	29	18	47
Disciples of Christ	3	1	4
Episcopalian	11	11	22
Lutheran	2	0	2
Methodist, North	23	8	31
Methodist, South	4	0	4
Other societies	12	1	13
Unconnected	6	2	8
Non-Christians	36	15	51
Total	132	60	192

SCHOOLS REPRESENTED AT GINLING September, 1931.

	Former	New	Total
Amoy University Middle School, Amoy (P)	0	1	1
Anking Girls' Senior Middle School, Anking (G)	0	1	1
Baldwin Memorial School, Nanchang	1	1	2
Bridgman Academy, Peiping	0	2	2
Bridgman Memorial School, Shanghai	3	1	4
Chi Hwei Middle School, Hwei Yuen	2	0	2
Chi Ming Middle School, Shanghai	0	1	1
Chi Nan University Middle School, Chenju (G)	1	0	1
Chi Siu Middle School, Shanghai (P)	0	1	1
Chung Hwa Girls' School, Nanking	7	2	9
Coe Memorial School, Luchowfu	2	0	2
Dzit Mei Middle School, Amoy (P)	1	0	1
Dzin Deh Girls' School, Shanghai	1	1	2
Eliza Yates Girls' School, Shanghai	3	1	4
Fuh Siang High School, Changsha	3	5	8
Fu Sih Girls' School, Kiangyin	0	2	2
Gamewell Girls' School, Peiping	2	0	2
Ginling College Practice School	19	1	20
Hangchow Union Girls' School, Hangchow	4	0	4
Hwa Nang College, Middle School, Foochow	1	0	1
Hwei Wen Girls' School, Nanking	12	4	16
Hwa Mei Girls' School, Chengtu	2	0	2
I Fang School, Changsha (P)	1	0	1
Keen School, Tientsin	5	1	6
K'un K'ung Girls' School, Mukden	0	2	2
Laura Haywood Normal School, Soochow	2	0	2
Kwang Yick Middle School, Kaying, Kwangtung	1	0	1
Mary Farnham School, Shanghai	6	1	7
Mary Stevens Girls' School, Hsüchowfu	2	0	2
McTyeire School, Shanghai	3	0	3
Nan Tsing Middle School, (G)	0	1	1
Nanyang Institute for Girls, Shanghai (P)	2	0	2
Olivet Memorial School, Chinkiang	0	3	3
Peui Ying School, Chuanchow, Fukien	3	0	3
Pei Ching Girls' School, Shanghai	1	1	2
Pooi Fo Academy, Canton	2	2	4
Hangchow Senior Middle School, Hangchow (G)	3	1	4
Riverside Academy, Ningpo	1	1	2
Rulison High School, Kiukiang	1	1	2
Second Normal Girls' School, Szechuen (G)	1	0	1
Sixth Senior Middle School, Szechuen (G)	0	1	1
Soochow Girls' Middle School, Foochow (G)	2	0	2
Sungkiang Girls' Middle School, Sungkiang (G)	1	1	2
Sen Kung Middle School, Tientsin (P)	0	1	1
St. Hilda's School, Wuchang	4	4	8
St. Mary's Hall, Shanghai	1	2	3
Ta Tung University, Preparatory Course, Shanghai (P)		2	2
Trinity School, Shanghai	3	0	3
True Light Middle School, Canton	7	5	12
Tsung Hwa Girls' School, Soochow (P)	3	3	6

	Former	New	Total
Virginia School, Hùchow	1	0	1
Wei Ling School, Soochow	1	0	1
Wen Deh School, Tsingtao	1	0	1
Wen I School, Changsha (P)	0	1	1
Wen Shan School, Foochow	8	2	10
Wu Ben School, Shanghai (G)	1	0	1
Ying Hwa Girls' College, Hongkong	1	0	1

Total Students 132 60 192

P—Private. G—Government. Other—Mission

Summary of Schools represented

	Former	New	Total
Government Schools	6	3	9
Mission Schools	33	5	38
Private Schools	6	4	10
Total	45	12	57

GINLING COLLEGE FACULTY

1931-1932

ADMINISTRATION

Wu Yi-fang	President
Mrs. Lawrence Thurston	Adviser
E. Jane Thomas	English Secretary
Ming Hsia-chung*	Chinese Secretary
Elsie M. Priest*	Acting Treasurer
Chen Er-chang	Assistant Treasurer
Chen Tieh-ming	Acting Registrar
Mrs. B. B. Chapman*	Acting Librarian
Sha Ou	Assistant Librarian
Tsien Tswen-hsuei*	Assistant Librarian
Mrs. Tsen Shui-fang	Dormitory Director
Goh Ih-shan	Superintendent of Grounds
Margaret G. Smythe*	College Physician
Li Wei-i	College Nurse

INSTRUCTION

Kathleen L. Bond	Music
Catherine C. Carl	Music
Emily I. Case	Physical Education
Chang Sze-i*	English
Chen Deh-djen	Math. and Physics
Chen Mei-yü	Hygiene
Chen Yü-djen	Education
Cheng En-tsi	Physical Education
Ruth M. Chester	Chemistry
Chiu Yü-tsi	Chemistry
Chu Hai-ju	Biology
Deng Wan-pu*	Chinese and Philosophy
Dju Ao	History
Dju Chia-dji*	Library Science
Mrs. P. S. Ho*	Music
Abigail Hoffsommer	English
Hsiao Ta	Chinese
H. H. Hsiao*	Psychology
David S. Hsiung	Math. and Physics
Hwang Li-ming	Physical Education
Ellen Y. T. Koo	Music
Li Kwoh-ding	Math. and Physics
Lin Chen Ying-mei*	Physical Education
Liu En-lan	Geography
Lo Chang Wei-djen*	Political Science
Lu Yen-ying*	Political Science
Mme. Ma Yi-guin*	French
Sally Lou MacKinnon	English
Mrs. Paul Meyer	English
Miao Feng-ling*	History
Mereb E. Mossman	Sociology
Peng Ya-sui	Math. and Physics
Pan Zung-ho*	Chemistry

Margaret E. Scharle	Music
Eva Dykes Spicer	Philosophy
Swen Shui-guin	Education
Esther E. Tappert	English
Tsui Ya-lan	Physical Education
Tsien Yung-ho*	Education
Wei I-djen*	Psychology
Wen Bu-ih	Chemistry
Harriet M. Whitmer	Biology
Swain Wool	Economics
Wu Dzing-hsien	Biology
Yang Ching*	Chemistry
Yang Hsiao-rang	Physical Education
Yu Li Hsiang-cho	Chinese
Frau Zimmerman*	German

*Part time

GINLING COLLEGE BOARD OF DIRECTORS

A.B.F.M.S.: Miss Viola Hill Mr. T. K. Van	Baptist Girls' School, Shaohsing Shanghai College, Shanghai
W.F.M.S.: Miss Yu Chang-feng Miss Helen Ferris	Hwei Wen Girls' School, Nanking Rulison School, Kiukiang
M.E.S.: Dr. Wang Zok-tsung Miss Kiang Kwei-yuin	Margaret Williamson Hospital, West Gate, Shanghai Laura Haygood School, Soochow
P.N.: Mrs. Samuel J. Mills Mrs. Andrew Wu	University of Nanking, Nanking 623 Ching Yung Li, Yuyuen Road, Shanghai
U.C.M.S.: Mr. Edwin Marx Mr. Tung Teh-fu	United Christian Missionary Society, Nanking Chung Hwa Girls' School, Drum Tower, Nanking
A.C.M.: Mr. John Magee	American Church Mission, Hsiakwan, Nanking
L.M.S.: Dr. C. L. Hsia <i>Smith College, U.S.A.:</i> Mrs. Lloyd Craighill	131 Connaught Road, Shanghai American Church Mission, Wuhu, Anhwei
Y.W.C.A.: Mrs. H. C. Mei	Y.W.C.A., 23 Yuen Ming Yuen Road, Shanghai
R.C.U.S.: Miss Gertrude B. Hoy <i>Alumnae:</i> Dr. Ren Cho Miss Deng Yü-dji	Yochow, Hunan 88 Tsing Tai Road, Hangchow Y.W.C.A., 23 Yuen Ming Yuen Road, Shanghai
Dr. Djang Siao-mei (sub.)	The Bank of China, The Bund, Shanghai
Coopted: Mrs. Li Chiao Dr. Li Tien-lu Dr. G. T. Liu	38 Chen Hsien Gial, Nanking Nanking Theological Seminary, Nan- king Concord Women's Hospital, 16 Rue Moliere, Shanghai 236 Seymour Road, Shanghai American Church Mission, Chung Cheng Kai, Nanking
Mrs. W. S. New Mr. W. P. Roberts	St. John's University, Shanghai McTyeire School, Shanghai
Mrs. William Z. L. Sung Miss Grace Yang	
Ex-officio: Dr. Wu Yi-fang, President Mrs. Lawrence Thurston, Adviser	

*Minutes
Ginling*

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HOME BASE

MINUTES
OF THE
BOARD OF DIRECTORS
OF
GINLING COLLEGE

October 31 and November 1

1930

GINLING COLLEGE
NANKING, CHINA

GINLING COLLEGE COMMITTEE.

Miss Margaret E. Hodge, Chairman,
156 Fifth Avenue, New York City, U.S.A.

Miss Elizabeth R. Bender, Secretary,
150 Fifth Avenue, New York City, U.S.A.

Mr. Russell Carter, Treasurer,
156 Fifth Avenue, New York City, U.S.A.

Mrs. Lewis L. Anewalt	Mrs. James M. Pratt
Miss Esther Case	Miss Katherine L. Richards
Miss Rebecca W. Griest	Mrs. Charles K. Roys
Miss Grace Lindley	Miss Minnie V. Sandberg
Mrs. Francis J. McConnell	Dr. Robert E. Speer
Rev. Frank Mason North	Miss Lela E. Taylor

DOCKET

October 31st and November 1st, 1930

1. Devotional Exercises.
2. Election of co-opted members and committees.
3. Reports.
4. Registration.
5. Faculty program for 1931-1932.
6. Treasurer's Report.
7. Building Program.
8. Correlated Program.
9. Election of Officers.
10. Miscellaneous.
 - (a) Report of Special Committee.
 - (b) Report of Promotional Committee.

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS OF GINLING COLLEGE

October 31—November 1, 1930

The Annual Meeting of the Board of Directors of Ginling College was held at the College on Friday and Saturday, October 31 and November 1, 1930.

The members present were as follow:

Mrs. Lilliath R. Bates	Mr. Edwin Marx
Miss Deng Yu-dji	Mrs. W. S. New
Dr. C. L. Hsia	Mrs. Margaret S. C. Thomson
Dr. G. T. Liu	Mr. Tung Teh-fu
Miss Gertrude F. McCulloch	Dr. Wang Zok-tung
Miss Hattie R. MacCurdy	Mrs. A. V. Wu
Rev. John G. Magee	Dr. Li Tien-lu

Dr. Yi-fang Wu, *ex-officio*

Mrs. Lawrence Thurston, *ex-officio*

The meeting was called to order at 9.10 a.m. by the Chairman, Dr. G. T. Liu, who presided throughout the meeting. The sessions were as follows:

October 31: 9.10 to 11.45 a.m., 1.30 to 4.00 p.m., 4.30 to 6.00 p.m.

November 1: 9.00 a.m. to 12.30 p.m., 2.00 to 3.30 p.m.

A recess for tea was taken between four and four-thirty on Friday, and the College served luncheon both days for the members, most of whom were guests of the College for the time of the Board meeting and the Founders' Day exercises.

The devotional period on Friday morning was led by Mr. Marx, who read the scripture Matthew 25: 31-46. The leader suggested that the social obligation implied in this passage of scripture was not incumbent on individuals only, but on nations and all social groups and that our consideration of our own work in such a meeting as this should be against the back-

ground of human needs so prevalent in the world today. The devotional period on Saturday morning was led by Mrs. Thurston, who called attention to the fact that this date is All Saints Day, and the readings, prayers and meditation centered round that thought. Comparison was suggested between the conditions surrounding the Fourth Century Church in the Roman Empire when it was just emerging as the dominant religion, and the situation facing the Church in China today. The thought was stressed that as their strong and uncompromising conviction was an element in the victory of the early Christians, the church in China today should profit by their example.

The docket as prepared by the Executive Committee was presented and accepted.

1. *Voted:* That the session adjourn at 11.45 a.m. on Friday in order to allow the members to attend the chapel service.

2. *Voted:* To elect Dr. Li Tien-lu as a coopted member of this Board.

3. *Voted:* That Mrs. Thomson and Mr. Marx act as recording secretaries for this meeting, in the absence of the regular secretary, Mrs. S. J. Mills.

4. *Voted:* To elect Mrs. Thomson, Mrs. New and Mr. Marx as the Nominating Committee.

Reports.

1. Dr. Wu, President of the College, presented the report of the college for the year 1929-1930.

2. The report of the Executive Committee was presented by Dr. Wu in the absence of the Secretary. Minutes of meetings were reviewed and approved, dates as follows: 1929, December 21; 1930, March 8; May 10; September 20; October 30.

Voted: To accept the report of the Executive Committee.

3. Mrs. Thurston, who attended the meeting of the Ginling College Committee in New York on January 18, 1930,

gave a report of the membership changes and the activities of the Committee.

Voted: To accept the report on the Ginling College Committee.

Constitution and By-Laws.

Dr. Wu reported progress in the steps being taken to secure the registration of the Board and of the College, and explained the revisions still required to be approved in order to complete registration.

The following alterations in the Constitution were approved:

1. *Voted:* To delete the words (Article I—Statement of Purpose): "the five mission Boards which were."

2. *Voted:* To delete the words (Article IV—Composition of the Board of Directors) "and at least three-fourths shall be professing Christians," with the understanding that these words be embodied in the agreement with the Board of Founders, for the election of the Board of Directors as specified in paragraph 1 of Article IV of the Constitution.

3. *Voted:* To delete the words (Article V—Duties of the Board of Directors) "and to this end, shall see that the President and Treasurer, and so far as possible all others holding positions of authority in the college, shall be professing Christians."

4. *Voted:* To delete the words (Article V—Duties of the Board of Directors, paragraph 2) "shall authorize the establishment of departments," "shall ratify courses of study," "and the Treasurer," "shall appoint officers and instructors upon recommendation of the President"—so that the paragraph shall read "The Board of Directors shall elect the President and shall determine....."

5. *Voted:* To delete the words (Article V—Duties of the Board of Directors, paragraph 3) "Upon recommendation of the President and Faculty, it may confer degrees in accordance with the regulations of the Republic of China, and recommend to the Board of Founders candidates for American degrees."

6. *Voted:* That Article IV, paragraph 1, of the Constitution be changed to read "The Board of Directors shall consist of twenty-four members, two-thirds of whom shall be Chinese, elected in a manner agreed upon with the Board of Founders."

The following changes in the By-laws are proposed to conform with the regulations and revisions of the Constitution, and adopted by the Board of Directors.

I. Composition—to read as follows:

- (1) "The twenty-four members....."
- (3) Change "One member each....." to read "Each group in partial cooperation shall name two, one Chinese and one foreign, one of whom shall be chosen by the Board so as to ensure a Chinese majority of two-thirds."
- (5) "Coopted members to be elected by the Board."
- (8) "Representatives elected by cooperating groups shall begin to serve from July first."
- (9) "The term of service for coopted members shall begin immediately after the meeting at which they are elected, and extend through two succeeding annual meetings."

V. Powers and Duties of the President.

Add as 6 "To make all appointments to the faculty, including those made through the Ginling College Committee."

Voted: That the president be empowered to proceed and complete the registration of the College.

Faculty Program.

Miss Vautrin presented the report of the Curriculum Committee.

Recommendations presented by the Curriculum Committee

Teaching Faculty for 1931-1932

Based upon data supplied by the departments and the following estimate of student enrollment:

Seniors	25	Sub-freshman	14 (1 sec.)
Juniors	32	Unclass. and Specials	10
Sophomores	38	Special Physical Ed.	10
Freshman	60 (3 sec.)		—
		Total	189

Subject	Teaching Hours per week	Staff required	Unprovided
Art	2	$\frac{1}{2}$	$\frac{1}{2}$
Astronomy	2	$\frac{1}{2}$	
*Biology	1. 10 classes 32 laboratory 2. 10 classes 35 laboratory	4	1
Chemistry	1. 14 classes 24 laboratory 2. 14-16 classes 24-30 laboratory	$2\frac{1}{2}$	
*Chinese	28	$2\frac{1}{2}$	$\frac{1}{2}$
*Education	1. 4 & Supervisor 2. 12	2	1
Practice School	31 & Music & P.E.	2	1
English	1. 47 2. 45	$4\frac{1}{2}$	$1\frac{1}{2}$
History	20	2	1
Home Economics	2 or 3	$\frac{1}{2}$ or $\frac{1}{4}$	
*Hygiene and Phys. Ed.	1. 26 & 66 practical 2. 28 & 61 practical	6	
Mathematics	1. 21 2. 17	$2\frac{1}{2}$	
Modern Languages	8	$\frac{2}{3}$	
*Music	12 & 55-60 practical	5	3
Philosophy	1. 16 2. 14-16	$1\frac{1}{2}$	
Psychology	12	1	1
Physics	1. 10-12 classes 13-16 laboratory 2. 12-15 classes 14-17 laboratory	$1\frac{1}{2}$	
*Political Science and Economics	16	$1\frac{1}{2}$	$\frac{1}{4}$
Sociology	1. 8-12 2. 12	1	

* Increases over 1930-1931 due chiefly to furloughs.

One person on leave of absence included under Biology, Education, and Music.

Voted: To accept the teaching program and the following recommendations of the Curriculum Committee.

GEOGRAPHY: The Committee recommends that a geography department with one teacher be added to the curriculum next year offering at least enough work so that students may minor in geography. This recommendation is made in view of the fact that in the new government curriculum there are 12 credits of geography in the junior middle school and 6 credits in the senior middle school. It is desirable that we help train teachers for these courses.

MUSIC: The committee thinks it desirable to strengthen and expand the music department.

HEALTH EDUCATION: The committee recommends that we add a major in health education provided we can secure help from the Millbank Foundation to cover the additional expense involved in staff, equipment and current expenses.

It asked that a committee consisting of Mrs. Thurston, Dr. Reeves, Miss Chen Mei-yu, Miss Case and Miss Vautrin be asked to work out the detailed needs in faculty, equipment and current expenses.

PHILOSOPHY: On the recommendation of the Philosophy department, the committee recommends that an effort be made to secure a teacher next year trained especially in philosophy who can offer courses in logic as well as philosophy.

It was suggested that it might be possible to get a teacher on sabbatical leave next year, or a part-time Chinese teacher in order to determine, before making it a permanent part of the curriculum, whether there is demand on the part of students for such courses.

Dr. Wu announced that the regular furlough of Miss Vautrin, Dr. Reeves, Miss Sutherland will be due and Miss Warren's three year term will be completed next June.

(2) *Voted:* That in view of the present emergency in secretarial help due to the illness of Miss Sharp, the president is authorized to engage a temporary substitute.

(3) *Voted:* That we express our deep appreciation of the service which Miss Griest has rendered so untiringly in securing candidates and we request that she shall continue to help in this important work, as well as in promotional work for the College.

Finance.

The Finance Committee Report was presented by Miss Priest.

(1) *Voted:* To accept the financial report for 1929-1930. See page 18.

(2) *Voted:* To adopt the revised budget for 1930-31.

(3) *Voted:* To adopt the proposed budget for 1931-32, with the following changes. Under "receipts" instead of "deficit M29,582.46," use the following expression "amount to be raised. See page 24.

The report of the Committee on Salary Scale Revision was presented by Miss Priest.

(4) *Voted:* To adopt the report of the salary scale revision committee of April 12, 1930, as a tentative working basis, subject to revision by the finance committee.

(5) *Voted:* To adopt the recommendation of the finance Committee that the salary of the president be fixed at \$2,400.00 per year beginning July 1, 1930 and the administration allowance be increased to \$500.00 per year with the understanding that no accounting shall be submitted for expenditures of this nature made by the president.

Land and Building Committee.

The report of the Land and Building Committee was presented by Miss Vautrin.

(1) *Voted:* To accept the report of the Building Committee and to approve the building program recommended by the committee.

(2) *Voted:* That in addition to the five pieces of land for which authorization to purchase was granted by the Board of Control in 1929, we approve of the purchase of two additional pieces, namely:

(1) The Djang land—all, or in part. This land is opposite the south-east corner of the campus and would be very desirable location for residences for men faculty.

(2) Miss D's land—as an extension to the hilltop piece in order to give a right of way to the west where the government is proposing to develop a Research Library.

(3) The other five pieces are at corners and on the north of present campus and a strip to connect with Wade Jones' land west of the center of the campus. The minimum cost of the additions would be \$32,500.

We believe that the above pieces of land are all desirable in completing the campus, and the money should be made available when authorized by the Executive Committee.

Voted: That the two additional pieces of land, of approximately 10 mou, be purchased immediately, if possible, in addition to the land purchase authorized last year.

Voted: To approve the following as a complete building program for 300 students, which is the same as that approved by the Board of Control in 1925 (p. 9) with the addition of a student dormitory and the covered ways.

	1925	*1931
1. Chapel and Music	\$75,000	\$140,000
2. Library and Administration	75,000	150,000
3. Student Dormitory		300,000
4. Faculty Residences	80,000	160,000
5. North Kitchen and Dining Room	6,000	10,000
6. Fuel Storage	1,000	2,000
7. Lighting—New Unit	30,000	30,000
8. System of Covered Ways		50,000
9. Infirmary	5,000	10,000
10. Practice School	—	—
	<hr/> \$272,000	<hr/> \$852,000

*(Revised estimates for 1931 added for comparison).

Voted: That we approve the immediate planning of Buildings 1-7 and ask that Mr. Murphy be instructed to prepare plans and estimates. It is our opinion that as large a group as possible should be constructed at the same time in order to warrant the cost of expert supervision.

Voted: To ask the Ginling College Committee to make necessary funds available when the architect's plans and estimates have been approved.

Voted: In order to release dormitory space for students in the year 1931-32 we approve of the immediate construction of four small faculty houses to be ready by the autumn of 1931 and ask the Ginling College Committee to make the necessary funds available.

Voted: That we endorse the opinion of the architect that from the standpoint of the beauty of the campus and buildings, the completion of the covered ways is a vital necessity. He has said: "Without these unifying lines the essential Chinese court effects are seriously compromised. The group of buildings fits the site admirably and the completion of the covered ways will tie the buildings into a stately and dignified court grouping of great effectiveness." The expensive foundations and platforms are already constructed. We, therefore, recommend that these be completed in connection with the present building program if they can be financed.

Report of Special Committee.

The following report was presented by Dr. Hsia:

"The Board of Directors express their welcome to Mrs. Thurston on her return to the College and to the duties enumerated on page 13 of the 1928 minutes. In addition we would recommend her membership on the Finance Committee and request that she give special attention this coming year to her work on the Building Committee and to promotional work in consultation with Dr. Wu."

(1) *Voted:* To adopt the above report.

(2) *Voted:* That the Adviser be *ex-officio* a member of the Board of Directors.

Correlated Program of the Council of Higher Education.

The Correlated Program of the Council of Higher Education, as adopted January 31, 1930, was presented by Miss Vautrin for consideration.

Voted: (1) That we approve the acceptance of the Correlated Program as a whole as recommended by the Council of Higher Education in January 1930.

(2) That we accept in general the Correlated Program so far as it affects directly Ginling College in planning its future

program. However we request that the financial program should be given further consideration in view of the fact that Ginling, as the only Union College for women in China, occupies a unique position in mission educational work.

(3) That the matter of minor revision of Ginling's program and suggestions as to revision of other items be referred to the Executive Committee.

Report of Promotional Committee.

The Promotional Committee reported through Mrs. W. S. New. A meeting attended by Mrs. R. O. Beebe, Miss Lily Yen, and Mrs. W. S. New was held on October 23, 1930, from four to six p.m. at the home of Mrs. New. The Committee recommends an increase in the membership of the Committee from three to seven, the additional members to be Mrs. Thurston, the President of the Alumnae Association, the President of the Shanghai Alumnae Association, the Secretary of the Alumnae Association, and the Treasurer of the Alumnae Association.

The need of doing something definite to secure support for Ginling, especially from Chinese sources, was emphasized. The plan of having speakers from the college visit the High Schools, to make the college better known to the students, and to present the opportunities offered to women for higher education, was approved by the committee. The Alumnae, students and faculty, are urged to devise ways and means of increasing interest in and support for the college. A full-time paid secretary, or a part-time voluntary secretary, to devote herself to promotional and financial work, is felt to be an urgent need.

Voted: To accept the report of the Promotional Committee.

Elections.

The report of the Nominating Committee was presented. Election of officers and coopted members resulted as follows:

Coopted members (in addition to those previously elected) :

Mrs. Sun Tsi-liang, Miss Grace Yang, Mrs. Li Sie Wei-peng, Rev. Djang Fang.

Board of Directors: Chairman, Dr. C. L. Hsia; Secretary, Mrs. S. J. Mills; Treasurer, Miss Priest.

Finance Committee: Miss Moffet, Miss MacCurdy, Mr. Tung Deh-fu; *ex-officio:* Miss Priest, Mrs. Thurston.

Land and Building Committee: Mrs. Buck, Mr. Cheo Ming-i, Mr. Archie T. L. Tsen, Col. Stroebe; *ex-officio:* Mrs. Thurston and Dr. Wu.

Executive Committee: Chairman, Dr. C. L. Hsia; Secretary, Mrs. S. J. Mills; Dr. Wang Zok-tung, Dr. Liu Gien-tsin, Mrs. Bates.

Voted: That the two Secretaries and the President review the minutes and prepare the final draft for submitting to the members for approval.

Voted: That a standing vote of thanks be extended to the President and Faculty for their hospitality to members of the Board.

EDWIN MARX,

MARGARET S. C. THOMSON,

Secretaries.

REPORT ON GINLING COLLEGE COMMITTEE

The meeting was held on January 18, 1930, in New York City, with eleven of the fourteen members present; also Mrs. Thurston and Miss Treudley. Miss Katharine L. Richards took the place of Dr. Woods as Smith College representative. Miss Rebecca W. Griest was elected as one of the new coopted members to represent former faculty of the College.

Registration.

Approval of Constitution and Agreement, and of registration under Statement of Purpose recommended by the Board of Directors in May, 1929, is recorded in the Minutes; also of necessary changes in membership of Board of Directors, subject to approval of cooperating Boards.

Joint Campaign and Correlated Program.

The Committee approves the principle as the most effective method for financing Christian Colleges, but participation is dependent on the adoption of a correlated program. Ginling is to retain her identity as a four-year college for women. The policy of developing correlated graduate work in existing institutions, rather than, at present, developing a separate centralized institution in East China, is approved.

Finance.

The Treasurer reported increases in appropriation from cooperating Boards which improved the Budget for 1930-1931 by a considerable decrease in the balance to be raised. Loss of cooperation for the time being of the Protestant Episcopal Church and the Y. W. C. A. was reported. Funds for the purchase of land (not to exceed \$7,000) were voted. Toward the Budget for 1930-1931 \$89,676.66 Mex. was guaranteed. Plans for raising funds in America and in China were approved. A vote of thanks to Ginling Alumnae is recorded; also to Miss Priest for her work as Treasurer.

Candidates and Faculty.

The difficulties of candidate work were made clear—75 letters regarding vacancies in Library, Physical Education and Music. A special committee was appointed to work out a more adequate method of securing suitable teachers. Dr. Treudley was invited to return and Miss MacKinnon to join the faculty. A report on pensions was presented but no policy was adopted.

Hutchison Memorial.

It was requested that the Recitation Building be designated as the Hutchison Memorial and a tablet was ordered.

REPORT OF THE EXECUTIVE COMMITTEE

Summary

Meetings were held on December 21, 1929, on March 8, May 10, September 20, and October 30, 1930.

Registration.

Various changes in the Constitution required by the Ministry of Education were approved: a Chinese majority of two-thirds, change of name of Department of Religion (to Department of Philosophy), powers and duties of the Board of Directors in relation to the appointment of faculty.

Land and Buildings.

Money for further purchase of land G\$10,000 was requested from the Ginling College Committee, a new pumping system and a new lighting unit were approved. Dr. Wu was authorized to purchase land to be held in trust for the College. Money was appropriated for extension and improvement of the Athletic Field. Addition to the kitchen and the provision of screened sleeping porches were approved.

Organization.

The March meeting was devoted to a consideration of Minutes of the Ginling College Committee and the meeting of the Council of Christian Higher Education which approved the Correlated program (see page). Participation in the Joint Financial Campaign was left to the decision of the Ginling College Committee. Cooperation in advanced elective courses with the University of Nanking was approved.

Finance.

Increases in contributions from several of the cooperating Boards, and gifts, reduced the budget deficit for 1930-31 from \$24,000 to \$4,000. Request for transfer of building funds was made but not granted by the Ginling College Committee. Salaries were adjusted on the basis of higher exchange and increase in cost of living, the final action being taken by the Ginling College Committee on foreign salaries. Chinese salaries were increased on a basis of faculty classification and length of service. Payment of medical bills and evacuation expenses was authorized. Student board was increased to \$100. The revised Budget for 1930-1931 and tentative Budget for 1931-1932 are based on recommendation of the Finance Committee, endorsed by the Executive Committee.

REPORT OF THE FINANCE COMMITTEE

Extracts

Meetings were held on February 22 and on October 17, 1930.

The Committee approved the purchase of a new piano for the Music Department and the addition of screened porches to the two south dormitories, and locker rooms for the Physical Education Department.

The need of revision of the salary scale for both Chinese and foreign faculty was faced, and a special committee was asked to study and make recommendations as to salary, leave of absence, allowances, pensions, etc. The exchange problem was taken up and it was decided to use the rate of 2.10 for 1.00 U. S. currency in financial statements.

Recommendations of the Committee are included under Finance (pp. to pp.).

**GINLING COLLEGE IN THE CORRELATED
PROGRAM**
(Student body of 300)

<i>Current Budgets</i>				
1929-30 Budget			Increase asked	Recommended
Administration	\$18,026	\$	3,330	
Maintenance	4,900		7,450	
Dean	—		1,000	
Instruction				
Salaries	46,946		34,210	
Assistants	4,620		4,740	
Departmental Expenses				
Physics	300		300	
Chemistry	1,100		1,000	
Biology	600		600	
Practice School	3,160		3,995	
Others	1,620		865	
Total Arts	\$81,272	\$	57,480	\$ 40,000
Library	\$ 5,826	\$	1,100	\$ 4,200
Student Service	1,140		200	1,000
			58,780	
To cover deficit			20,000	
			78,780	
Less student fees			14,000	
Net total	\$88,238	\$	64,780	\$ 45,200
Percentage increase granted ..				51%
<i>Land and Buildings</i>				
			Requests	Recommended
Land			—	\$ 40,000
Improvement			\$ 43,000	15,000
Library and Administration ..			165,000	165,000
Assembly and Music			165,000	165,000
Practice School			30,000	20,000
Dormitory			180,000	—
Dining Hall and Kitchen			15,000	15,000
Power Unit			22,500	22,500
Infirmary			6,000	6,000
Scientific Equipment			30,000	—
Faculty Housing			135,000	135,000
Total			\$876,500	\$583,500
Capital fund now in hand of \$300,000 is subtracted				
Percentage recommended				66%
Percentage of entire program ..				4.2%

Among the 11 institutions for which complete statistics are given Ginling ranks 7 in size of student body (1929); 8 in size of present budget; 9 in size of proposed budget; 8 in size of proposed budget per student; 2 in percentage of Christian students.

TREASURER'S REPORT

Financial Statement at the close of the year ending June 30,
1930.

All amounts are in Chinese currency.

Assets and expense items

Cash on hand:		
In China:		
In safe	735.32	
Hongkong & Sh. Bank. Corp.	12,780.77	
Shanghai Com. & Savings Bank	4,483.64	18,017.73
In U.S.A. or in transit:		
Bal. held by treasurer (N.Y.)	664.07	
Draft in transit	17,421.55	
Guaranteed G\$1,100.00 ..	4,060.10	22,145.72
Fixed deposit—Sh. Com. & Sav-		
ings Bank		10,000.00
Advanced for 1930-31 accounts ..		1,208.20
Bookroom		502.06
Suspense items		870.07
		52,743.78

Liabilities and special accounts

Student accounts—reserved:		
College organizations	1,009.65	
Physical Training loan	109.20	
Scholarships	808.13	
Student deposits	1,948.37	
Student loan funds	1,158.99	5,034.34
Faculty residence account	34.93	
Special account	153.44	
Special account for Miss Chen ..	217.48	
Special equipment for Biology Department	202.30	
Balance of the Short Course building	102.26	
Land—funds on hand	15,662.49	21,407.24

Balance carried forward to 1930-1931 \$31,336.54

(Current Expense Balance \$28,952.46; Permanent Equipment Balance \$2,384.08).

Auditor's statement:

This is to certify that I have completed the audit of Ginling College accounts for the year ending June 30, 1930 and have found them correct and in order. The audit has included the checking of all receipts from student fees, drafts from New York, etc. I have examined vouchers for all payments. The ledger accounts have been checked and certified including all bank and cash accounts.

(Signed) ANNA E. MOFFET,

Nanking, China,
October 27, 1930.

Auditor.

FINANCIAL STATEMENT

July 1, 1929 through June 30, 1930.

Current Expense

RECEIPTS

Chinese Currency

Cooperating Boards

American Baptist For. Miss. Society ..	\$ 5,481.20	
Methodist Episcopal Board—South ..	5,557.81	
Board of For. Missions—Presbyterian ..	7,751.50	
Reformed Church in U.S. ..	6,271.12	
United Christian Missionary Society ..	3,059.62	
Woman's For. Missionary Society ..	6,471.56	
London Missionary Society ..	1,728.00	
Protestant Episcopal Mission Board ..	1,625.75	\$ 37,946.56

Pledged contributions, gifts, etc.

Crescent Avenue Church ..	2,000.00	
Smith College Alumnae ..	2,020.60	
Smith College Community Chest ..	8,223.46	
Y.W.C.A. ..	10,962.40	
Day of Prayer ..	5,001.67	
Ginling Alumnae ..	1,888.08	
Hutcheson Memorial ..	400.00	
Special gain in exchange, interest, etc. ..	677.32	
Special funds for maintenance ..	4,082.69	
Balance from 1928-1929 accounts ..	4,888.48	
	20,664.98	60,810.18

Total from outside sources .. 98,756.74

Student Receipts

Tuition ..	12,145.00	
Board ..	7,205.02	
Room ..	3,840.00	
Incidentals ..	2,560.00	25,750.02

Laboratory and other fees

Biology ..	335.00	
Chemistry ..	443.53	
Entrance fees ..	308.00	
Graduation ..	226.00	
Medical ..	861.10	
Music ..	1,662.00	
Practice School ..	1,590.00	
Physics ..	440.00	5,865.63

Total from students .. 31,615.65

Total receipts .. \$130,372.39

EXPENDITURES

Administration

Salaries		
President ..	1,728.00	
Adviser (furlough) ..	2,900.58	
Secretary ..	2,116.64	
Librarian ..	590.00	
Library assistants ..	587.67	
Registrar ..	970.00	
Treasurer ..	600.00	
Asst. treasurer ..	880.00	
Business Manager ..	835.00	
Typists ..	153.31	
Student aid ..	83.10	
Dormitory Director ..	946.66	
Physician and nurse ..	986.00	
Travel from U.S.A. ..	1,149.50	\$14,528.46

Expenses

Commencement and Founders' Day ..	255.49	
Diplomas ..	388.80	
Education Assn. fee ..	400.00	
Entrance tests ..	471.89	
General office expense ..	591.22	
Special expenses—president ..	300.00	
Hospitality ..	119.40	
Medical attendance ..	1,642.32	
Medical supplies ..	534.37	
New York office ..	601.36	
Postage and stationery ..	453.91	
Telegrams and cables ..	195.01	
Publicity and printing ..	1,200.00	
Travel:		
Board of Control ..	334.32	
Faculty ..	159.20	
President ..	254.45	7,901.74

Total Administration .. \$22,430.20

Instruction

Salaries		
Biology ..	5,050.71	
Chemistry ..	3,382.64	
Chinese ..	4,360.00	
Education ..	3,822.16	
English ..	6,111.52	
History ..	2,390.00	
Mathematics and Physics ..	3,850.00	
Modern languages ..	688.00	
Music ..	4,196.64	
Physical education ..	6,423.64	
Philosophy ..	1,728.00	
Political Science and Economics ..	1,860.00	
Travel ..	4,252.81	
Language study ..	324.00	48,440.12

Departmental expenses

Biology	459.77
Chemistry (inc. gas)	1,563.25
Chinese	263.07
Practice school and education	1,507.22
English	139.11
Lectures	117.14
History	12.08
Library expenses	272.59
Library periodicals	992.73
Music	1,138.40
Physical education	684.97
Physics	267.39
Religion	43.85
Sociology	23.60
	<u>7,485.17</u>

Total Instruction \$55,925.29

Maintenance

Care of grounds	595.39
School heat	1,483.38
Janitor supplies	214.45
Light and water	1,546.79
Wages of servants	1,284.05
Upkeep of buildings	4,888.48

Total Maintenance 10,012.54

Boarding department

Food, fuel and wages	8,427.15
Heat for dormitories	1,238.00
House supplies	415.75
Light and water	1,400.00
Wages	1,571.00

Total Boarding Department 13,061.90

Total Expenditures \$101,419.93
Balance, June 30, 1930 28,952.46

\$130,372.39

PERMANENT EQUIPMENT

RECEIPTS

Balance from 1928-1929	\$1,525.68
Received, 1929-1930	7,631.85

Total Receipts 9,157.53

EXPENDITURES

Campus improvement	166.30
Furniture—college	200.00
Furniture—faculty	100.00
Office	43.90
Library books	2,281.59
Music	864.00
Biology	531.65
Chemistry	700.00
Physics	1,000.00
Physical education	298.39
Medical	100.00
Replacement of hot water heaters	487.62
	<u>6,773.45</u>

Balance Permanent Equipment 2,384.08

9,157.53

SPECIAL FUNDS BALANCES

	Dr.	Cr.
Book Room	\$ 502.06	
College organization		\$1,009.65
Faculty house		34.93
Physical training loan		109.20
Scholarships		1,158.99
Student bank		1,948.37
Loan fund		808.13
Suspense	870.07	

Balance special funds \$1,372.13
\$3,697.14
\$5,069.27

SCHOLARSHIP FUND

1929-1930

Receipts.

Balance 1928-1929	\$ 264.14
Woods Scholarship	142.54
Gratia Sharp	203.43
Mary L. James Fund	544.85
Irving T. Wood	174.11
Eva D. Spicer	100.00
Geo. W. Loos, Jr.	4.92
Class of 1929	100.00

\$1,533.99

Payments.

Grants to students	\$ 375.00
Balance	1,158.99

\$1,533.99

LOAN FUND

1929-1930

<i>Receipts.</i>		<i>Payments.</i>	
Balance 1928-1929 ..	\$ 573.13	Loans ..	\$ 335.00
Loans refunded ..	570.00	Balance ..	808.13
	<u>\$1,143.13</u>		<u>\$1,143.13</u>

GIFTS TO CURRENT EXPENSES

Received in China			
Ginling Alumnae ..			\$ 400.00
Received in New York			
		Gold	
Hutchinson Memorial Fund ..		\$260.58	677.82
Mrs. Thurston's campaign ..		135.00	388.80
			<u>\$1,466.62</u>

NEW YORK RECEIPTS

1929-1930

		Gold	
Balance June 30, 1929 ..		\$1,075.95	
A.B.F.M.S. ..		2,000.00	
M.E.S. ..		1,687.50	
P.E. ..		625.00	
P.N. ..		2,812.50	
R.C.U.S. ..		850.00	
U.C.M.S. ..		311.25	
W.F.M.S. ..		1,875.00	
Smith College Alumnae ..		2,889.25	
Smith College ..		4,000.00	
Crescent Avenue Church ..		1,000.00	
Woman's Union Colleges ..		665.83	
Gifts ..		707.16	
Interest ..		51.34	
Refunds ..		400.00	
			<u>\$20,950.78</u>

GINLING COLLEGE COMMITTEE

TRIAL BALANCE

June 15th, 1930

<i>Debits.</i>		<i>Credits.</i>	
Cash, Irving Bank ..	\$ 230.58	Special Endowment Fund ..	\$ 1,000.00
Bankers Trust Company ..	11,681.23	Permanent Building and Equipment Fund ..	164,824.73
Securities ..	231,672.53	Permanent Property Upkeep Fund ..	76,289.61
Pension Premium ..	30.00	Furniture and Equipment Insurance of Permanent Property Upkeep Fund ..	1,500.00
	<u>\$243,614.34</u>		<u>\$243,614.34</u>

GROUNDS, BUILDINGS, AND EQUIPMENT

July 1, 1930.

		Gold	
Grounds ..		\$ 47,327.22	
Buildings ..		390,457.90	
Furniture ..		13,606.83	
Apparatus ..		17,324.77	
Library Books ..		11,382.57	
Museum ..		327.00	
Total ..		<u>\$480,426.29</u>	

TENTATIVE BUDGET, 1931-1932

Current Expense

RECEIPTS.

Cooperating Boards:

					*Chinese
A.B.F.M.S.	\$ 4,200.00
M.E.S.	5,250.00
P.N.	7,350.00
R.C.U.S.	4,095.00
U.C.M.S.	3,000.00
W.F.M.S.	9,030.00
L.M.S.	1,814.40

\$ 34,739.40

Pledged contributions, gifts, etc.

Crescent Ave. Church..	\$ 1,050.00
Smith College Alumnae	4,200.00
Smith College Students	8,400.00
Day of Prayer	840.00
Ginling Alumnae	500.00
Permanent Upkeep	8,400.00
Mrs. Paddock's gift	1,260.00
Balance current	14,969.54
Gain in exchange (estimated)	4,311.90

\$ 43,931.44

Total from outside sources

\$ 78,670.84

Students.

Tuition	\$ 14,250.00
Board	10,450.00
Room	4,560.00
Incidentals	3,040.00

Fees:

Biology	800.00
Chemistry	600.00
Entrance	300.00
Graduation	250.00
Medical	950.00
Music	1,400.00
Practice School	1,600.00
Physics	300.00

\$ 38,500.00

Total receipts

\$117,170.84

Balance to be raised 1931-1932

29,582.46

\$146,753.30

* Proposed budget for 1931-1932—based on exchange at 2.10 for Gold \$1.00.

EXPENDITURES.

Administration

Salaries

President	\$ 2,400.00
Adviser..	907.20
Secretary—English	1,814.40
Secretary—Chinese	240.00
Librarian	2,534.40
Library assistants	600.00
Registrar	840.00
Treasurer	800.00
Business Office (2)	2,160.00
Typists	200.00
Student aid	100.00
Dormitory director	1,020.00
Physician and Nurse	1,340.00
Travel—U.S.A.	1,050.00

\$ 16,006.00

Expenses

Commencement and Founders' Day	\$ 400.00
Diplomas	400.00
Educational Fees	400.00
Entrance tests	400.00
General Office expense..	600.00
President's allowance	500.00
Hospitality	200.00
Medical attendance—faculty	1,000.00
Medical attendance—students	600.00
New York office	500.00
Postage and stationery..	500.00
Telegrams and cables	200.00
Publicity and printing	1,200.00

Travel:

Board of Directors	400.00
Faculty	200.00
President	300.00
Special campaign U.S.A.	2,100.00

\$ 9,900.00

Total Administration

\$ 25,906.00

Instruction

Salaries

Art	\$ 400.00
Astronomy	302.40
Biology	7,480.00
Chemistry	3,554.00
Chinese	5,160.00
Education	5,106.40
English	7,603.20
Geography	1,440.00
History	4,160.00
Household Arts	360.00
Mathematics and Physics	4,860.00
Modern languages	1,440.00
Music	9,540.80
Physical education	9,088.80
Philosophy	4,233.60
Psychology	2,000.00
Political Science and Economy	3,040.00
Sociology	1,814.40
Travel—U.S.A.	3,990.00
Language study	500.00

\$ 78,074.80

Departmental expenses

Biology	\$ 800.00
Chemistry	1,200.00
Chinese	300.00
Practise School and Education	1,540.00
English	150.00
Lectures	150.00
History	10.00
Library expenses	500.00
Library periodicals	1,000.00
Music	600.00
Physical education	600.00
Physics	300.00
Philosophy	50.00
Sociology	25.00

\$ 7,225.00

Total Instruction \$ 85,299.80

Maintenance

Care of grounds	\$ 600.00
School heat	1,400.00
Janitor's supplies	200.00
Light and water	1,600.00
Wages of servants	1,400.00
Upkeep of buildings	5,000.00

Total Maintenance \$ 10,200.00

Boarding Department

Food, fuel and wages	\$ 10,450.00
Heat for dormitories	1,300.00
House supplies	500.00
Light and water	1,600.00
Wages of servants	1,600.00
Salary for Mrs. Dju	360.00

Total Boarding Department \$ 15,810.00

Total Current Expense .. \$137,215.80

PERMANENT EQUIPMENT.

Campus improvement	M\$ 300.00
Furniture—college	400.00
Furniture—faculty	100.00
Office	100.00
Library books	3,150.00
Music	800.00
Biology	787.50
Chemistry	1,050.00
Physics	2,100.00
Physical Education	400.00
History	100.00
Medical	100.00
Education and Psychology	150.00

Total Permanent Equipment M\$ 9,537.50

SUMMARY.

Administration	
Salaries	M\$ 16,006.00
Expenses	9,900.00
Instruction	
Salaries	78,074.80
Expenses	7,225.00
Maintenance	10,200.00
Boarding Department	15,810.00

Current Expenses.. .. M\$137,215.80

Permanent Equipment M\$ 9,537.50

Total Expenses M\$146,753.30

Students Statistics, September 1930.

Total Number of Students enrolled				179
		Former	New	Total
Students from government schools	4	13	17	
Students from mission schools	76	73	149	
Students from private schools	12	1	13	
	—	—	—	
Total	92	87	179	
Students by class in college:				
Seniors	17	Juniors	27
Sophomores	38	Freshmen	54
*"Bu-sih"	16	Unclassified	9
Specials	5	Special Phy. Ed.	13
		Former	New	Total
Non-church members	20	30	50	
Church members	72	57	129	
Baptist, North and South	6	2	8	
Church of Christ in China	2	0	2	
Congregational	1	3	4	
Disciples of Christ	4	1	5	
Episcopalian	8	6	14	
London Mission	1	0	1	
Lutheran	9	0	1	
Methodist, North	16	21	37	
Methodist, South	6	3	9	
Presbyterians, North and South	14	13	27	
Other Societies	8	4	12	
Professing Christians	5	4	9	
(not church members)	—	—	—	
	72	57	129	
Provinces represented				
	Former	New	Total	
Anhui	7	10	17	
Chekiang	10	14	24	
Fukien	11	10	21	
Hopei	1	3	4	
Hunan	10	7	17	
Hupeh	9	5	14	
Kiangsi	1	2	3	
Kiangsu	25	17	43	
Kwangtung	14	8	22	
Shantung	0	5	5	
Szechuen	4	6	10	
	—	—	—	
Senior Middle Schools represented				
	Former	New	Total	
Government	3	8	11	
Mission	27	11	38	
Private	6	1	7	
	—	—	—	
	36	20	56	

* i. e. Freshmen with more than one condition.

Schools represented at Ginling in September, 1930.

	Former	New	Total	
Baldwin Memorial School—Nanchang	0	1	1	Mission
Bridgman Memorial School—Shanghai	1	2	3	Mission
Cheeloo Univ. Middle School—Tsinan	1	0	1	Mission
Chinan Univ. Middle School—Shanghai	1	0	1	Gov't.
Chung Hwa Girls' School—Nanking	6	2	8	Mission
Coe Memorial Girls' School—Luchow, Anhwei	2	1	3	Mission
Dzih Mei Middle School—Amoy	0	1	1	Private
Eliza Yates Girls' School—Shanghai	2	3	5	Mission
Fuh Siang High School—Changsha	4	1	5	Mission
Gamewell Girls' School—Peiping	0	2	2	Mission
Gin Deh Girls' School—Shanghai	0	1	1	Mission
Ging Dji Girls' School—Wusih	1	0	1	Private
Government Girls' Normal School—Tientsin	1	0	1	Gov't.
Hangchow Union Girls' School—Hangchow	3	2	5	Mission
Hwa Mei Girls' School—Chengtu, Szechuen	0	3	3	Mission
Hwa Nang College Middle School—Foochow	1	0	1	Mission
Hwa Ying Girls' School—Chengtu, Szechuen	1	1	2	Mission
Hwei Si Middle School—Hwai Yuen, Anhwei	0	2	2	Mission
Hwei Wen Girls' School—Nanking	10	8	18	Mission
I Fang School—Changsha	2	0	2	Private
Keen Girls' School—Tientsin	3	2	5	Mission
Kwang Yick Girls' School—Kaying, Swatow	1	0	1	Mission
Laura Haywood Normal School—Soochow	0	2	2	Mission
Lingnan Univ. Middle School—Canton	0	1	1	Mission
Liangshan District Middle School—Szechuen	0	1	1	Gov't.
Mary Farnham School—Shanghai	2	2	4	Mission
McTyeire School—Shanghai	0	5	5	Mission
Ming Deh Girls' School—Nanking	1	0	1	Mission
Nanyang Institute For Girls'—Shanghai	1	1	2	Private
Olivet Memorial High School—Chinkiang	2	0	2	Mission
Pei Ching Girls' School—Shanghai	0	1	1	Mission
Pei Hwa Girls' School—Peiping	0	1	1	Private
Pei Ying Girls' School—Chuenchow, Fukien	3	1	4	Mission
Physical Training School—Shanghai	3	1	4	Mission
Practice School, Ginling College	15	10	25	Mission
Pooi To Girls' School—Canton	2	0	2	Mission
Prov. Girls' Middle School—Anhwei	0	1	1	Gov't.
Prov. Girls' Middle School—Chekiang	1	1	2	Gov't.
Prov. Hwei Yuen Middle School—Kiangsu	0	1	1	Gov't.
Prov. Second Normal Girls' School—Szechuen	0	2	2	Gov't.
Prov. Senior Middle School—Chekiang	0	1	1	Gov't.
Prov. Soochow Girls' Middle School—Soochow	0	3	3	Gov't.
Prov. Sunkiang Girls' Middle School—Sunkiang	0	1	1	Gov't.
Riverside Academy—Ningpo	1	0	1	Mission
Rulison School—Kiukiang	2	2	4	Mission
St. Hilda's School—Wuchang	4	1	5	Mission
St. Mary's School—Shanghai	1	1	2	Mission
Trinity School—Shanghai	3	0	3	Private
True Light Middle School—Canton	4	2	6	Mission
Tsing Sin Girls' School—Tsuehchow	0	1	1	Mission
Tsung Hua Girls' School—Soochow	3	1	4	Private
Virginia School—Huchow	1	1	2	Mission
Wen Deh School—Tsingtao	1	0	1	Mission
Wen Shan School—Foochow	1	8	9	Mission
Wu Ben Girls' School—Shanghai	0	2	2	Gov't.
Ying Hwa Girls' School—Hongkong	0	1	1	Mission

GINLING COLLEGE FACULTY

1930-1931

ADMINISTRATION.

Wu Yi-fang	President
Mrs. Lawrence Thurston..	Adviser
Ming Hsia-chung*	Chinese Secretary
Elsie M. Priest*	Acting Treasurer
Chen Er-chang	Assistant Treasurer
Chen Tieh-ming	Acting Registrar
Mrs. Tsen Shui-fang	Dormitory Director
Goh Ih-shan	Superintendent of Grounds
Mrs. B. Burgoyne Chapman*	Acting Librarian
Tsien Tsuen-hsuei	Acting Librarian
Margaret G. Smythe*	College Physician
Wang Kwen-lih	Nurse

INSTRUCTION.

Emily I. Case	Physical Education
Chang Hwei-lan*	Physical Education
Chen Deh-djen	Physics and Mathematics
Chen Mei-yü	Hygiene
Ruth M. Chester	Chemistry
Harriet M. Cogswell	English
Mrs. Hsi Chang Ching-o	Home Economics
Chen Yü-djen	Education
David S. Hsiung	Physics and Mathematics
Ellen Y. T. Koo	Music
Lei Hai-tsung*	History
Mrs. Lin Chen Ying-mei	Physical Education
Mrs. Liu Tang Lu-djen	History
Loh Zung-nyi	Physics and Mathematics
Mm. Ma Yu-guiun*	French
Miao Feng-ling*	History
Mereb E. Mossman	Sociology
Pan Shu*	Psychology
Pan Zung-ho*	Chemistry
Cora D. Reeves	Biology
Shen Shau-yu	Economics and Political Science
Shi Kwok-ying	Physical Education
Eva Dykes Spicer	Philosophy
Sven Shui-guin	Education
Catherine E. Sutherland	Music
Esther E. Tappert	English
Tseng Hsi-beh	Chinese
Tsui Ya-lan	Physical Education
Minnie Vautrin	Education
Julia C. Warren	English
Wen Bu-I	Chemistry
Harriet M. Whitmer	Biology
Wu Dzing-hsien	Biology
Yang Ging-hsiuh*	Biology
Yu Li Hsiang-cho	Chinese
Yang Hsiao-rang	Physical Education
Frau Zimmerman*	German

*Part time.

GINLING COLLEGE BOARD OF DIRECTORS

A.B.F.M.S.:

Miss G. F. McCulloch
Mr. T. K. Van

Union Girls' School, Hangchow
Shanghai College, Shanghai

W.F.M.S.:

Dr. Liu Gien-tsiu

Concord Women's Hospital, 16 Rue
Moliere, Shanghai
Rulison School, Kiukiang

Miss Helen Ferris

M.E.S.:

Dr. Wang Zok-tsung

Margaret Williamson Hospital,
West Gate, Shanghai
Laura Haygood School, Soochow

Miss Kiang Kwei-yuin

P.N.:

Mrs. Samuel J. Mills
Mrs. Andrew Wu

University of Nanking, Nanking
623 Ching Yung Li, Yuyuen Road
Shanghai

U.C.M.S.:

Mr. Edward Marx

United Christian Missionary Society,
Nanking
Chung Hwa Girls' School, Drum
Tower, Nanking

Mr. Tung Teh-fu

A.C.M.:

Mr. John Magee

American Church Mission, Hsia-
kwan, Nanking

L.M.S.:

Dr. C. L. Hsia

131 Connaught Road, Shanghai

Smith College, U.S.A.:

Mrs. J. C. Thomson

University of Nanking, Nanking

Y.W.C.A.:

Mrs. H. C. Mei

Y.W.C.A., 23 Yuen Ming Yuen
Road, Shanghai

R.C.U.S.:

Miss Gertrude B. Hoy

Yochow, Hunan

Alumnae:

Dr. Ren Cho
Miss Chen Dju-gün

88 Tsing Tai Road, Hangchow
6 Sz Gen Gan-dz, Hansimen,
Nanking

Coopted:

Mrs. Searle Bates
Rev. Djang Fang

Mrs. Li Chiao
Dr. Li Tien-lu

Mrs. W. S. New
Mrs. William T. L. Sung
Miss Grace Yang

University of Nanking, Nanking
University of Nanking Middle
School
38 Chen Hsien Gai, Nanking
Nanking Theological Seminary,
Nanking
236 Seymour Road, Shanghai
St. John's University, Shanghai
McTyeire School, Shanghai

Ex-officio:

Dr. Wu Yi-fng, President
Mrs. Lawrence Thurston, Advisor

SCOTT REC'D

DEC 9 1931

Ans'd

MINUTES

OF THE

BOARD OF DIRECTORS

OF

GINLING COLLEGE

October 18 and 19

1929

GINLING COLLEGE
NANKING, CHINA

GINLING COLLEGE COMMITTEE.

Miss Margaret E. Hodge, Chairman,
156 Fifth Avenue, New York City, U.S.A.

Miss Elizabeth R. Bender, Secretary,
150 Fifth Avenue, New York City, U.S.A.

Mr. Russell Carter, Treasurer,
156 Fifth Avenue, New York City, U.S.A.

Mrs. Lewis L. Anewalt	Mrs. James M. Pratt
Miss Esther Case	Mrs. Charles K. Roys
Miss Grace Lindley	Miss Minnie V. Sandberg
Mrs. Francis J. McConnell	Dr. Robert E. Speer
Rev. Frank Mason North	Miss Lela E. Taylor
Dr. Irving T. Wood	

DOCKET.

October 18th and 19th, 1929.

1. Devotional Exercises.
2. Election of nominating and other committees.
3. Report of the year 1928-29 by the President.
4. Report of the Executive Committee.
5. Report of the Ginling Committee.
6. Faculty Program for 1930-31.
 - (a) Additions.
 - (b) Recommendations of Advisory and Curriculum Committees.
 - (c) Dean.
 - (d) College Physician.
7. Treasurer's Report.
 - (a) Financial Statement 1928-29.
 - (b) Revised Budget 1929-30.
 - (c) Budget for 1930-31.
 - (d) Executive Committee and Faculty Recommendations
8. Physical Education and future relations with Y.W.C.A. Report of Special Committee.
9. Constitution and By Laws.
10. Registration.

Report of present status by Dr. Wu.
Statement of possible positions.
11. Land, Buildings, and Permanent Equipment.
12. East China Federated University.
 - (a) Present status by Dr. Wu.
 - (b) Graduate work.
13. Election of Officers, Executive Committee and other committees.
14. Miscellaneous.

ANNUAL BOARD OF DIRECTORS MEETING.

Ginling College.

October 18th and 19th, 1929.

The Annual Meeting of the Board of Directors of Ginling College, was held at the College on Friday and Saturday, October 18th and 19th, 1929, Mrs. New presiding.

The members present were as follows:

Mrs. Searle Bates	Mr. John G. Magee
Miss A. E. Bradshaw	Mrs. H. C. Mei
Dr. Djang Fang	Miss Clara Merrill
Miss Chen Dju-gun	Mrs. Samuel J. Mills
Dr. O. C. Crawford	Mrs. S. W. New
Dr. C. L. Hsia	Dr. Ren Cho
Miss Mary F. E. Kelly	Mr. Tung Teh-fu
Dr. G. T. Liu	Mr. T. K. Van

Miss Abby S. Mayhew (visiting)

President Yi-fang Wu (ex-officio)

A brief devotional service was held at the beginning of each session; the one of Friday morning led by Mrs. New, and the one on Saturday, by Mr. Magee.

The docket as prepared by the Executive Committee, was presented and accepted.

1. *Voted:* To adopt the recommendation of the Executive Committee to elect the following as coopted members: Mrs. W. S. New, Mrs. Samuel J. Mills, Mrs. Searle Bates, and Dr. Djang Fang; Mrs. Bates and Mrs. New to serve for two years, and Mrs. Mills and Dr. Djang, for one year each.

Terms of office of members of the Board were discussed and defined, those which had not been previously settled by the mission boards represented, being decided upon by the Board.

Reports.

The following reports were presented.

Report of the President, by Dr. Wu.

Report of the Ginling College Committee, by Dr. Wu.

Report of the Executive Committee, by Miss Kelly.

2. *Voted:* To accept the recommendation of the Executive Committee that a special committee composed of Mrs. Thomson, chairman, Mrs. Mei, and Dr. Liu, be appointed to consider the question of the relationship between the Y. W. C. A. and Ginling College in Physical Education Work, and bring a report to the Board before the end of the meeting.

3. *Voted:* That the nominating committee be elected as recommended by the Executive Committee, to be composed of Miss Merrill, Dr. Ren, and Miss Bradford.

Faculty Program:

The question of sub-freshman courses was discussed, and the recommendations of the Curriculum Committee were presented by Miss Vautrin.

Teaching Faculty.

1930-31.

Student body. (Estimated)	Seniors	15
	Juniors	25
	Sophomores	35
	Freshman	3 sections
	Sub-freshman	1 section

Subject	Hours	Staff Required	Staff Available
Art	2-2 hr. courses for 1 yr., or 4 hr. course for 1 semester or 1 yr.	$\frac{1}{2}$	Unprovided
Astronomy	2 hrs. for one year or 4 " " " semester	$\frac{1}{2}$	Unprovided
Biology	8-11 hrs. class 14-32 laboratory	3 (or 2 plus 1 assistant)	Provided
Chemistry	10 class hours 24 laboratory	1- $\frac{1}{2}$ full time 1 assistant	Provided
Chinese	26 first semester (3 sec. Chinese 11) 28 second semester	2 full time $\frac{1}{2}$ part time	Provided Unprovided
Education	11 class hours plus supervision Practice School	8 full time 1 full time	1 Provided 1 Unprovided Unprovided

Subject	Hours	Staff Required	Staff Available
English	44 class hours 3 sections of Freshman 5 hours for Sub-freshman	4 full time	3 Provided 1 Unprovided
History	4 hours Sub-freshman 12 " Freshman 12 electives	2- $\frac{1}{2}$ full time	Provided
Household Arts	2 class hours	$\frac{1}{2}$ time	Unprovided
Mathematics	16-20 class hours (Includes Sub-freshman)	1 full time or 2 half-time $\frac{1}{4}$ assistant	Provided
Modern Language	8 class hours	$\frac{1}{2}$ full time	Unprovided
Music	10 class hours 40-50 practical	3 full time	2 Provided 1 Unprovided (Vocal)
Philosophy-Chinese	two hour courses	$\frac{1}{2}$ time	Provided (In Chinese Dep.)
Chinese and Western Ethics	4 class hours	$\frac{1}{2}$ time	Unprovided
Physical Education and Hygiene	17-21 class hours 24 practical for college 11-13 practical for majors 3 administration (Does not include any special course)	4 full time	3 Provided 1 Unprovided
Physics	7 class hours 19 laboratory (Includes Sub-freshman)	1 full time or 2 half-time $\frac{1}{2}$ assistant	Provided
Psychology	8-12 class hours	$\frac{3}{4}$ -1 full time	Unprovided
Religion	12-18 hours	1 full time $\frac{1}{2}$ time	Provided Unprovided
Social Science	18 class hours	1 $\frac{1}{2}$ time (full)	1 Provided $\frac{1}{2}$ Unprovided

4. *Voted:* That if it can be adjusted under the budget, the recommendations of the Curriculum Committee regarding sub-freshman courses be accepted, as follows:

"The Committee recommends that for the present we provide sub-freshman courses for students who have graduated from middle or normal schools but who are deficient in one or more subjects, or who have not attained the required standing for entrance to the freshman class.

"The Committee recommends that a student who is taking more than one sub-freshman course shall be ranked as a sub-freshman.

"The Committee recommends that for the year 1930-31 we make provision for one section of sub-freshman work in each of the following courses: Chinese, English, History, Mathematics, Physics, and possibly one other science."

5. *Voted:* That we regret that Mrs. Thurston will not be able to return in February as planned, and that we invite her to return in September, 1930.

6. *Voted:* That we reiterate our cordial invitation to Dr. Treudley to return, as recommended by the Executive Committee.

7. *Voted:* To extend a most cordial invitation to Dr. Hackett to return in the fall of 1930.

8. *Voted:* To urgently request Miss McKinnon to come to Ginling in the fall of 1930.

9. *Voted:* That we reiterate our invitation to Miss Harriet Whitmer to return to Ginling after her furlough.

10. *Voted:* To accept the recommendation of the Advisory Committee that in cooperation with the Candidate Secretary of the Ginling College Committee, a special committee consisting of Mrs. Thurston, Dr. Treudley, and any other former faculty now in America, who is available and suitable, work out a more adequate method of securing candidates suitable for college teachers.

The Physical Education Department and the Y.W.C.A.

The report of the special committee regarding the relationship of Ginling College and the Y.W.C.A. was given.

Mrs. Mei, speaking for the National Committee of the Y.W.C.A. expressed the deepest possible interest in Ginling College and in its work in Physical Education, but explained that since the intention of the Y.W.C.A. is chiefly promotional, the Committee feels that the support which the Y.W.C.A. has for the past five years given to the Physical Education Department at Ginling, should be transferred to the work in Public Health Centers, Recreational work, and so forth, which are the principal problems in its present program. Mrs. Mei emphasized the eagerness of the Y.W.C.A. to cooperate with Ginling College in every possible way and its intention of continuing its promotional work aimed to interest the right type of girls in the work here, and in becoming Physical Education teachers. The following decisions of the National Committee of the Y.W.C.A. in China were read:

1. "That the present agreement with Ginling College covering a five year experiment of offering a major in Physical Education at Ginling College as set forth in the memorandum of July, 1925, signed by Miss Bender of Ginling College and Miss Lyon of the National Board of the Y.W.C.A. in the United States, be discontinued at the expiration date, June 30, 1930, and that formal notice thereof be given to Ginling College."

2. "That all equipment which was in 1925 transferred from the Y.W.C.A. School of Physical Education and Hygiene be presented outright to Ginling College."

3. "That in case Ginling College cannot continue the major in Physical Education after the expiration of the present agreement, the sum of \$2,400 Shanghai Currency, be granted to the college toward meeting the salary of an instructor or instructors in Physical Education and that this amount be payable in January, 1931.

(Signed). W. T. HSIA, (Mrs. C. L.) *Chairman.*

The recommendations of the Special Committee were given by Mrs. Thomson as follows:

1. "That we urge further cooperation in all possible ways between the Y.W.C.A. and Ginling College.

2. "That we recommend that Mrs. Thurston, in view of the withdrawal of the Y. W. C. A. grant of the past five years, be asked, with the advice of the Y. W. C. A. in the United States, to approach possible donors who are interested in Physical Education for women, to help finance the Physical Education Department at Ginling."

11. *Voted:* That the recommendations of the Committee be accepted.

A Vote of Thanks to the National Board of the Y. W. C. A. for its cooperation, and for its promise of continued help in promotion work and salary assistance for the year 1930-1931, and for the gift of equipment already loaned to the college, was proposed by Mrs. New and voted by the Board.

Land, Building, and Permanent Equipment.

12. *Voted:* To accept the recommendation of the Executive Committee that provision be made in the current budget for a yearly expenditure for permanent equipment.

13. *Voted:* To accept the recommendation of the Executive Committee that Dr. Wu be authorized to proceed with the purchase of the five pieces of land recommended by the Advisory Committee as necessary to the College.

14. *Voted:* That a Building Committee be appointed to consider the future building policy of the college.

Finance.

The Treasurer's Report, together with the report and recommendations of the Finance Committee were given by Miss Priest, Acting Treasurer.

15. *Voted:* To approve revised budget for 1929-1930.

16. *Voted:* To amend item No. 2 of recommendations of the Finance Committee to read: "That the proposed budget for 1930-1931 be tentatively approved with the understanding that if at the end of April, 1930, the funds are not assured, we are prepared to make a cut in expenditures to balance the budget."

17. *Voted:* To accept the recommendations of the Finance Committee as amended.

Recommendations of Faculty in regard to deficit in budget for 1930-31 were read by Miss Vautrin.

18. *Voted:* That suggestions of Faculty be sent as recommendations to the Ginling College Committee.

19. *Voted:* That the Board appoint a committee for promotional work in China, nominations to be made by the Nominating Committee.

Announcement was made by Dr. Ren Cho, of the establishment by the Alumnae Association, of a fund for

the college to be called "The Living Endowment Fund," with a promise of not less than \$500 for the year 1930-31. Dr. Ren announced also the gift of a scholarship of \$100 made at the tenth reunion of the class of 1919, in June 1929.

A Vote of Thanks to Miss Priest for her splendid service as Acting Treasurer, and for her generosity in giving her assistance to Ginling in addition to her full time work as Treasurer at the University of Nanking, was proposed by Dr. Wu and voted by the Board.

Registration.

The question of Government Registration was discussed with special consideration of the Department of Religion. In view of the experience of other colleges, it seems likely that we shall be refused registration so long as we maintain a separate department of Religion and continue to offer a major in it. Since we feel that as a private Christian institution, we are within our rights in offering Religion as an elective course, and since we feel that it would be less than honorable to continue to offer a major in Religion while placing the courses in other departments, the following recommendation of the Executive Committee was accepted.

20. *Voted:* That before applying for registration, the two departments of Philosophy and Religion be combined in one department, to be called, "Philosophy and Religion."

Constitution.

21. *Voted:* To adopt the Constitution as a whole.

22. *Voted:* To adopt the By-Laws as recommended by the Executive Committee.

East China Federated University.

The report of the present status of the East China Federated University was given by Dr. Wu, followed by discussion.

23. *Voted:* That we approve of the Constitution of the East China Federated University with the understanding that Ginling College retain her identity as a definite four-year college for women, and that we approve the policy of the development of graduate work in different departments in the various existing universities—carefully correlated to prevent duplication of effort—rather than (for the present) the development of a separate centralized institution for graduate work.

24. *Voted:* That three regular representatives with power to vote in the East China Federated University session be elected.

Nominations for representatives: Mrs. New, Miss Bradshaw, Dr. Wang, Dr. Hsia.

Elections:

The report of the Nominating Committee was given by Miss Merrill, Chairman.

25. *Voted:* To accept nominations for Executive Committee, as follows: Chairman, Dr. G. T. Liu; Secretary, Mrs. Samuel J. Mills; Mrs. W. S. New, Dr. Djang Fang, Mr. John G. Magee.

26. *Voted:* To accept nominations for Finance Committee as follows: Chairman, Mr. Tung Teh-fu; Miss Kesler, Miss Moffet, the Treasurer.

27. *Voted:* To accept nominations for officers as follows: Chairman, Dr. G. T. Liu, Secretary, Mrs. Samuel J. Mills.

28. *Voted:* To accept nominations for Building Committee as follows: Chairman, Mr. Magee; Mr. Cheo Ming-i, Mr. Hanson, Miss Kelly, Miss Vautrin.

29. *Voted:* To accept nominations for Promotional Committee, giving them power to add to their number to make seven members, a majority of members constituting a

quorum: Chairman, Mrs. New, Mrs. Beebe, Miss Lily Yen, Dr. Ren Cho.

A Vote of Thanks to the President and Faculty for their entertainment and help, was proposed by Mrs. New and voted by the Board.

30. *Voted:* That inasmuch as Miss Bradshaw will be going home next summer on furlough, Mrs. New, Dr. Hsia, and Dr. Wang be elected to serve as representatives from Ginling on the Board of the East China Federated University, with power to vote in the regular session.

Meeting adjourned.

Respectfully submitted,

MARY FRANCES E. KELLY,

Secretary.

REPORT OF THE EXECUTIVE COMMITTEE

Since the last meeting of the Board of Directors, the Executive Committee has held four meetings, as follows: February 23rd, May 4th, June 27th, and October 17th. Following each meeting the complete minutes were sent to all members of the Board of Directors.

Extracts from Minutes.

February 23

Constitution:

The Minutes of the Ginling College Committee meeting of January 7, 1929, regarding proposed revisions in the provisional Constitution and Agreement, were read and carefully noted. The proposed revisions were discussed in detail; and the secretary was instructed to take a correspondence vote on them as it was thought that there was not sufficient difference of opinion to warrant the calling of a special meeting of the Board. (Results of the vote have been incorporated in the Constitution.)

It was voted to ask Dr. Wu, Mr. Lieu Ling-sung, and Dr. Chen Yu-gwan to attend to the translation of the Constitution and Agreement into Chinese, and to put it into Chinese form.

Registration: It was agreed that Dr. Wu should proceed with the application for registration as soon as the proposed revisions in the Constitution were accepted by the Board of Directors by correspondence vote.

Finance:

It was voted that Dr. Wu and Mr. Roberts write separately to the authorities of the American Church Mission, asking that the contribution for 1929-1930 be continued in spite of Miss Buse's intended absence from the College.

It was voted that Dr. Wu be asked to state the financial problem to the Finance Committee, with the request that the Committee make plans for increasing the income to meet the needs of 1929-1930. It was agreed that Dr. Wu, in replying to Mr. Carter's letter, should mention the reasonableness of the increased running expenses, owing to the natural growth of the College, and should also state that there are very few non-recurring items on the budget.

Faculty Needs:

a. *English:* In view of Miss Buse's absence next year, it was voted to authorize Dr. Wu to invite Miss Anna Bille, formerly of

Tsinghua College, to head the department of English, according to the usual salary regulations.

Voted to authorize Dr. Wu to invite Miss Mackinnon, formerly of McTyere School, to join the Ginling faculty after her return from furlough in 1930.

b. *Librarian*: It was voted to emphasize again the urgent need for a trained foreign librarian, and to request Dr. Wu to appeal to the Ginling College Committee.

Purchase of Land:

In view of the probable increase in land values in Nanking, it was thought wise to purchase as soon as possible those small pieces of land which jut into the present area. Since, by the vote of the Ginling College Committee, the \$5000 asked for by the Board of Directors last year for this purpose, is available, it was voted that Dr. Wu and Miss Vautrin be asked to proceed with the purchase of this property.

Mr. Roberts presented his resignation, inasmuch as he is planning to leave on furlough in May. It was voted to accept Mr. Roberts' resignation as from May first.

May 4, 1929.

Voted: that Miss Mary Frances E. Kelly be elected secretary of the Executive Committee, to serve till the next annual meeting of the Board of Directors.

Mr. Roberts' absence on furlough causing a vacancy on the Executive Committee, it was voted that the Executive Committee recommend coopting Mrs. Samuel J. Mills to the Board of Directors to serve until and including the next annual meeting, and electing her to the Executive Committee, the vote to be taken by correspondence.

A vote of sincere thanks was extended to Mr. W. P. Roberts for his efficient service as Secretary of the Executive Committee.

Registration:

Dr. Wu reported an informal conference between the faculty of Ginling College and Mr. Wu Lei-chuan and Mr. King Chu of the Ministry of Education in which it was made clear that the Government would not accept an application for registration containing our first statement of purpose, as passed by the Board of Control in November, 1928, and by the Ginling College Committee, in January, 1929.

The Committee then took up the recent action of the Executive Committee of the Ginling College Committee (March 26, 1929) and after much discussion it was voted that we inform the Ginling College Committee that in view of the deprivation of privileges of non-registered

institutions, all except one of the Executive Committee deem registration now necessary for the development of Ginling.

It was further voted that, in view of the experience of other Christian colleges and of the attitude of the Ministry of Education, we recommend to the Board of Directors the acceptance of the sanction of the Ginling College Committee to use the alternative statement of purpose and apply under it, with slight change of phrasing made by the Advisory Committee of the faculty, for registration.

The statement of purpose to be submitted to the Government would therefore read:

"The purpose of the Board of Directors is to conduct in Nanking a private institution of higher learning for women which shall conform to the highest standards of educational efficiency, promote social welfare and high ideals of citizenship, and develop the highest type of character, in accordance with the original purpose of the five Christian Mission Boards which were its founders."

East China Federated University:

A vote of thank was extended to Miss Catherine Robertson for having served in Mrs. Hylbert's place at the meeting of the Board of Trustees of the East China Federated University in Shanghai on April 18th and 19th, and for having acted for Mrs. New at the meeting of the Executive Committee of the Federated University on April 30th.

Mrs. Hylbert's death having left a vacancy, it was voted that Dr. Wang Zok-tsung be elected our representative on the Board of Trustees of the East China Federated University.

Mrs. New presented a request for instructions as follows:

"Since the Board of Trustees of the East China Federated University is now constituted and since the chairmen of the Boards of Control of the various colleges participating have been asked to serve on the Executive Committee of the Federated University, your representative wishes to be instructed as to the position of Ginling in this movement for organizing the Federated University."

In reply to this request, it was voted that this Executive Committee express its opinion that our representatives have only the right of discussion and not the right of voting for the definite organization of a centralized or federated university; and that we request our representatives to place in the hands of the members of the Board of Directors the latest plans for the new university, in order that vote may be taken at the next annual meeting in November.

Finances:

In connection with the financial situation of the College, it was voted that we authorize Dr. Wu to present a statement of our financial

needs to the Council of Higher Education for reference at their meeting in Shanghai in July.

In order to facilitate proceeding with the construction of buildings approved by the Board of Control for the special one-year course in Physical Education, it was voted that we authorize Dr. Wu to cable to New York for the additional \$300 Mex. necessary for the construction of buildings for the special one-year course in Physical Education and for the \$1,700 Mex. for equipment for the same.

It was also voted to authorize Dr. Wu to cable for the \$3,000 Mex. for the residences of the men faculty.

Faculty:

Miss Mary E. Treudley's resignation was reported. It was voted that we recommend that Miss Treudley's resignation be not accepted, but that for health reasons her furlough be extended one year and she be immediately invited to return to Ginling in the autumn of 1930.

It was also voted that we approve Dr. Wu's inviting Miss Djang Yu-djen and Miss Hendricks to come to the staff of the Music Department and Miss Tang Luh-djen to that of the History Department.

Since the faculty have unanimously voted for Miss Whitmer's return it was voted that we recommend to the Board of Directors that Miss Harriet M. Whitmer be extended an invitation to return to Ginling after her year of furlough, the votes of the Board of Directors to be taken by correspondence.

June 27, 1929.

Faculty for 1929-1930:

Since the candidate secretary in America has not yet succeeded in supplying all of the faculty needs for 1929-1930, we recommend that Dr. Wu proceed to fill these vacancies.

East China Federated University:

It was voted that the Executive Committee recognize the right to vote of our three representatives on the Board of Trustees of the East China Federated University (appointed in accordance with Action 35 of the Minutes of the Board of Control, 1928), with the understanding that final action be taken at the annual board meeting in the fall.

Institute of Pacific Relations:

Dr. Wu having been invited by the China Council of the Institute of Pacific Relations to be one of the two women delegates to represent China at the third meeting of the Institute to be held in Kyoto, Japan,

October 28th to November 9th, it was voted that the Executive Committee strongly recommend that Dr. Wu accept this invitation and that, in order that she may do so, the annual meeting of the Board of Directors be held on October 11th and 12th in lieu of early in November, the Board to be circularized as to the convenience of this change of date.

Coopted Member:

In accordance with Action 45 of the Minutes of the Board of Directors for 1928, Mrs. M. Searle Bates was nominated to be the fourth coopted member of the Board of Directors, the vote to be taken by correspondence.

October 17, 1929.

It was voted to ask Mr. Djang Fang to act as a coopted member at the meeting of October 18th and 19th, in the place of Dr. W. S. New.

Registration:

It seems likely that we shall be refused registration so long as the college continues to maintain a separate department of Religion and to offer a major in it. Since we feel that as a private Christian institution, we are within our rights in offering Religion as an elective course, since we feel that it would be less than honorable to continue to offer a major in religion while placing the courses in other departments, the Executive Committee recommends the following change in the wording of the Announcement of Courses. Voted that we suggest that before applying for registration, the two departments of Philosophy and Religion be combined in one department, to be called "Philosophy and Religion."

MINUTES OF THE FINANCE COMMITTEE.

March 9, 1929.

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

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

The meeting was opened by prayer by Miss Moffet.

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

I. PROPERTY UPKEEP AND PERMANENT EQUIPMENT FUND:

1. Recommended that for the next five years the interest on the fund held in New York for Permanent Building and Equipment shall be used to build up the fund known as the "Permanent Property Upkeep Fund."

2. Recommended that for the next five years, to begin with July 1, 1929, the amount to be expended for the upkeep of buildings and permanent equipment shall be kept within the total amount of income received from the fund known as the "Permanent Property Upkeep Fund" in accordance with the action of the Executive Committee of the Ginling College Committee of January 27th, 1926, which was "of the annual income (of the Property Upkeep Fund) \$250, is first to be set aside to provide for insurance on equipment, that next, repairs on buildings are to be cared for and third, new equipment."

3. Inasmuch as conditions in Nanking during the years 1926-1929 have not warranted the expending of the total amount for upkeep and equipment as budgeted each year, the field finds that they have a small fund which represents the accumulation of the balances during the above stated period 1926-1929. In view of this fact it was recommended that the askings for permanent equipment for 1929-1930 should be approved with the understanding that such amount as is needed above the annual interest on the Permanent Property Upkeep Fund shall be taken from the fund on hand, as stated above.

II. BUDGET FOR CURRENT EXPENSES FOR THE YEAR 1929-1930:

1. After making a careful study of the 1929-1930 budget, practically no non-recurring items were found. In view of the ex-

pectant growth of the College as well as the increased cost of maintaining work in Nanking at the present time, it was felt that the income for the College must be increased. Therefore, it was recommended that both the Ginling College Committee and the Board of Control should be asked to make a careful study of conditions with a view to increasing the annual income for current expenses.

2. The field recognizes that the responsibility for the current budget is in their hands and realizes that all Mission Boards are facing a very definite problem in raising funds at the present time. We would, therefore, request, for the present, that the full appropriations from the Mission Boards should be maintained. In cases where Mission Boards have no Western representatives on the faculty, we would request that recognition and consideration be given to the Chinese faculty members and members of the student body who belong to that particular church in China.

3. Recommended that a committee of the faculty shall be appointed by the President of the College to make a careful study of the whole problem of the requirements for the immediate future and be asked to make definite recommendations to the next meeting of the Finance Committee.

III. STATE OF STUDENT FEES:

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

IV. LAND:

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

The meeting adjourned at 12:45.

Respectfully submitted,

(Signed). ELSIE M. PRIEST, Secretary

June 12, 1929.

The Finance Committee of the Board of Control of Ginling College met at Ginling College Wednesday morning, June 12th, 1929. The members whose names are starred were present:

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

The meeting was opened by prayer by Miss Moffet.

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

I. FINANCIAL STATEMENTS FROM GINLING COLLEGE COMMITTEE:

It was recommended that the policy used by the Associated Mission Treasurers, in entering statements from the home offices, should be studied with a view to adoption.

II. PROPERTY UPKEEP AND PERMANENT EQUIPMENT FUND:

In view of the fact that the loan of Gold \$3,500.00 was returned to Permanent Funds held in New York and due to the very high exchange has increased the cost of permanent equipment purchased during the year, we find that the surplus balance which we anticipated when Action L-3 was taken at the March 9th meeting will be approximately all required for the 1928-1929 accounts.

After surveying the needs for upkeep and repairs on the buildings, we find that the total amount available in the Property Upkeep and Permanent Equipment Fund will be needed for repairs, and therefore there will be no balance in this fund for Permanent Equipment for the year 1929-1930. In the future it is felt that the buildings will require the full amount of funds available each year for the purpose of upkeep and repairs.

1. We would urge the heads of the departments to order the minimum amount of permanent equipment required to keep the department running next year, and recommend that the problem of raising funds for permanent equipment for future years should be presented to the Board of Control and the Ginling College Committee.

2. It was recommended that we approve the estimate of Mex. \$2,507.00 presented for painting, and that we authorize proceeding with other necessary repairs, not to exceed the total amount of five thousand dollars this year. As all repairs must be made during the summer, and if it is found that there are not sufficient funds to do everything within

the total funds available this year, we recommend that some of the roofs should be left until a later time.

III. TRAVEL ALLOWANCE FOR MISS MARGARET ANDREWS:

It was recommended that we authorize the payment of five hundred dollars, United States currency, to Miss Margaret Andrews for her travelling expenses to America.

IV. GRANTS TO FACULTY MEMBERS FOR FURTHER STUDY:

1. It was recommended that a committee be appointed by the President to work in cooperation with Miss Moffet in making a study of the question of grants for further study to be made to members of the faculty.

2. It was recommended that we approve that a grant amounting to one-third of his present salary should be made to Mr. Chu Hai-ju providing the grant from the Rockefeller Foundation does not cover his travelling expenses and with the provision that he agrees to return to the College for at least two years service after the completion of his year of further study in the Philippine Islands.

V. INCREASES IN SALARIES FOR 1929-1930:

On account of changes in personnel of faculty members, it has been found necessary to make some changes in the salaries which were approved at the meeting of the Board of Control last fall. It was recommended to approve the proposed increases in salaries if by re-arrangement of staff it is found possible to make the increases and still keep the total within the approved total for staff salaries for the year 1929-1930.

VI. SERVANTS' WAGES:

It was recommended that the servants' wages should be increased from August 1st, 1929 and that we authorize the increase of not more than two dollars to any one person, the scale to be worked out by the administration, and that we call to the attention of the Board of Control the necessity of doing so at this time. We further recommend that the number of servants should be decreased if it is found practical to do so.

In view of the financial situation that we are facing for the next year we would suggest that Dr. Wu write to Mrs. Thurston informally giving her such details as may seem helpful in trying to secure additional funds for the College.

Respectfully submitted,

ELSIE M. PRIEST,
Acting Secretary.

October 17, 1929—8.00 p.m.

Present: Miss Mary G. Kesler, Miss Anna E. Moffett and Dr. Y. F. Wu, Miss Elsie H. Priest, ex-officio.

The meeting was called to discuss the revised budget for 1929-1930 and the proposed budget for 1930-1931. After discussion it was recommended:—

1. That the revised budget for 1929-1930 be approved after reductions have been made in the Permanent Equipment section so that the expenditures for equipment during this year shall not exceed the income allocated for this purpose.

2. That the proposed budget for 1930-1931 be tentatively approved with the understanding that if at the end of this year the funds are not assured, we are prepared to make a cut in the expenditures to balance the budget.

3. That an annual allowance of three hundred dollars be given to the President for administration expenses, entertaining, etc., with the understanding that no accounting for its expenditures shall be required.

4. That we request that the necessary funds needed to complete the building (with furnishings) constructed this year for the Physical Education Special Course be appropriated from the Building Funds held in New York. Due to the extraordinary high costs of building materials and furniture the original appropriation of M\$9,700.00 is found to be insufficient to complete the building. We anticipate we shall need approximately \$2,000 additional funds.

5. In view of the fact that we are having a new well drilled at the present time, we request that a special appropriation be made to cover the installation of the pump and necessary piping. It is impossible at this date to know exactly the cost of this material, and we are therefore requesting that authorization be given to proceed with the work with the understanding that the final details be presented to the Finance Committee with power to act in presenting the exact amount to the Ginling College Committee.

6. That although an appropriation of \$3,000 was made by the Ginling College Committee for the purpose of remodelling the building for the men faculty, we find it is not practical to carry out the original plans. Minor changes are being made which will cost approximately \$600 and we request that the balance of this appropriation be reserved for future use.

7. That we request that Mrs. Thurston be invited by the Board of Directors to represent them in America this year in raising additional funds for the college.

Respectfully submitted,

E. M. PRIEST,

Acting Secretary.

FINANCIAL STATEMENT.

1928-1929.

CURRENT EXPENSE ACCOUNT.

RECEIPTS.

Cooperating Boards:		Chinese currency.	
Baptists—W.A.B.F.M.S.	\$ 3,374.48	
Methodists, South—M.E.S.	3,917.24	
American Church Mission—P.E.	1,392.00	
Presbyterian, North—P.N.	5,624.12	
Reformed Church, U.S.A.—R.C.U.S.	3,363.25	
Disciples—U.C.M.S.	3,127.79	
Methodists, North—W.F.M.S.	5,624.12	\$26,423.00

Pledged contributions:			
China Medical Board	3,000.00	
Crescent Avenue Church, Plainfield	1,113.60	
London Missionary Society	1,728.00	
Smith College Alumnae Association	11,034.67	
Smith College students	8,998.60	
Y. W. C. A.—National Committee	5,000.00	30,874.87

Miscellaneous:			
Maintenance fund	4,561.07	
Balance from 1927-1928 current funds	10,563.87	
Gifts from New York	7,121.57	22,246.51
Total from outside sources		\$79,544.38

Student Receipts:			
Tuition	\$ 9,760.50	
Board	6,734.90	
Room	3,072.00	
Incidentals	2,048.00	\$21,615.40

Fees:			
Biology	604.00	
Chemistry	295.00	
Entrance	176.00	
Graduation	288.00	
Medical	700.50	
Music	1,455.00	
Practice School	1,872.00	
Physics	260.00	5,650.50
Total from students		\$ 27,265.90
Total receipts		\$106,810.28

EXPENDITURES.

Administration:

Salaries

President—Y. F. Wu	1,728.00	
Secretaries	1,536.33	
Librarian	600.00	
Library assistants	624.91	
Registrar, K. C. Tsu	807.00	
Treasurer, E. M. Priest	600.00	
Business Office, W. V. Chen (1 Mo. 1927-28)	848.00	
Typists	61.75	
Student aid	160.15	
Dormitory director—Mrs. Tseng	833.26	
College physician—M. G. Smythe	300.00	
Nurse—M. H. Wu	506.00	
Travel—U. S. A.	1,104.55	
Furlough salary—M. C. Thurston	1,807.22	\$11,517.17

Expenses:

Commencement and Founders Day	674.11	
Education fees	400.00	
Entrance tests	402.34	
General office expense	566.94	
Hospitality	101.24	
Medical attendance	2,219.52	
New York office	505.78	
Postage and stationery	400.60	
Publicity and printing	561.87	
Telegrams and cables	190.35	
Travel; Board of Control	847.45	
" Faculty	143.80	
" President	176.69	\$ 7,190.69
Total Administration		\$18,707.86

Instruction:

Salaries

Biology Department	4,956.60	
Chemistry Department	2,228.00	
Chinese Department	3,370.00	
Education and Psychology	3,458.76	
English Department	4,320.00	
History Department	1,666.00	
Music Department	2,839.68	
Mathematics and Physics Dept.	2,674.96	
Physical Education Dept.	4,800.50	
Religion Dept.	2,248.00	
Sociology Department	2,827.86	
Language Study for instructors	252.00	
Travel—U. S. A.	4,769.35	\$40,411.11

Expenses:

Biology	804.94	
Chemistry	819.44	
Chemistry—Gas plant	168.03	
Chinese	300.09	
Practise School	1,499.03	
English	88.17	
History	4.82	
Lectures	42.61	
Library	1,192.27	
Music	685.87	
Physical education	364.30	
Physics	200.31	
Religion	24.37	
Sociology	12.51	\$ 6,156.76
Total Instruction		\$46,567.87

Maintenance:

Care of grounds	515.69	
School heat	1,207.64	
Janitor's supplies	146.46	
Light and water	948.32	
Servants' wages	1,442.53	
Upkeep of buildings	4,561.07	
Rent	10.00	\$ 8,831.71
Total Maintenance		\$ 8,831.71

Boarding Department:

Food and wages	5,320.74	
Heat—dormitories	1,165.00	
House supplies	339.26	
Kitchen fuel	1,108.35	
Light and water	948.31	
Wages	1,032.88	\$ 9,914.54
Total Boarding Department:		\$ 9,914.54

Special Items:

Adjustment of exchange on loan returned	1,344.00	
Deficit on faculty house account	279.32	
Bookroom—account of fire loss	500.00	\$ 2,123.32
Total Expenditures		\$86,145.50
Balance, June 30, 1929		\$20,664.98
		M\$106,810.28

PERMANENT EQUIPMENT.

RECEIPTS.		Chinese currency.	
Balance from 1927-1928	\$8,899.93	
Received during the year	4,333.74	\$13,233.67

EXPENDITURES.			
Campus Improvement	\$ 179.60	
New Kitchen	1,886.12	\$2,065.72
<i>Equipment:</i>			
Biology	813.01	
Chemistry	504.45	
College furniture	362.25	
Education	134.72	
Faculty furnishings	117.40	
Library books	3,944.21	
Music	718.04	
Office	299.48	
Physical Education	464.95	
Physics	2,283.76	9,642.27
			11,707.99

Balance Permanent Equipment \$ 1,525.68

SPECIAL FUNDS BALANCES.

	Dr.	Cr.
Book Room	\$ 502.06	
College organization		\$ 745.15
Faculty house		70.90
Physical training loan		159.20
Scholarships		264.14
Student Bank		1,418.22
Loan fund		573.13
Suspense	1,745.00	
	2,247.06	
Balance Special Funds	983.68	
	\$3,230.74	\$3,230.74

SCHOLARSHIP FUND.

1928-1929.

Receipts.		Payments.	
Wood Scholarship, 1928-1929	\$ 114.86	Deficit, 1928	\$ 53.01
Mary A. Sawyer	22.00	Grants to students	708.00
George W. Loos	23.80	Balance, 1929	264.14
Smith College	300.00		
Hiram College Y. W. C. A.	454.42		
Hartridge Junior Red Cross Unit	110.07		
	\$1,025.15		\$1,025.15

LOAN FUND.

1928-1929.

<i>Receipts.</i>				<i>Payments.</i>			
Balance, 1928	\$ 459.48	Loans, 1929	..	\$ 703.00	
Smith College	466.65	Balance, 1929	..	573.13	
Loans returned	350.00				
			<u>\$1,276.13</u>				<u>\$1,276.13</u>

GIFTS TO CURRENT EXPENSES.

Received in New York:

	Gold	Mexican
St. Mary's Church	\$ 25.00	\$ 55.68
Cooperating Committee	3,109.85	7,065.89
		\$7,121.57

NEW YORK RECEIPTS

1928-1929.

	Gold
Balance June 1, 1928	\$ 588.23
A.B.F.M.S.	1,500.00
M.E.S.	2,187.50
P.E.	625.00
P.N.	2,500.00
R.C.U.S.	1,500.00
U.C.M.S.	1,390.68
W.F.M.S.	3,125.00
Smith College Alumnae	4,901.00
Smith College	4,000.00
Crescent Avenue Church	500.00
Woman's Union Colleges	3,109.85
Gifts	276.07
Interest	104.70
Refunds	100.00
	\$26,408.03

GINLING COLLEGE COMMITTEE
TRIAL BALANCE.

June 30th, 1929.

<i>Debits.</i>		<i>Credits.</i>	
Cash, Irving Bank ..	\$ 1,075.95	Methodist Episcopal	
Bankers' Trust Com-		Board North ..	\$ 625.00
pany	3,896.48	Methodist Episcopal	
Securities	240,243.62	Board South ..	437.50
		Special Endowment ..	1,000.00
		Library Equipment ..	13.45
		Permanent Building &	
		Equipment Fund ..	174,824.73
		Permanent Property	
		Upkeep Fund ..	67,065.37
		Furniture & Equip-	
		ment Insurance of	
		Permanent Property	
		Upkeep	1,250.05
	<u>\$245,216.05</u>		<u>\$245,216.10</u>

GROUNDS, BUILDINGS AND EQUIPMENT

July 1, 1929.

	Gold
Grounds	\$ 45,866.51
Buildings	386,260.27
Furniture	13,513.66
Apparatus	16,226.04
Library Books	10,674.01
Museum	327.00
Total	<u>\$472,867.49</u>

TENTATIVE BUDGET, 1930-1931.

Current Expense.

RECEIPTS.

Cooperating Boards:

Am. Baptist M. Soc.	\$ 3,000.00
Methodist Epis. South	3,500.00
Protestant Episcopal	
Presbyterian-North	5,000.00
Reformed Church U.S.	3,900.00
United Christian M. S.	3,000.00
Women's For. M. Soc.	6,800.00
London Miss. Soc.	1,728.00

\$ 26,928.00

Pledged contributions, etc:

China Medical Board	1,000.00
Crescent Ave. Church	2,000.00
Smith College Alumnae	4,000.00
Smith College Students	8,000.00
Bal. from current funds	4,720.66
Maintenance fund	5,000.00
Permanent Equipment	4,000.00

28,720.66

Field receipts:

Tuition	12,750.00
Board	7,500.00
Room	3,600.00
Incidentals	2,400.00

Fees:

Biology	600.00
Chemistry	375.00
Entrance	200.00
Graduation	150.00
Medical	675.00
Music	1,400.00
Practice school ..	1,600.00
Physics	300.00

\$ 31,550.00

Total Receipts	\$ 87,198.66
Balance to be raised ..	\$ 24,609.34

\$111,808.00

EXPENDITURES.

Administration:

Salaries	
President	\$ 1,728.00
Adviser	564.00
Secretary	1,728.00
Librarian	1,728.00
Library assistants	700.00
Registrar	1,080.00
Treasurer	600.00
Business Office	1,920.00
Typists	150.00
Student aid	100.00
Dormitory director	960.00
College physician	600.00
Nurse	600.00
Travel—U. S. A.	1,000.00
	<hr/>
	\$ 13,458.00

Expenses:

Commencement and Founders Day.. ..	\$ 400.00
Educational fees	400.00
Entrance tests	300.00
General office expense	500.00
Hospitality	300.00
Medical attendance	1,000.00
New York Office	500.00
Postage and stationery	500.00
Telegrams and cables	200.00
Publicity and printing	1,200.00
Travel:	
Board of Control	500.00
Faculty	200.00
President	300.00
	<hr/>
	\$ 6,300.00

Instruction:

Salaries	
Art	300.00
Astronomy	300.00
Biology	4,416.00
Chemistry	3,228.00
Chinese	4,800.00
Education (inc. Prac. Sc.)	3,648.00
English	6,912.00
History	3,120.00
Household arts	300.00
Mathematics and Physics	4,080.00
Music	4,128.00
Physical education	4,848.00
Psychology	1,200.00
Religion	2,592.00
Social and Political Sc.	3,888.00
Modern languages	1,440.00
Contingent	
Language study	500.00
Travel—U. S. A.	6,000.00
	<hr/>
	\$ 55,700.00

Departmental expenses:

Biology	\$ 600.00
Chemistry	1,000.00
Chinese	300.00
Practice School and Education	1,400.00
English	100.00
Lectures	50.00
History	10.00
Library, expenses	700.00
Library, periodicals	500.00
Music	500.00
Physical education	350.00
Physics	300.00
Psychology	
Religion	50.00
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	\$ 5,860.00

Maintenance:

Care of grounds	\$ 600.00
School heat	1,400.00
Janitors supplies	200.00
Light and water	1,200.00
Servants' wages	1,500.00
Upkeep of buildings	5,000.00
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	\$ 9,900.00

Boarding Department:

Food and wages	\$ 6,500.00
Heat	1,200.00
House supplies	400.00
Kitchen fuel	1,240.00
Light and water	1,200.00
Wages	1,400.00
	<hr/>
	\$ 11,940.00

Total Current Expense \$103,158.00

PERMANENT EQUIPMENT.

Campus	500.00
Furniture—college	200.00
Furniture—faculty	100.00
Office	100.00
Library books	3,000.00
Music	700.00
Biology	750.00
Chemistry	700.00
Physics	2,000.00
Physical Education	300.00
Religion	50.00
Medical Department	100.00
Education and Psychology	150.00
	<hr/>
	\$ 8,650.00

Total Permanent Equipment \$ 8,650.00

Total Current Expense and Permanent Equipment \$111,808.00

Student Statistics, September 1929.

Total number of students enrolled in College				166
	Former.	New.	Total.	
Students from Government Schools	1	10	11	
Students from Mission Schools	61	74	135	
Students from Private Schools	10	10	20	
	72	94	166	
Students by class in College:				
Seniors	19	Juniors	15	
Sophomores	32	Freshmen	56	
Unclassified	11	Specials	2	
One-year Phys. Educ. Course			31	
	Former.	New.	Total.	
Non-church Members	12	26	38	
Church Members:	60	68	128	
Baptists, North and South	4	8	12	
China Christian Church	3	5	8	
China Inland Mission	0	1	1	
Congregational	2	0	2	
Disciples of Christ	2	6	8	
Episcopalian	8	7	15	
Lutheran	3	3	6	
Methodist, North and South	17	17	34	
Presbyterian, North and South	15	16	31	
Other Societies	1	1	2	
Professing Christian—not a Church member	5	4	9	
Total	60	68	128	
Provinces represented:				
	Former.	New.	Total.	
Anhui	2	6	8	
Chekiang	5	6	11	
Fukien	8	9	17	
Hopei	0	4	4	
Hunan	4	3	7	
Hupeh	12	7	19	
Kiangsi	2	1	3	
Kiangsu	32	38	70	
Kwangtung	5	7	12	
Shantung	1	5	6	
Szechuen	1	5	6	
Hongkong	0	1	1	
Java	0	1	1	
Macao	0	1	1	
Preparatory schools represented:				
	Former.	New.	Total.	
Government	1	10	11	
Mission	29	29	43	
Private	4	6	7	
Total	34	45	61	

Schools represented at Ginling in September, 1929.

	Former	New	Total	
Aikuo Girls' School—Shanghai	0	1	1	Gov't.
Amoy Girls' High School	1	0	1	Private
Amoy Girls' Middle School	1	0	1	Mission
Bridgman Academy—Peiping	1	1	2	Mission
Bridgman Memorial School—Shanghai	1	0	1	Mission
C. C. C. Middle School—Canton	1	0	1	Mission
C. M. S. Girls' School—Foochow	0	1	1	Mission
Chung Hwa Girls' School—Nanking	4	7	11	Mission
Chungking Girls' Normal School	1	0	1	Gov't.
Coe Memorial Girls' School—Luchowfu, Anhwei	1	0	1	Mission
David Hill Girls' School—Hanyang	0	2	2	Mission
Eliza Yates Girls' School—Shanghai	3	3	6	Mission
First Girls' Normal School of Szechuen—Chengtu	0	1	1	Gov't.
First Middle School of Chekiang—Hangchow	0	1	1	Gov't.
Fuh Siang Girls' School—Changsha	3	0	3	Mission
Ginling College—Practice School	8	13	21	Mission
Girls' Normal School—Hwangyen, Chekiang	0	1	1	Gov't.
Girls' Normal School—Taichow, Chekiang	0	1	1	Gov't.
Hangchow Union Girls' School	3	3	6	Mission
Hoai Ren School—Amoy	0	2	2	Mission
Hwa Nang College—Foochow	1	0	1	Mission
Hwa Nang College, Middle School—Foochow	0	1	1	Mission
Hwei Wen Girls' School—Nanking	4	7	11	Mission
I-Fang School—Changsha	2	2	2	Private
Ging Dji Girls' School—Wusih	0	1	1	Private
Keen School—Tientsin	0	3	3	Mission
Knowles' School—Kiukiang	0	1	1	Mission
M. E. M. Girls' High School—Chengtu	0	2	2	Mission
Mary Farnham Girls' School—Shanghai	1	1	2	Mission
McTyeire School—Shanghai	0	1	1	Mission
Ming Deh Girls' School—Nanking	5	3	8	Mission
Moore Memorial School—Shanghai	1	0	1	Mission
Nankai Girls' Middle School—Tientsin	0	1	1	Private
National Peiping University, Girls' Middle School	0	1	1	Gov't.
National Chinan University, Middle School, Shanghai	0	1	1	Gov't.
Nantungchow Middle School	0	1	1	Gov't.
Nanyang Institute for Girls—Shanghai	0	2	2	Private
Olivet Memorial Girls' School—Chinkiang	2	0	2	Mission
Peul Ying School—Chuanchow, Fukien	1	2	3	Mission
Physical Training School—Shanghai	3	1	4	Mission
Pooi To Academy—Canton	0	4	4	Mission
Riverside Academy—Ningpo	1	2	3	Mission
Rulison High School—Kiukiang	2	1	3	Mission
Second Normal School of Shantung—Chufu	0	1	1	Gov't.
Soochow Girls' Middle School	0	1	1	Gov't.
St. Faith's School—Yangchow	1	0	1	Mission
St. Hilda's School—Canton	1	0	1	Mission
St. Hilda's School—Wuchang	4	3	7	Mission
St. Paul's School—Hongkong	1	0	1	Mission
Swatow Academy	0	1	1	Mission
Trinity School—Shanghai	1	2	3	Private

		Former	New	Total.	
True Light Middle School—Canton	3	2	5	Mission
Tsui Chen Middle School—Peiping	0	1	1	Mission
Tsung Hua Girls' School—Soochow	6	2	8	Private
Union Middle and Normal School—Hankow	0	1	1	Mission
Virginia School—Huchow	1	0	1	Mission
Wei Ling Girls' School—Soochow	1	0	1	Mission
Wen Deh School—Tsingtao	1	0	1	Mission
Wen Hwei School—Tengchow, Shantung	0	2	2	Mission
Wen Shan School—Foochow	1	1	2	Mission
Yenching University, Middle School	0	2	2	Mission

GINLING COLLEGE FACULTY.

1929-1930.

Administration:

Wu Yi-fang	President.
Gratia Sharp	Secretary.
*Elsie M. Priest	Treasurer.
Chen Er-Chang	Assistant Treasurer.
Tsu Kwoh-chi	Registrar.
Mrs. Tsen Shui-fang	Superintendent of Dormitories.
Goh Ih-shan	Superintendent of Grounds.
Djang Siao-sung	Librarian.
*Margaret G. Smythe, M.D. ..	College Physician.
Wu Meh-hsiang	Nurse.

Instruction:

Emily I. Case	Physical Education.
*Chang Hwei-lan	Physical Education.
Chen Deh djen	Physics and Mathematics.
Chen Mei-yu	Hygiene.
Ruth M. Chester	Chemistry.
Harriet M. Cogswell	English.
Giang Mei-sung	Chinese.
David S. Hsiung	Physics and Mathematics.
Ellen Y. T. Koo	Music.
Lindsay Lieu	Chinese.
Mrs. D. Y. Lin	Physical Education.
Liu Tang Lu-djen	History.
Loh Zung-nyi	Physics and Mathematics.
*Lei Hai-tsung	History.
*Madame Ma Yu-guiun	French.
*Z. H. Pan	Chemistry.
Cora D. Reeves	Biology.
Shen Shau-yu	Political Science and Sociology.
Shi Kwoh-ying	Physical Education.
Eva Dykes Spicer	Religion.
†Sun Wang Kuo-sieu	History.
Catharine E. Sutherland	Music.
Esther E. Tappert	English.
Tsui Ya-lan	Physical Education.
*Tung Teh-fu	Psychology.
Minnie Vautrin	Education.
Julia C. Warren	English.
Wang Gia Wei	Education.
Wu Dzing-hsien	Biology.
Wu Mou-i	Chemistry.
Yang Ging-hsioh	Biology.
†Yang Hsiao rang	Physical Education.

On Leave of Absence:

Mrs. Lawrence Thurston ..	Adviser.
Harriet Whitmer ..	Biology.

*Part Time.

†Second Semester.

GINLING COLLEGE BOARD OF DIRECTORS.

A.B.F.M.S.:

Miss G. F. McCulloch
Mr. T. K. Van

Union Girls' School, Hangchow
Shanghai College, Shanghai

W.F.M.S.:

Dr. G. T. Liu
Miss Clara Merrill

International Institute, French Conces-
sion, Shanghai
Rulison School, Kiukiang

M.E.S.:

Miss A. E. Bradshaw
Dr. Wang Zok-tung

Laura Haygood Normal School, Soochow
Margaret Williamson Hospital, West
Gate, Shanghai

P.N.:

Dr. O. C. Crawford
Mrs. Wu

Presbyterian Mission, Soochow

U.C.M.S.:

Miss Mary Frances E. Kelly
Mr. Tung Teh-fu

23 Hwa Shi Ta Kai, South Gate,
Nanking
Christian Girls' School, Nanking

A.C.M.:

Rev. John G. Magee

American Church Mission, Hsiakwan,
Nanking

L.M.S.:

Dr. C. L. Hsia

131 Connaught Road, Shanghai

Smith College, U.S.A.:

Mrs. J. C. Thomson

University of Nanking, Nanking

Y.W.C.A.:

Mrs. H. C. Mei

Y.W.C.A., 23 Yuen Ming Yuen Road,
Shanghai

R.C.U.S.

Miss Gertrude B. Hoy

Yochow City, Hunan

Alumnae:

Dr. Ren Cho
Miss Chen Dju-gun

88 Tsing Tai Road, Hangchow
6 Sz Gun Gan dz, Nanking

Copted:

Mrs. W. S. New
Mrs. S. J. Mills
Mrs. Searle Bates
Dr. Djang Fang

236 Seymour Road, Shanghai
Hansimen, Nanking
University of Nanking, Nanking
University of Nanking Middle School

Ginling CollegeConstitution Of The Board Of DirectorsArticle I - Name

This Board shall be known as the Board of Directors of Ginling College.

Article II - Office

The office of the Board is located at Nanking in the province of Kiangsu.

Article III - Declaration Of Purpose

The purpose of the Board of Directors is to conduct in Nanking a private institution of higher learning for women which shall conform to the highest standards of educational efficiency, promote social welfare and high ideals of citizenship, and develop the highest type of character, in accordance with the original purpose of the five Christian Mission Boards which were its founders.

Article IV - Composition of the Board Of Directors

The Board of Directors shall consist of twenty-one members, a majority of whom shall be Chinese, elected in a manner agreed upon with the Board of Founders.

No member of the faculty or other person in the employ of the College, or student at the College shall be a member of the Board of Directors. All members of the Board shall be in cordial sympathy with the above stated purpose of the College, and willing actively to promote this purpose, and at least three fourths shall be professing Christians. All members of the initial Board shall be arranged in two groups, approximately equal in number, the first group to serve two years, the second group to serve one year.

After the first election all subsequent terms of service shall be for two years, and on the expiration of a term of service any member shall be eligible for re-election.

Article V - Duties of The Board Of Directors

The Board of Directors shall direct the policies and have control of the management of the said Ginling College in accordance with its declared purpose as formulated in Article III, and to this end shall see that the President and Treasurer and as far as possible all others holding teaching and administrative positions in the College shall be professing Christians.

The Board of Directors shall authorize the establishment of departments; shall ratify courses of study; shall elect the President and the Treasurer; shall appoint officers and instructors upon recommendation of the President, and shall determine salaries, except in case of those who

are supported by the Board of Founders; shall provide suitable buildings and appliances; shall, through the administrative offices of the College, fix, collect, and disburse, under the budget, all student fees; shall have full responsibility for providing adequate staff and financial support for the institution; and shall perform all other duties necessary to the efficient administration of the college.

The Board of Directors shall have power to enter into agreements with the Board of Founders, including the negotiations for a lease of the property. Upon recommendation of the President and faculty, it may confer degrees in accordance with the regulations of the Republic of China, and recommend to the Board of Founders candidates for American degrees. It shall have the power to acquire and hold property, including endowment funds raised in China.

Article VI - MEETINGS OF THE BOARD OF DIRECTORS

The Board of Directors shall hold one stated meeting each year notice of which shall be sent to all members one month in advance. At this meeting the President shall present a report of the condition of the College; officers and teachers shall be appointed; the budget for the following year shall be fixed, and such other business shall be transacted as may properly come before the Board.

Special meetings of the Board of Directors may be called at the request of the Executive Committee. Notice of the time and place of a special meeting shall be sent out at least fifteen days in advance, together with a statement of the matters to be considered. No other business may be transacted at a special meeting except such as is listed in the advance announcement.

Article VII - OFFICERS OF THE BOARD OF DIRECTORS

The officers of the Board of Directors shall consist of a Chairman, who shall be a Chinese, Vice-chairman, Treasurer, and Secretary, who shall exercise the duties usually attached to their respective offices. They shall be elected by ballot at the annual meeting of the Board.

Article VIII - EXECUTIVE COMMITTEE

The Board of Directors shall elect annually from its own members an Executive Committee of five members, which shall deal with all administrative matters ordinarily handled by the Board of Directors, with the exception of changes of policy and matters of unusual importance, the different actions becoming effective only on approval by a majority of the members. The Executive Committee shall not, however, reverse the action of the Board of Directors upon any matter which has been presented to and acted upon by the Board of Directors. A majority of the committee shall constitute a quorum for the transaction of business at any meeting of the Committee. The actions of the Executive Committee shall be reported to the next meeting of the Board of Directors, and shall be subject to review by the Board of Directors.

Article IX - FINANCE COMMITTEE

The Board of Directors shall elect annually a Finance Commit-

tee of three members which shall work under and be responsible to the Executive Committee. The President and Treasurer of the College shall be ex-officio non-voting members.

Article X - BY - LAWS

The Board of Directors shall have power to make or amend By-laws by a vote of two-thirds of the Board of Directors present at an annual meeting or a meeting regularly called for this purpose, full notice of the proposed amendments having been given one month in advance of the meeting.

Article XI - AMENDMENTS

This constitution may be amended at the annual meeting of the Board of Directors or at a special meeting called for this purpose provided that full notice of the exact wording of the proposed amendments shall have been given three months in advance of the meeting, and that the votes in favor of the amendment shall be equal in number to two-thirds of the membership of the Board.

AGREEMENT BETWEEN THE BOARD OF DIRECTORS AND THE BOARD OF FOUNDERS

Section I. HISTORICAL STATEMENT

Ginling College was planned to meet the need for the higher Christian education of women and for the training of women for leadership and usefulness in church and school, and in the social life of China. The need was realized by a group of Christian women who were carrying on schools for girls in the Yangtze Valley. Girls were seeking education abroad, and teachers for Middle Schools were needed to meet the increasing demand for girls' schools. Educated women were needed in other fields, and it was felt that education in China, in close touch with the changing life of their own people, was a better preparation for service than a college course in a foreign country, and could be provided so that many more young women might avail themselves of it. Five Mission Boards approved the plan and pledged their support for equipment and current expenses. A Board of Control was elected, and a President appointed, in November 1913 and the College opened on September 17, 1915. The first class of five was graduated in June, 1919, and the student enrollment for the fourth year was 52. The faculty numbered 15.

During the first eight years, the College was located in rented buildings. Five classes were graduated and the Alumnae numbered 43, when this stage of the College life was completed. In the summer of 1923 the institution moved to its present campus. The major part of the money for this land, buildings, and equipment was raised by contributions in America in a campaign for Oriental Colleges carried on between 1920 and 1923, under the auspices of a joint committee representing the co-operating mission boards. The following four years saw a third generation of college students and an Alumnae roll of 105 names. The total faculty, including administrative staff and exchanged teachers from the University of Nanking, numbered 35.

The Ginling College Committee organized in 1916 has fulfilled the legal functions of trustees, under the trustees of the University of Nanking. They hold in trust all property and all endowment funds,

and transmit funds to the governing body in China on the basis of an approved annual budget. Incorporation under the Regents of the University of the State of New York secures a degree of A.B. from that institution for graduates of Ginling College who meet in full the requirements of the College, and form the basis for admission as graduate students to colleges and universities in America.

The institution as conducted is a college of arts and science offering courses in the following departments: Biology, chemistry, Chinese, education and psychology, English, history, physical education, mathematics and physics, music, religion and sociology. Fuller information about the courses and the faculty is furnished in the bulletin of the College and the Minutes of the Annual Meeting of the Board of Control, copies of which are available for examination at any time. The support for the College is provided from eight mission Boards and Smith College. Since 1924, the National Committee of the Young Women's Christian Association has contributed annually to the support of the Department of Physical Education, and since 1921 the China Medical Board has been making a grant to the Science Budget.

Section II. CONSTITUTION OF THE BOARD OF DIRECTORS

The Constitution of the Board of Directors constitutes a part of the agreement between the Board of Directors and the Board of Founders. It is agreed that any amendments to the constitution of the Board of Directors shall be approved by the Board of Founders before they become operative.

Section III. PROPERTY LEASE

The grounds, buildings, and equipment of the College shall be leased to the Board of Directors by the Board of Founders for a period of five years, beginning July 1, 1929, at a nominal rent of one dollar Chinese currency. This lease may be renewed by mutual consent for a period and on terms which shall be determined on or before July 1, 1933, and not later than July 1, 1934 by mutual agreement between the Board of Directors and the Board of Founders, said lease to be subject always during this period to the following conditions:

1. If for any reason the Board of Directors should cease in the opinion of the Founders to function as the responsible administrators of Ginling College in accordance with the foregoing constitution of the Board of Directors which is made a part of this agreement, the Board of Founders shall have the right of immediate entry to repossess the property.
2. Should the property so leased or any substantial part of it cease, in the opinion of the Founders, to be used for the designated purpose of Ginling College, as stated in Article III of the Constitution, the lease shall be subject to cancellation at the end of any scholastic year by either the Board of Directors or the Board of Founders, but only on one year's notice.
3. The Board of Founders may increase its investment at Ginling College in land, buildings, or equipment, on the written request or with the written consent of the Board of Directors.
4. The Board of Directors shall maintain the property in the same

good condition as at the date of the lease, for operation and use of Ginling College; to wit, the following grounds, buildings and equipment. (Note details to be worked out and appended here.) For this purpose they shall set aside out of the general income of the institution each year not less than one-half of one percent of the cost of buildings, and percent of the cost of equipment, amounting to about \$5,000 Chinese currency, to be used for repairs and replacements.

5. The Board of Directors may improve the property by the erection of additional buildings or the supply of additional facilities or improvement of grounds, with the written consent of the Board of Founders, subject to the condition that the same shall be in conformity with the general type of architecture already adapted, and that the cost of such improvement shall be defrayed by the Board of Directors. It is mutually agreed that the final judgment as to the location and external form and appearance of proposed additions to the physical plant of the college shall rest with the Board of Founders.

6. In the event of a cancellation of the lease or of other disposition of the property, a settlement of conflicting interests shall be secured through conference between the Board of Directors and the Board of Founders, or, if necessary, by arbitration.

Section IV. STAFF

The Board of Founders shall provide for the appointment and support of missionaries as members of the staff of the college, subject to the request or approval of the Board of Directors.

Six months before the furlough of missionary members of the staff, the Board of Directors shall make written communication to the Board of Founders and to the Mission with which the staff member is connected concerning her re-appointment, and in case her re-appointment is desired, or in case of a new appointee, shall specify position to be filled, with courses and hours of teaching required, name of officer of administration under whom the appointee is to work.

It is understood that when a teacher has been appointed by the Board of Founders to fill a designated position, she shall not be required by the Board of Directors or any officer of administration to undertake work or instruction outside her designated field, except upon her written consent.

Section V WESTERN ADVISOR OR FOREIGN ASSISTANT TO THE PRESIDENT

At the recommendation of the President provision may be made for a foreign member of the staff who shall assist in such matters connected with the foreign staff or the Board of Founders as the President may desire.

Section VI FINANCE

The Board of Founders shall be responsible for the support of the Missionary staff contributed by them.

The Board of Founders shall continue to make such annual cash appropriations as they may find possible, which, unless otherwise specially

designated by the Founders, shall be applied by the Board of Directors as follows: (1) to provide for the upkeep and repairs as provided in the section concerning property as above; and (2) the remainder to be used for the general expenses of the College as the Board of Directors may decide.

The Board of Founders shall be responsible only for the support of the missionary staff contributed by them, and for the payment in any year of the appropriation which they shall have made for that year, and shall not in any wise be responsible for any deficit or indebtedness which may arise in connection with the current operation of the College.

Exhibit B.

Written about Nov. 26, 1930
in Nanking.

Members of the
Ginling College Committee.

The Annual Meeting of the Ginling College Board of Directors was held on October 31 and November 1. Enclosed I am sending you a copy of the minutes, which have been approved by the members of the Board.

CONSTITUTION The first item of business was on the Constitution and By-laws. It was necessary that this be brought to the attention of the Board because of our registration with the Government. Actions 1, 2 and 3 on deletions had been previously voted upon by the Executive Committee and approved by the Board Members. These actions were recommended by the Division of Higher Education in the Ministry of Education, and it was thought at that time that these were all the changes we would need to make. However when our revised constitution was presented to the Minister himself, he suggested additional changes which are included in actions No. 4 and 5. The main reason was that according to their regulations, such powers should be in the hands of the president and the Board should not interfere. The formal reply from the Minister of Education was an approval to register our Board, with the request to make these further changes. As we wished to register, there was nothing for us to do but conform to their request.

As for the establishment of departments and ratification of courses of study, they are not included in the constitution of Shanghai College nor Soochow, but in a way the Board still has indirect control over it when it comes to the approval of the budget of the various departments. The Board, therefore, agreed to omit those phrases. The Board considered quite thoroughly the question of omitting the appointment of a treasurer, but they decided to take care of that by having the Board appoint a treasurer of the Board and then having the Board Treasurer serve as the College Treasurer. The College Treasurer, therefore, is still responsible to the Board.

With reference to the appointment of officers and instructors, the government regulations require that these appointments be made by the president. Personally, I feel that the responsibility is too heavy, but at the present time there seems to be no other course open. Hangchow College, whose application for registration was considered at the same time as that of Ginling, were also asked to omit a similar provision from their constitution.

Action 5 refers to the granting of degrees. The Minister says that while the Government has not yet formulated regulations governing this, they cannot approve such a statement in our constitution. However, it does not prevent our giving American degrees. Shanghai College tells me that they are giving two diplomas to their graduates; one in Chinese, stamped by the Minister of Education, and the other the regular American degree. I am sure we can do likewise in the future.

- 2 -

BY-LAWS

The first item "changes in the By-laws" deals with changing the membership of the Board of Directors from twenty-one to twenty-four. The reason for this change is to allow eight foreign members on the Board, according to the new regulations which state that the proportion of foreign members on the Board shall not exceed one-third the total membership. We felt that there should be one foreign member from each of the five full cooperating Boards and one foreign person to represent Smith College. The representatives for the four partially cooperating groups, namely, American Church Mission, London Missionary Society, Reformed Church and the Y.W.C.A.--could be half Chinese, half foreign. The question has been raised that the American Church Mission may drop out after Ginling has completed its registration, and that the Y.W.C.A. will also drop out when they no longer cooperate in our Physical Education Department. If this should prove to be the case then we may add coopted foreign members to the Board.

Point No. 7 as proposed by the Executive Committee is as follows: "At least three-fourths of the members shall be professing Christians." The Executive Committee on September 20 proposed the addition of this to the By-laws, but the Board did not feel that it was necessary. All of the members of the present Board are christians, and the majority of the members are selected by the various mission boards.

In Section V on "Powers and Duties of the President", the addition is to provide for the appointments to the faculty. The phrase "including those made through the Ginling College Committee" refers merely to the formal approval of candidates and will not change the present policy. The Ginling College Committee will still select the candidates and make the appointments in America.

We realize that all of these changes in the Constitution and By-laws should be approved by the Ginling College Committee before their final adoption, but as I have stated above, these changes were all recommended by the Government and unless we comply with their instructions it will be necessary to withdraw our registration. Therefore the Board voted, authorizing me to complete the final registration of the College.

FACULTY
PROGRAM

In the Faculty Program for 1931-32 there are some increases, but the increase in the financial side is partly due to the regular furlough of three missionary members, namely, Dr. Reeves, Miss Vautrin and Miss Sutherland. As for the actual increase over the present year in the teaching staff, it is as follows: two-thirds time assistant in biology; one-third time teacher in Chinese; one assistant in the Education Department for the Practice School; two-thirds time teacher in the History Department; one full-time and two part-time instructors in Music; one-third time in Political Science and Economics.

With the exception of the Music Department, there is really no expansion of work. In Music, both the Department and the faculty feel that Ginling should make an effort to strengthen the Department because it forms a natural line for emphasis in a woman's college, and the number of students desiring music courses is increasing from year to year. This Fall we actually need three full-time teachers to take care of the Piano students and the Music Theory courses.

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NEEDS TO
BE FILLED
IN AMERICA

Secretary to the President. We are very sorry that Miss Sharpe, who has given splendid service during the past year, has to leave China and take a complete rest for the present academic year. The doctor who is handling her case has diagnosed it as tuberculosis and is not sure whether or not she may be able to do half-time work next Fall. This means practically that we should be looking for a secretary for next year. It is very hard for us to tell now whether we should try to get a permanent person or just a temporary one because it will all depend upon how fast Miss Sharpe recovers.

Education. When Miss Vautrin goes on furlough, we will need a substitute. We are looking for someone in China, but if the Candidate Committee in New York should be able to find some professor on sabbatical leave who is willing to have a year in China, we, of course, would be glad to have such help. However, we do not wish to have a long-term foreign person appointed because we are counting upon Miss Vautrin to be the permanent member in that Department.

English. We need four full-time persons in this Department. Besides Miss McKinnon, Miss Cogswell and Miss Tappert, we should be looking for a fourth person. The suggestion was made to get a Chinese, but it is often very difficult to find a well-qualified Chinese person. If you happen to have a suitable American who could fill this vacancy, it seems best to secure her.

Music. Miss Koo is staying on, but we will need at least two more persons. They may be both for Piano and Theory, but we believe it would be better to have one able to teach Voice. Miss Sutherland strongly recommends that of the two we should be looking for one who will be qualified to act as the head of the Department. She herself would be happier on her return to be working under somebody than having the responsibility of the Department on her own shoulders.

Physical Education. We will need one foreign member. I am sorry to say that it is still indefinite whether Miss Case will stay for one more year or not. In the event that she does stay, this next year would give her an opportunity to start a new person in the work of the Department.

Physics and Mathematics. Mr. Hsiung, head of the Department has the prospect of being awarded a Rockefeller Fellowship to study in America and Miss Loh will most probably leave us next June. But as Mr. Hsiung is definitely returning after his two years absence, we will only need to look for a temporary person to fill the need for two years.

Psychology. I still have in mind a capable Chinese for this Department, but her special line is Educational Psychology and there is a possibility that she will not return from the States next summer. Therefore it seems best for us to look for a person, either Chinese or foreign, who has specialized in Child Psychology but will be able to give general psychology as well.

CURRICULUM
COMMITTEE

Concerning the special recommendations from the Curriculum Committee, I may say that the Health Education is a special project and does not effect the regular programs of the College. We hope very much that something may come out of this, but of course we shall not start on it until we have secured the funds. Regarding the Geography Department, we have asked Miss Liu Eu-lan to return.

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There is no question but that we want Dr. Reeves, Miss Vautrin and Miss Sutherland to return after their furlough, but according to the usual procedure, it is only necessary to announce the furloughs at the Board Meeting and the Executive Committee will take up the question of their return in the Spring.

FINANCE

As Miss Priest is writing to Mr. Carter on this, I shall not say much, but I do want to call attention to a few items. We are all very much gratified that we were able to close the last year with the large balance of \$31,336.54, which amount is to be carried over to 1930-1931. Because of this the revised budget for 1930-1931 shows a balance of \$16,469.54 even with all the missionary salaries paid in gold and the increases in Chinese salaries. But for the year 1931-32, in view of the deficit, we have not proposed any raise in Chinese salaries, including those for graduates from China colleges who should have an automatic raise the first few years. The salary scale as proposed by the Salary Scale Revision Committee was adopted as a tentative working basis, with the understanding that the academic marking is merely to indicate different salaries and not to be actually applied. Our faculty have a splendid spirit of cooperation, working and living together as they do, and we do not wish to introduce the ranking system until we grow much larger. At present the highest salary we pay is \$220.00 a month for the head of the Chinese Department, and the next in line is \$200.00 a month for the Physics and Mathematic Department. Returned women students receive \$120.00 a month, with the exception of two who get \$10.00 more because of their long years of service in Ginling. Here I face a practical difficulty which the Finance Committee fully appreciated and recommended to present it to the Board; action No. 7 referred it back to the Finance Committee for further study.

It is this: except for those who follow the missionary standard, the amount of \$120.00 a month is really too low. Take Miss K. for instance, whom I wish to secure for our Psychology Department. She received \$280.00 a month as Associate Professor in Central University; I just could not mention salary when I approached her. Another woman who is working for her Ph.D in Physics and has been strongly recommended to us, accepted an offer from Nankai University last Spring, but did not return because she had not finished her thesis. I understand the salary was \$200.00 a month, yet Nankai is known as paying low salaries among the private institutions. Two of our women faculty had offers, the remuneration double what they receive at Ginling, so I am not sure how long we will be able to keep them. I mention this merely to show the salary problem, which not only we face, but also the other mission colleges.

May I say a word about my own salary. I honestly feel that the amount is more than I should receive, compared with that of the other Chinese women on the faculty. However, since it was adopted by the Board, I accept it with many thanks and with the understanding that I will submit an account for expenditures in the Administrative allowance and receive only that much to cover them.

LAND AND
BUILDING

Since it is quite fully stated in the minutes, I need add only a few words. In the plan for the new Capitol, this section is reserved as Educational and Residential. We therefore feel that such fine land, such as Miss D's, should be secured when it is quite low in price and easy to buy, particularly because it gives a short road to the library and laboratory of the Central Research Institute.

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As for the small faculty houses, the construction of which have been approved, they will not only meet the immediate need but will also serve as permanent residences for the men faculty. I shall send Miss Bender a sketch map, showing the various places, so that it may be used during your meeting.

WESTERN
ADVISER

I am very happy to welcome Mrs. Thurston back to Ginling. Not only the special work for the building and promotional programs await her, but in the general administration, I am very glad to get her help and to learn from her experience. There is always so much for the President to be doing and thinking for the college that I appreciate all the advice and suggestions I can get. She has been asked to be an ex-officio member of the Board so that we may benefit from her long experience.

CORRELATED
PROGRAM OF
THE COUNCIL
OF HIGHER
EDUCATION.

The second paragraph of the action is meant to indicate that Ginling is not satisfied with her share in the joint financial campaign, so reserves the right to ask a re-study in the future.

The third paragraph refers to such matters as the special emphasis each cooperating institution is to give to various subjects. Education has been assigned to Shanghai College as the subject in which they are to specialize, while we feel that Nanking, as a locality, is a better place to go into such work.

We are very busy now preparing for an entertainment on Saturday evening (November 29) in celebration of the Fifteenth Anniversary of the founding of Ginling. We hope that it will be successful for we have invited outside guests with the expectation of cultivating their interest in the college.

With very best wishes for your joy at Christmas, I am

Yours sincerely,

Y. Fang Wu.

YFW*AB

AGREEMENT BETWEEN THE BOARD OF DIRECTORS
AND THE BOARD OF FOUNDERS
(From Constitution of the Board of Directors, Adopted 1/18/30)

Section I. HISTORICAL STATEMENT

Ginling College was planned to meet the need for the higher Christian education of women and for the training of women for leadership and usefulness in church and school, and in the social life of China. The need was realized by a group of Christian women who were carrying on schools for girls in the Yangtze Valley. Girls were seeking education abroad, and teachers for Middle Schools were needed to meet the increasing demand for girls' schools. Educated women were needed in other fields, and it was felt that education in China, in close touch with the changing life of their own people, was a better preparation for service than a college course in a foreign country, and could be provided so that many more young women might avail themselves of it. Five Mission Boards approved the plan and pledged their support for equipment and current expenses. A Board of Control was elected and a President appointed, in November 1913, and the College opened on September 17, 1915. The first class of five was graduated in June 1919, and the student enrollment for the fourth year was 52. The faculty numbered 15.

During the first eight years, the College was located in rented buildings. Five classes were graduated and the Alumnae number 45, when this stage of the College life was completed. In the summer of 1923 the institution moved to its present campus. The major part of the money for this land, buildings, and equipment was raised by contributions in America in a campaign for Oriental Colleges carried on between 1920 and 1923, under the auspices of a joint committee representing the cooperating mission boards. The following four years saw a third generation of college students and an Alumnae roll of 105 names. The total faculty, including administrative staff and exchanged teachers from the University of Nanking, numbered 35.

The Ginling College Committee organized in 1916 has fulfilled the legal functions of trustees, under the trustees of the University of Nanking. They hold in trust all property and all endowment funds, and transmit funds to the governing body in China on the basis of an approved annual budget. Incorporation under the Regents of the University of the State of New York secures a degree of A.B. from that institution for graduates of Ginling College who meet in full the requirements of the College, and form the basis for admission as graduate students to colleges and universities in America.

The institution as conducted is a college of arts and science offering courses in the following departments: Biology, chemistry, Chinese, education and psychology, English, history, physical education, mathematics and physics, music, religion, and sociology. Fuller information about the courses and the faculty is furnished in the bulletin of the College and the Minutes of the Annual Meeting of the Board of Control, copies of which are available for examination at any time. The support for the College is provided from eight mission Boards and Smith College. Since 1924, the National Committee of the Young Women's Christian Association has contributed annually to the support of the Department of Physical Education, and since 1921 the China Medical Board has been making a grant to the Science Budget.

Section II. CONSTITUTION OF THE BOARD OF DIRECTORS.

The Constitution of the Board of Directors constitutes a part of the agreement between the Board of Directors and the Board of Founders. It is agreed that any

amendments to the constitution of the Board of Directors shall be approved by the Board of Founders before they become operative.

Section III. PROPERTY LEASE.

The grounds, buildings, and equipment of the College shall be leased to the Board of Directors by the Board of Founders for a period of five years, beginning July 1, 1929, at a nominal rent of one dollar Chinese currency. This lease may be renewed by mutual consent for a period and on terms which shall be determined on or before July 1, 1933, and not later than July 1, 1934 by mutual agreement between the Board of Directors and the Board of Founders, said lease to be subject always during this period to the following conditions:

1. If for any reason the Board of Directors should cease in the opinion of the Founders to function as to the responsible administrators of Ginling College in accordance with the foregoing constitution of the Board of Directors which is made a part of this agreement, the Board of Founders shall have the right of immediate entry to repossess the property.

2. Should the property so leased or any substantial part of it ^ecase, in the opinion of the Founders, to be used for the designated purpose of Ginling College, as stated in Article III of the Constitution, the lease shall be subject to cancellation at the end of any scholastic year by either the Board of Directors or the Board of Founders, but only on one year's notice.

3. The Board of Founders may increase its investment at Ginling College in land, buildings, or equipment, on the written request or with the written consent of the Board of Directors.

4. The Board of Directors shall maintain the property in the same good condition as at the date of the lease, for operation and use of Ginling College; to wit, the following grounds, buildings and equipment. (Note details to be worked out and appended here). For this purpose they shall set aside out of the general income of the institution each year not less than one-half of one per cent. of the cost of buildings, and per cent. of the cost of equipment, amounting to about \$5,000 Chinese currency, to be used for repairs and replacements.

5. The Board of Directors may improve the property by the erection of additional buildings or the supply of additional facilities or improvements of grounds, with the written consent of the Board of Founders, subject to the condition that the same shall be in conformity with the general type of architecture already adapted, and that the cost of such improvements shall be defrayed by the Board of Directors. It is mutually agreed that the final judgment as to the location and external form and appearance of proposed additions to the physical plant of the college shall rest with the Board of Founders.

6. In the event of a cancellation of the lease or of other disposition of the property, a settlement of conflicting interests shall be secured through conference between the Board of Directors and the Board of Founders, or, if necessary, by arbitration.

Section IV. STAFF.

The Board of Founders shall provide for the appointment and support of missionaries as members of the staff of the college, subject to the request or approval of the Board of Directors.

Six months before the furlough of missionary members of the staff, the Board of Directors shall make written communication to the Board of Founders and to the Mission with which the staff member is connected concerning her re-appointment, and in case her reappointment is desired, or in case of a new appointee, shall specify position to be filled, with courses and hours of teaching required, name of officers of administration under whom the appointee is to work.

It is understood that when a teacher has been appointed by the Board of Founders to fill a designated position, she shall not be required by the Board of Directors or any officer of administration to undertake work or instruction outside her designated field, except upon her written consent.

Section V. WESTERN ADVISOR OR FOREIGN ASSISTANT TO THE PRESIDENT.

At the recommendation of the President, provision may be made for a foreign member of the staff who shall assist in such matters connected with the foreign staff or the Board of Founders as the President may desire.

Section VI. FINANCE.

The Board of Founders shall be responsible for the support of the Missionary staff contributed by them.

The Board of Founders shall continue to make such annual cash appropriations as they may find possible, which, unless otherwise specially designated by the Founders, shall be applied by the Board of Directors as follows: (1) to provide for the upkeep and repairs as provided in the section concerning property as above; and (2) the remainder to be used for the general expenses of the College as the Board of Directors may decide.

The Board of Founders shall be responsible only for the support of the missionary staff contributed by them, and for the payment in any year of the appropriation which they shall have made for that year, and shall not in any wise be responsible for any deficit or indebtedness which may arise in connection with the current operation of the College.

Adopted Jan. 18, 1930 ¹⁷

GINLING COLLEGE

CONSTITUTION OF THE BOARD OF DIRECTORS

Article I - NAME

This Board shall be known as the Board of Directors of Ginling College.

Article II - OFFICE

The office of the Board is located at Nanking in the province of Kiangsu.

Article III - DECLARATION OF PURPOSE

"The purpose of the Board of Directors is to conduct in Nanking a private institution of higher learning for women which shall conform to the highest standards of educational efficiency, promote social welfare and high ideals of citizenship, and develop the highest type of character, in accordance with the original purpose of the five Christian Mission Boards which were its founders."

Article IV - COMPOSITION OF THE BOARD
OF DIRECTORS

The Board of Directors shall consist of twenty-one members, a majority of whom shall be Chinese, elected in a manner agreed upon with the Board of Founders.

No member of the faculty or other person in the employ of the College, or student at the College shall be a member of the Board of Directors. All members of the Board shall be in cordial sympathy with the above stated purpose of the College, and willing actively to promote this purpose, and at least three fourths shall be professing Christians. All members of the initial Board shall be arranged in two groups, approximately equal in number, the first group to serve two years, the second group to serve one year.

After the first election all subsequent terms of service shall be for two years, and on the expiration of a term of service any member shall be eligible for re-election.

Article V - DUTIES OF THE BOARD OF DIRECTORS

The Board of Directors shall direct the policies and have control of the management of the said Ginling College in accordance with its declared purpose as formulated in Article III, and to this end shall see that the President and Treasurer and as far as possible all others holding teaching and administrative positions in the College shall be professing Christians.

The Board of Directors shall authorize the establishment of departments; shall ratify courses of study; shall elect the President and the Treasurer; shall appoint officers and instructors upon recommendation of the President, and shall determine salaries, except in case of those who are supported by the Board of Founders; shall provide suitable buildings and appliances; shall, through the administrative offices of the College, fix, collect, and disburse, under the budget, all student fees; shall have full responsibility for providing adequate staff and financial support for the institution; and shall perform all other duties necessary to the efficient administration of the College.

The Board of Directors shall have power to enter into agreements with the Board of Founders, including the negotiations for a lease of the property. Upon recommendation of the President and faculty, it may confer degrees in accordance with the regulations of the Republic of China, and recommend to the Board of Founders candidates for American degrees. It shall have the power to acquire and hold property, including endowment funds raised in China.

Article VI - MEETINGS OF THE BOARD OF DIRECTORS

The Board of Directors shall hold one stated meeting each year notice of which shall be sent to all members one month in advance. At this meeting the President shall present a report of the condition of the College; officers and teachers shall be appointed; the budget for the following year shall be fixed, and such other business shall be transacted as may properly come before the Board.

Special meetings of the Board of Directors may be called at the request of the Executive Committee. Notice of the time and place of a special meeting shall be sent out at least fifteen days in advance, together with a statement of the matters to be considered. No other business may be transacted at a special meeting except such as is listed in the advance announcement.

Article VII - OFFICERS OF THE BOARD
OF DIRECTORS

The officers of the Board of Directors shall consist of a Chairman, who shall be a Chinese, Vice-chairman, Treasurer, and Secretary, who shall exercise the duties usually attached to their respective offices. They shall be elected by ballot at the annual meeting of the Board.

Article VIII - EXECUTIVE COMMITTEE

The Board of Directors shall elect annually from its own members an Executive Committee of five members, which shall deal with all ad-interim matters ordinarily handled by the Board of Directors, with the exception of changes of policy and matters of unusual importance, the different actions becoming effective only on approval by a majority of the members. The Executive Committee shall not, however, reverse the action of the Board of Directors upon any matter which has been presented to and acted upon by the Board of Directors. A majority of the committee shall constitute a quorum for the transaction of business at any meeting of the Committee. The actions of the Executive Committee shall be reported to the next meeting of the Board of Directors, and shall be subject to review by the Board of Directors.

Article IX - FINANCE COMMITTEE

The Board of Directors shall elect annually a Finance Committee of three members which shall work under and be responsible to the Executive Committee. The President and Treasurer of the College shall be ex-officio non-voting members.

Article X - BY - LAWS

The Board of Directors shall have power to make or amend By-laws by a vote of two-thirds of the Board of Directors present at an annual meeting or a meeting regularly called for this purpose, full notice of the proposed amendments having been given one month in advance of the meeting.

Article XI - AMENDMENTS

This constitution may be amended at the annual meeting of the Board of Directors or at a special meeting called for this purpose provided that full notice of the exact wording of the proposed amendments shall have been given three months in advance of the meeting, and that the votes in favor of the amendment shall be equal in number to two-thirds of the membership of the Board.

AGREEMENT BETWEEN THE BOARD OF DIRECTORS
AND THE BOARD OF FOUNDERS

Section I. HISTORICAL STATEMENT

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During the first eight years, the College was located in rented buildings. Five classes were graduated and the Alumnae numbered 43, when this stage of the College life was completed. In the summer of 1923 the institution moved to its present campus. The major part of the money for this land, buildings, and equipment was raised by contributions in America in a campaign for Oriental Colleges carried on between 1920 and 1923, under the auspices of a joint committee representing the co-operating mission boards. The following four years saw a third generation of college students and an Alumnae roll of 105 names. The total faculty, including administrative staff and exchanged teachers from the University of Nanking, numbered 35.

The Ginling College Committee organized in 1916 has fulfilled the legal functions of trustees, under the trustees of the University of Nanking. They hold in trust all property and all endowment funds, and transmit funds to the governing body in China on the basis of an approved annual budget. Incorporation under the Regents of the University of the State of New York secures a degree of A.B. from that institution for graduates of Ginling College who meet in full the requirements of the College, and form the basis for admission as graduate students to colleges and universities in America.

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5. The Board of Directors may improve the property by the erection of additional buildings or the supply of additional facilities or improvement of grounds, with the written consent of the Board of Founders, subject to the condition that the same shall be in conformity with the general type of architecture already adapted, and that the cost of such improvements shall be defrayed by the Board of Directors. It is mutually agreed that the final judgment as to the location and external form and appearance of proposed additions to the physical plant of the college shall rest with the Board of Founders.

6. In the event of a cancellation of the lease or of other disposition of the property, a settlement of conflicting interests shall be secured through conference between the Board of Directors and the Board of Founders, or, if necessary, by arbitration.

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Section V. WESTERN ADVISOR OR FOREIGN ASSISTANT TO THE PRESIDENT

At the recommendation of the President, provision may be made for a foreign member of the staff who shall assist in such matters connected with the foreign staff or the Board of Founders as the President may desire.

Section VI FINANCE

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The Board of Founders shall continue to make such annual cash appropriations as they may find possible, which, unless otherwise specially designated by the Founders, shall be applied by the Board of Directors as follows: (1) to provide for the upkeep and repairs as provided in the section concerning property as above; and (2) the remainder to be used for the general expenses of the College as the Board of Directors may decide.

The Board of Founders shall be responsible only for the support of the missionary staff contributed by them, and for the payment in any year of the appropriation which they shall have made for that year, and shall not in any wise be responsible for any deficit or indebtedness which may arise in connection with the current operation of the College.

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BY-LAWS OF GINLING COLLEGE BOARD OF DIRECTORS
As Approved by Ginling College Committee Jan. 8, 1931

I. COMPOSITION

1. The twenty-four members shall be elected or appointed in the following manner:
2. Two members from fully cooperated bodies.
(The fully cooperated bodies are: WBFMS, WFMS, WPMS, PN, UCMS, MES)
3. Each group in partial cooperation shall name two, one Chinese and one foreign, one of whom shall be chosen by the Board so as to ensure a Chinese majority of two-thirds.
4. Two members elected by the alumnae.
5. Co-opted members to be elected by the Board.
6. To insure a Chinese majority, each fully cooperated body is asked to elect at least one Chinese member.
7. Representatives elected by cooperating groups shall begin to serve July first.
8. The term of service for co-opted members shall begin immediately after the meeting at which they are elected, to serve through two succeeding annual meetings.

II. ABSENCES AND VACANCIES

An absent member may be represented by a regularly appointed alternate. Cooperating bodies are requested to fill vacancies or absences as they occur.

The Board is empowered to fill vacancies among the co-opted members.

III. DUTIES AND POWERS OF BOARD OFFICERS

(a) Chairman:

"The chairman will call meetings and preside at meetings."

(b) Secretary:

"The secretary will keep records of meetings, send announcements, the minutes of meetings, and in general carry on correspondence for the Executive Committee and Board of Directors."

(c) Treasurer:

1. "To keep the accounts for the college.
2. Be responsible to the Board of Directors for controlling expenditures so as not to exceed budget appropriations and to be responsible for amounts made available for land purchases.
3. To receive all money paid to the college and make all authorized payments for the college.
4. To assist the President in the preparation and presentation of the annual budget for the approval of the Board of Directors.
5. To prepare and present comparative financial statements in support of proposed budgets covering actual expenditures of the preceding year, appropriations for the current year, proposed increases or decreases and reasons for such changes.
6. To prepare monthly or quarterly financial statement for the guidance of the President, business manager, and members of the faculty with a view to the most efficient execution of the provision of the annual budget."

IV. POWER AND DUTIES OF BOARD COMMITTEES

(a) The Executive Committee:

It shall be the duty of the Executive Committee:

1. To prepare the Docket for the annual meeting at least two weeks in advance.
2. To transact the adinterim business of the college and any matters referred to it by the Board of Directors.

In matters of urgency, the Executive Committee may ask a vote of the Board of Directors by correspondence.

(b) Finance Committee:

It shall be the duty of the Finance Committee to have oversight of the financial affairs of the college, of the receipts and of the custody and disbursement of the funds of the college, and it shall make report and recommendations to the Board of Directors concerning financial matters. The Committee shall have general supervision of the Treasury Department, of the Treasurer, and of the care and titles of property belonging to the college. The Committee shall recommend to the Board of Directors from time to time a firm of chartered public accountants, who shall audit the accounts of the Treasurer.

V. POWERS AND DUTIES OF THE PRESIDENT

1. To be ex-officio member of the Board of Directors without vote.
2. To be ex-officio member of the Executive Committee without vote.
3. To be ex-officio chairman of the faculty without vote.
4. To superintend and guard the interests of all departments of the college and oversight of all property and business.
5. To be official representative of the college.
6. To make all appointments to the faculty, including those made through the Ginling College Committee.
7. To engage all employees not otherwise provided for.
8. To make an annual report to the Board of Directors and the Board of Trustees.

VI. POWER AND DUTIES OF THE FACULTY

1. To prepare a course of study and submit the same for approval to the Board of Directors. Revision shall be made in the same way.
2. To fix the school calendar, schedule of daily recitation, and class as to which teacher shall give instruction.
3. To determine entrance requirements subject to the approval of the Board of Directors; to examine all candidates for entrance or pass upon certificates; to determine and keep a list of accredited schools.
4. To make rules and regulations for the faculty and student body.
5. To prepare an annual budget by departments for current expenses and equipment, and to submit the same to the Executive Committee.
6. To form such an organization as it may consider necessary, and adopt the rules and regulations for such organization."

VII. ANNUAL MEETING

The annual meeting shall be held on or about November first.

VIII. QUORUM

The quorum shall consist of a majority of the voting members. Action shall be determined by a majority vote of the members present.

IX. AMENDMENT

The by-laws may be amended at any regular meeting by two-thirds votes of the voting members, provided that notice of the proposed amendment shall have given to all the members at least one month in advance.

Tentative Docket
of
The Annual Meeting of the Board of Directors, *Ginling College*
in China
October 16, and 17, 1931

1. Devotional Exercises
2. Election of nominating and other committees
3. Report of the year 1930-31 by the President
4. Report of the Executive Committee
5. Report of the Ginling College Committee
6. Constitution and By-laws
 - a. Changes requested by the Ginling College Committee
 - b. Final printing
7. Correlated Program
8. Faculty Program for 1932-33
 - a. Recommendations of the Curriculum Committee
 - b. Furloughs and vacancies
9. Treasurer's Report
 - a. Financial Statement 1930-31
 - b. Revised Budget 1931-32
 - c. Tentative Budget for 1932-33
10. Building Program
 - a. Report of the Building Committee
 - b. Academic buildings
 - c. Dormitory
 - d. Covered Ways
 - e. Practice School
 - f. Equipment
11. Land Purchase
 - a. Report of purchases and negotiations
12. Election of Officers and Committees
 - Chairman
 - Vice Chairman
 - Secretary
 - Treasurer
 - Executive Committee
 - Chairman and Secretary
 - Finance Committee
 - Coopted members
13. Miscellaneous

ANNUAL BOARD OF DIRECTORS MEETING

Ginling College

October 16th and 17th, 1931

The Annual Meeting of the Board of Directors of Ginling College was held at the College on Friday and Saturday, October 16th and 17th, 1931.

The members present were as follows:

Mrs. M. Searle Bates
Mrs. Lloyd R. Craighill
Miss Deng Yu-dji
Miss Helen Ferris
Miss G. B. Hoy
Miss Kiang Kwei-yuin
Mrs. Li Chiao

Dr. Liu Gien-tsiu
Mr. John Magee
Mr. Edwin Marx
Miss G. F. McCulloch
Mrs. S. J. Mills
Mrs. Wm. T. L. Sung
Mr. Tung Teh-fu

Dr. Wu Yi-fang Wu (ex-officio)
Mrs. Lawrence Thurston (ex-officio)

Owing to the absence of the chairman, Dr. Hsia, Dr. G. T. Liu was elected to preside at this meeting.

On Friday afternoon, the opening devotional service was led by Mr. Magee, who read passages from the 19th chapter of Exodus and the 6th chapter of Isaiah, and pointed out that the one fundamental need of our religion was for an overpowering sense of the reality of God and of the awful abyss of sin. Having this, we will have a message for others that will have new life and power. On Saturday morning Mrs. Craighill, after reading Matthew 11:28-30 and John 14:25-31, spoke of the need for peace in our hearts, especially in the present crisis. But Christian peace cannot mean shutting one's eyes to the suffering on every hand. When Christ said "I came not to send peace, but a sword", did he not mean something that would stab our spirits wide awake, to know the needs? Peace is the reward of our efforts, and means steadiness and perseverance. The mind and hand can labor; the heart must rest in God.

Voted: To accept the docket for this meeting as suggested by the Executive Committee.

Voted: To elect Mrs. Bates, Dr. Liu, and Miss McCulloch as the Nominating Committee.

Reports

1. Dr. Wu, President of the College, presented the report of the College for the year 1930-1931.

Voted: To accept the report of the President and to ask her to have it printed.

2. Dr. Wu reported on the Minutes and correspondence with the Ginling College Committee.

Docket Bd of Directors (China) Oct. 16, 17, 1931

- 2 -

Voted: To accept the report of the Ginling College Committee.

3. The Secretary, Mrs. S. J. Mills, presented the report of the Executive Committee.

Voted: To receive the report of the Executive Committee, and to act on the recommendations as they come up under their proper headings.

Constitution and By-laws

Voted: To insert the original statement of Purpose after the date November 13th in the Historical Statement in Section I of the Agreement with the Board of Founders.

Voted: To insert the words "At least three-fourths of the Board of Directors shall be Christians" in Section IV of the Agreement.

Voted: To insert the words "The President and Treasurer and as far as possible all holding teaching and administrative positions in the College shall be Christians" in Section IV of the Agreement.

The changes in the By-laws as suggested by the Ginling College Committee were discussed, and the following actions were taken:

Voted: To add under III c-2, Treasurer: "and to be responsible for amounts made available for land purchases and building operations."

Voted: To omit (2) of the suggestions of the Ginling College Committee, pointing out that these provisions are already in the Constitution.

Voted: To substitute for Article IV-a, "It shall be the duty of the Executive Committee to transact the ad interim business of the College, and any matters especially referred to it by the Board of Directors. Its actions shall be ratified at the annual meeting of the Board of Directors. In matters of urgency, the Executive Committee may ask a vote of the Board of Directors by correspondence. It shall prepare at least two weeks in advance, the Docket for the annual meeting.

Voted: To substitute for IV-b the following: "It shall be the duty of the Finance Committee to have oversight of the financial affairs of the College, of other receipts and of the custody and disbursement of the funds of the College, and it shall make report and recommendations to the Board of Directors concerning financial matters. The Committee shall have general supervision of the Treasury Department, and of the Treasurer, and the card and titles of properties belonging to the College. The accounts of the Treasurer shall be audited annually by a chartered accountant.

Voted: To add IV-c: "The powers and duties of such other committees as may be deemed necessary by the Board of Directors shall be defined at the time they are erected."

Voted: To print the Constitution and By-laws as revised and approved.

Faculty Program

Mrs. Thurston, as Chairman of the Curriculum Committee, presented the Faculty Program for 1932-33.

Voted: To approve the Faculty Program as proposed by the Curriculum Committee.

Voted: To extend a hearty and unanimous invitation to Dr. Reeves, Miss Sutherland, and Miss Vautrin to return to the College after their furloughs.

Voted: To ask the Ginling College Committee to fill two vacancies in English to take the places of Miss Tappert and Mrs. Meyer; also one place in Physical Education; and to help in securing, if possible, a visiting professor in Physics to take Mr. Hsiung's place for one or two years from September, 1932.

Voted: Because of the great need, that we also urge the early appointment of a librarian.

Correlated Program

Voted: To approve the action of the Executive Committee of September 18, 1931, reaffirming the action of the Board of Directors of November 1, 1930: "That we accept in general the Correlated Program so far as it affects directly Ginling College in planning its future program. However, we request that the financial program should be given further consideration in view of the fact that Ginling as the only Union College for women in China occupies a unique position in mission educational work."

Treasurer's Report

Miss Priest presented the Financial Statement for 1930-1931, the revised Budget for the current year, and the Tentative Budget for 1932-33.

Voted: That the Financial Statement for the year ending June 30, 1931 be accepted. See page (Page not given in original Minutes).

Voted: To recommend an increase in the Laboratory fee to \$10.00 for each Chemistry course that has more than one laboratory period.

Voted: To approve the construction of an additional tank for the gas plant, with the understanding that the cost shall not exceed three thousand dollars, and that this item shall be included in the budget for 1931-32.

Voted: To approve the Budget as revised for the current year 1931-32.

Voted: To approve the proposed Budget for 1932-1933 with its understanding
(a) that definite efforts will be made to secure the necessary funds to balance the Budget before the close of the year 1932-1933;

(b) that if at the end of April, 1932 the funds to balance the Budget are not assured, the Executive Committee will reconsider this Budget.
See page (Page not given in original Minutes).

- 4 -

Voted: To approve the new basis for travel allowance and furlough salary as adopted by the Ginling College Committee in January, 1931.

Voted: That we express our appreciation to the W.F.M.S. for their offer to care for the medical account of Miss Harriet Whitmer who is ill in Peiping at the present time. In accepting this contribution it is understood that the payment will be made on the basis used by the W.F.M.S.

Voted: That the medical account of Miss Ruth M. Chester who is ill in Kuling at the present time, be paid in full, in view of the fact that Miss Chester is not accepting salary from September 1, 1931.

Voted: That in adjusting hospital bills for foreign staff members, a charge of \$2.00 per day be deducted, the same to be paid personally.

Voted: That medical bills for Chinese staff members shall be paid for the present school year (1) for all members who have served for three years or more on the staff, and (2) that the full account in excess of \$20.00 be paid when incurred by prior advice of the physician of the College; (3) providing that in case of prolonged illness the Executive Committee should be empowered to make other arrangements.

Voted: That Miss Emily I. Case be granted a regular furlough with full allowances, the expectation being that she will return to Ginling at the end of her furlough year 1932-1933.

Building Program

Mrs. Thurston gave a report of the year's work on building plans, presenting a revised program for buildings and equipment, which the Board discussed thoroughly.

Dr. Wu reported a gift to the College, to provide a dormitory for the Practice School, from Madame H. H. Kung, Madame Chiang Kai-Shek, and Madame Sun Yat-sen in memory of their mother, Madame Soong. Dr. Wu has talked over the plans personally with Madame Kung and she promises a gift of between \$20,000. and \$30,000. for a building to be begun in the spring of 1932.

Voted: That we accept with deep appreciation the most generous gift of Mme. Kung, Mme. Chiang, and Mme. Sun for a dormitory for the College Practice School, in memory of the late Mme. Soong; and that we ask the Secretary to send a letter to convey to the donors our sincere gratitude.

Voted: That the large central dormitory be given preference over the faculty residence in the use of available funds in the building program, since the need for student growth at the time of erection of new academic buildings is urgent, and the three major buildings should be built at the same time. With the erection of this dormitory, space for resident women faculty would be enlarged and the permanent provision for faculty residences could be postponed. The flood relief demand closes the door to any appeal in China for funds for the new dormitory for at least another year. When such an appeal can be made funds now advanced for the dormitory would become available to provide faculty residences.

Voted: To approve the revised Building Program and authorize the work on the new buildings, numbers 2-4, for which plans are in preparation, in the hope that building might begin in the spring of 1932.

Voted: That the Executive Committee be empowered to appoint a Land and Building Committee.

Dr. Wu reported on the revised estimates of land to be purchased. Maps were shown and the subject discussed thoroughly. Some purchases have been made in the south-east and south-west corners for which \$9,315.45 was paid during the last fiscal year. Prices are rising and there are uncertainties in regard to roads, especially along the north boundary. Seven pieces, totalling about seven foreign acres are needed to straighten boundaries and safeguard our present property. All of them have been previously approved, some as far back as 1925. At present prices this land would cost about \$38,500.

Voted: That we authorize the purchase of all this land when the opportunity occurs and the funds are available.

Elections

The report of the Nominating Committee was presented by Miss McCulloch. The following officers and committees were elected:

Board of Directors: Chairman - Mrs. W. S. New; Vice-Chairman - Mr. Tung; Secretary - Mr. Roberts; Treasurer - Miss Priest.

Executive Committee: Mrs. New, Chairman, Mr. Tung, Mr. Roberts, Miss Deng Yudji, Mrs. Mills, Mrs. Thurston, ex-officio, and Dr. Wu, ex-officio.

Finance Committee: Mr. Tung, Miss Moffet, Mr. Lobenstine, Dr. Wu, ex-officio, Mrs. Thurston, ex-officio, Miss Priest, ex-officio.

Coopted Members: Mrs. W. S. New, Dr. Liu Gien-tsiu, Mr. Roberts.

Voted: To invite Mrs. Thurston to serve on the Executive Committee as ex-officio member in her capacity as Adviser.

Voted: That a standing vote of thanks be extended to the President and Faculty for their hospitality to the members of the Board.

Mary B. S. Mills,
Secretary.

EXHIBIT B

PROPOSED ORGANIZATION

(For U.S.A. and England)

As outlined by Miss Vautrin

I. Ginling College Committee

II. Council for Promotion and Publicity - This proposal grows out of the feeling that there is a large group of women in America, and possibly in England, whose interest in Ginling might be cultivated as an adventure in international understanding.

Sub-committees:

- a. Ginling Alumnae and former Faculty Committee (in U.S.A.) - A loose organization already in existence shall be considered one unit of the Council.
- b. Smith College Alumnae Committee - An organization of Smith Alumnae which has functioned successfully for a number of years shall be considered one unit of the Council.
- c. Committee on Promotion and Publicity - This committee should have the general purpose of interesting a wider constituency in America and England, and probably later in other lands, in Ginling College as an adventure in international understanding. Suggestions as to immediate financial objectives are:
 1. To finance an executive secretary for promotional work in America.
 2. To make financially possible in the near future a visit of the president of the college to America and England, and to secure for her opportunities to meet friends of the college and other women interested in international goodwill.
 3. To provide adequate study grants for members of the staff, both Chinese and foreign.
 4. To provide funds for increased salaries and to work out a contributory pension plan for permanent members of the staff, both Chinese and foreign.
 5. To increase the annual income of the college.
 6. To provide opportunity for outstanding alumnae to get the kind of advanced training needed to increase their usefulness.

Exhibit B - 2.

d. Educational Committee - It is suggested that a small group of interested women in college and university faculties in the United States and England be asked to serve on such a committee. The work of the committee could be:

1. To suggest possible candidates for vacancies.
2. To interest suitable candidates in the opportunities for service that Ginling offers.
3. To secure occasionally outstanding professors who would be willing to spend a sabbatical year at Ginling.
4. To help connect Ginling staff members on furlough and alumnae studying abroad with educational opportunities available for them.
5. To help keep the college in touch with educational ideas and practices in the West which would be suggestive for the future development and enlarged usefulness of the college.

MINUTES
OF THE
BOARD OF DIRECTORS
OF
GINLING COLLEGE

October 18 and 19

1929

GINLING COLLEGE
NANKING, CHINA

GINLING COLLEGE COMMITTEE.

Miss Margaret E. Hodge, Chairman,
156 Fifth Avenue, New York City, U.S.A.

Miss Elizabeth R. Bender, Secretary,
150 Fifth Avenue, New York City, U.S.A.

Mr. Russell Carter, Treasurer,
156 Fifth Avenue, New York City, U.S.A.

Mrs. Lewis L. Anewalt	Mrs. James M. Pratt
Miss Esther Case	Mrs. Charles K. Roys
Miss Grace Lindley	Miss Minnie V. Sandberg
Mrs. Francis J. McConnell	Dr. Robert E. Speer
Rev. Frank Mason North	Miss Lela E. Taylor
Dr. Irving T. Wood	

DOCKET.

October 18th and 19th, 1929.

1. Devotional Exercises.
2. Election of nominating and other committees.
3. Report of the year 1928-29 by the President.
4. Report of the Executive Committee.
5. Report of the Ginling Committee.
6. Faculty Program for 1930-31.
 - (a) Additions.
 - (b) Recommendations of Advisory and Curriculum Committees.
 - (c) Dean.
 - (d) College Physician.
7. Treasurer's Report.
 - (a) Financial Statement 1928-29.
 - (b) Revised Budget 1929-30.
 - (c) Budget for 1930-31.
 - (d) Executive Committee and Faculty Recommendations
8. Physical Education and future relations with Y.W.C.A. Report of Special Committee.
9. Constitution and By Laws.
10. Registration.

Report of present status by Dr. Wu.
Statement of possible positions.
11. Land, Buildings, and Permanent Equipment.
12. East China Federated University.
 - (a) Present status by Dr. Wu.
 - (b) Graduate work.
13. Election of Officers, Executive Committee and other committees.
14. Miscellaneous.

ANNUAL BOARD OF DIRECTORS MEETING.

Ginling College.

October 18th and 19th, 1929.

The Annual Meeting of the Board of Directors of Ginling College, was held at the College on Friday and Saturday, October 18th and 19th, 1929, Mrs. New presiding.

The members present were as follows:

Mrs. Searle Bates	Mr. John G. Magee
Miss A. E. Bradshaw	Mrs. H. C. Mei
Dr. Djang Fang	Miss Clara Merrill
Miss Chen Dju-gun	Mrs. Samuel J. Mills
Dr. O. C. Crawford	Mrs. S. W. New
Dr. C. L. Hsia	Dr. Ren Cho
Miss Mary F. E. Kelly	Mr. Tung Teh-fu
Dr. G. T. Liu	Mr. T. K. Van

Miss Abby S. Mayhew (visiting)

President Yi-fang Wu (ex-officio)

A brief devotional service was held at the beginning of each session; the one of Friday morning led by Mrs. New, and the one on Saturday, by Mr. Magee.

The docket as prepared by the Executive Committee, was presented and accepted.

1. *Voted:* To adopt the recommendation of the Executive Committee to elect the following as coopted members: Mrs. W. S. New, Mrs. Samuel J. Mills, Mrs. Searle Bates, and Dr. Djang Fang; Mrs. Bates and Mrs. New to serve for two years, and Mrs. Mills and Dr. Djang, for one year each.

Terms of office of members of the Board were discussed and defined, those which had not been previously settled by the mission boards represented, being decided upon by the Board.

Reports.

The following reports were presented.

Report of the President, by Dr. Wu.

Report of the Ginling College Committee, by Dr. Wu.

Report of the Executive Committee, by Miss Kelly.

2. *Voted:* To accept the recommendation of the Executive Committee that a special committee composed of Mrs. Thomson, chairman, Mrs. Mei, and Dr. Liu, be appointed to consider the question of the relationship between the Y. W. C. A. and Ginling College in Physical Education Work, and bring a report to the Board before the end of the meeting.

3. *Voted:* That the nominating committee be elected as recommended by the Executive Committee, to be composed of Miss Merrill, Dr. Ren, and Miss Bradford.

Faculty Program:

The question of sub-freshman courses was discussed, and the recommendations of the Curriculum Committee were presented by Miss Vautrin.

Teaching Faculty.

1930-31.

Student body.		Seniors	15
(Estimated)		Juniors	25
		Sophomores	35
		Freshman	3 sections
		Sub-freshman	1 section
<i>Subject</i>		<i>Hours</i>		<i>Staff Required</i>		<i>Staff Available</i>	
Art		2-2 hr. courses for 1 yr., or 4 hr. course for 1 semester or 1 yr.		½		Unprovided	
Astronomy		2 hrs. for one year or 4 " " " semester		¼		Unprovided	
Biology		8-11 hrs. class 14-32 laboratory		3 (or 2 plus 1 assistant)		Provided	
Chemistry		10 class hours 24 laboratory		1-½ full time 1 assistant		Provided Provided	
Chinese		26 first semester (3 sec. Chinese 11) 28 second semester		2 full time ½ part time		Provided Unprovided	
Education		11 class hours plus supervision Practice School		8 full time 1 full time		1 Provided 1 Unprovided Unprovided	

Subject	Hours	Staff Required	Staff Available
English	44 class hours 3 sections of Freshman 5 hours for Sub-freshman	4 full time	3 Provided 1 Unprovided
History	4 hours Sub-freshman 12 " Freshman 12 electives	2-½ full time	Provided
Household Arts	2 class hours	½ time	Unprovided
Mathematics	16-20 class hours (Includes Sub-freshman)	1 full time or 2 half-time ¼ assistant	Provided
Modern Language	8 class hours	½ full time	Unprovided
Music	10 class hours 40-50 practical	3 full time	2 Provided 1 Unprovided (Vocal)
Philosophy-Chinese	two hour courses	½ time	Provided (In Chinese Dep.)
Chinese and Western Ethics	4 class hours	½ time	Unprovided
Physical Education and Hygiene	17-21 class hours 24 practical for college 11-13 practical for majors 3 administration (Does not include any special course)	4 full time	3 Provided 1 Unprovided
Physics	7 class hours 19 laboratory (Includes Sub-freshman)	1 full time or 2 half-time ¾ assistant	Provided
Psychology	8-12 class hours	¾-1 full time	Unprovided
Religion	12-18 hours	1 full time ½ time	Provided Unprovided
Social Science	18 class hours	1½ time (full)	1 Provided ½ Unprovided

4. *Voted:* That if it can be adjusted under the budget, the recommendations of the Curriculum Committee regarding sub-freshman courses be accepted, as follows:

"The Committee recommends that for the present we provide sub-freshman courses for students who have graduated from middle or normal schools but who are deficient in one or more subjects, or who have not attained the required standing for entrance to the freshman class.

"The Committee recommends that a student who is taking more than one sub-freshman course shall be ranked as a sub-freshman.

"The Committee recommends that for the year 1930-31 we make provision for one section of sub-freshman work in each of the following courses: Chinese, English, History, Mathematics, Physics, and possibly one other science."

5. *Voted:* That we regret that Mrs. Thurston will not be able to return in February as planned, and that we invite her to return in September, 1930.

6. *Voted:* That we reiterate our cordial invitation to Dr. Treudley to return, as recommended by the Executive Committee.

7. *Voted:* To extend a most cordial invitation to Dr. Hackett to return in the fall of 1930.

8. *Voted:* To urgently request Miss McKinnon to come to Ginling in the fall of 1930.

9. *Voted:* That we reiterate our invitation to Miss Harriet Whitmer to return to Ginling after her furlough.

10. *Voted:* To accept the recommendation of the Advisory Committee that in cooperation with the Candidate Secretary of the Ginling College Committee, a special committee consisting of Mrs. Thurston, Dr. Treudley, and any other former faculty now in America, who is available and suitable, work out a more adequate method of securing candidates suitable for college teachers.

The Physical Education Department and the Y.W.C.A.

The report of the special committee regarding the relationship of Ginling College and the Y.W.C.A. was given.

Mrs. Mei, speaking for the National Committee of the Y.W.C.A. expressed the deepest possible interest in Ginling College and in its work in Physical Education, but explained that since the intention of the Y.W.C.A. is chiefly promotional, the Committee feels that the support which the Y.W.C.A. has for the past five years given to the Physical Education Department at Ginling, should be transferred to the work in Public Health Centers, Recreational work, and so forth, which are the principal problems in its present program. Mrs. Mei emphasized the eagerness of the Y.W.C.A. to cooperate with Ginling College in every possible way and its intention of continuing its promotional work aimed to interest the right type of girls in the work here, and in becoming Physical Education teachers. The following decisions of the National Committee of the Y.W.C.A. in China were read:

1. "That the present agreement with Ginling College covering a five year experiment of offering a major in Physical Education at Ginling College as set forth in the memorandum of July, 1925, signed by Miss Bender of Ginling College and Miss Lyon of the National Board of the Y.W.C.A. in the United States, be discontinued at the expiration date, June 30, 1930, and that formal notice thereof be given to Ginling College."

2. "That all equipment which was in 1925 transferred from the Y.W.C.A. School of Physical Education and Hygiene be presented outright to Ginling College."

3. "That in case Ginling College cannot continue the major in Physical Education after the expiration of the present agreement, the sum of \$2,400 Shanghai Currency, be granted to the college toward meeting the salary of an instructor or instructors in Physical Education and that this amount be payable in January, 1931.

(Signed). W. T. HSIA, (Mrs. C. L.) *Chairman.*

The recommendations of the Special Committee were given by Mrs. Thomson as follows:

1. "That we urge further cooperation in all possible ways between the Y.W.C.A. and Ginling College.

2. "That we recommend that Mrs. Thurston, in view of the withdrawal of the Y. W. C. A. grant of the past five years, be asked, with the advice of the Y. W. C. A. in the United States, to approach possible donors who are interested in Physical Education for women, to help finance the Physical Education Department at Ginling."

11. *Voted:* That the recommendations of the Committee be accepted.

A Vote of Thanks to the National Board of the Y. W. C. A. for its cooperation, and for its promise of continued help in promotion work and salary assistance for the year 1930-1931, and for the gift of equipment already loaned to the college, was proposed by Mrs. New and voted by the Board.

Land, Building, and Permanent Equipment.

12. *Voted:* To accept the recommendation of the Executive Committee that provision be made in the current budget for a yearly expenditure for permanent equipment.

13. *Voted:* To accept the recommendation of the Executive Committee that Dr. Wu be authorized to proceed with the purchase of the five pieces of land recommended by the Advisory Committee as necessary to the College.

14. *Voted:* That a Building Committee be appointed to consider the future building policy of the college.

Finance.

The Treasurer's Report, together with the report and recommendations of the Finance Committee were given by Miss Priest, Acting Treasurer.

15. *Voted:* To approve revised budget for 1929-1930.

16. *Voted:* To amend item No. 2 of recommendations of the Finance Committee to read: "That the proposed budget for 1930-1931 be tentatively approved with the understanding that if at the end of April, 1930, the funds are not assured, we are prepared to make a cut in expenditures to balance the budget."

17. *Voted:* To accept the recommendations of the Finance Committee as amended.

Recommendations of Faculty in regard to deficit in budget for 1930-31 were read by Miss Vautrin.

18. *Voted:* That suggestions of Faculty be sent as recommendations to the Ginling College Committee.

19. *Voted:* That the Board appoint a committee for promotional work in China, nominations to be made by the Nominating Committee.

Announcement was made by Dr. Ren Cho, of the establishment by the Alumnae Association, of a fund for

the college to be called "The Living Endowment Fund," with a promise of not less than \$500 for the year 1930-31. Dr. Ren announced also the gift of a scholarship of \$100 made at the tenth reunion of the class of 1919, in June 1929.

A Vote of Thanks to Miss Priest for her splendid service as Acting Treasurer, and for her generosity in giving her assistance to Ginling in addition to her full time work as Treasurer at the University of Nanking, was proposed by Dr. Wu and voted by the Board.

Registration.

The question of Government Registration was discussed with special consideration of the Department of Religion. In view of the experience of other colleges, it seems likely that we shall be refused registration so long as we maintain a separate department of Religion and continue to offer a major in it. Since we feel that as a private Christian institution, we are within our rights in offering Religion as an elective course, and since we feel that it would be less than honorable to continue to offer a major in Religion while placing the courses in other departments, the following recommendation of the Executive Committee was accepted.

20. *Voted:* That before applying for registration, the two departments of Philosophy and Religion be combined in one department, to be called, "Philosophy and Religion."

Constitution.

21. *Voted:* To adopt the Constitution as a whole.

22. *Voted:* To adopt the By-Laws as recommended by the Executive Committee.

East China Federated University.

The report of the present status of the East China Federated University was given by Dr. Wu, followed by discussion.

23. *Voted:* That we approve of the Constitution of the East China Federated University with the understanding that Ginling College retain her identity as a definite four-year college for women, and that we approve the policy of the development of graduate work in different departments in the various existing universities—carefully correlated to prevent duplication of effort—rather than (for the present) the development of a separate centralized institution for graduate work.

24. *Voted:* That three regular representatives with power to vote in the East China Federated University session be elected.

Nominations for representatives: Mrs. New, Miss Bradshaw, Dr. Wang, Dr. Hsia.

Elections:

The report of the Nominating Committee was given by Miss Merrill, Chairman.

25. *Voted:* To accept nominations for Executive Committee, as follows: Chairman, Dr. G. T. Liu; Secretary, Mrs. Samuel J. Mills; Mrs. W. S. New, Dr. Djang Fang, Mr. John G. Magee.

26. *Voted:* To accept nominations for Finance Committee as follows: Chairman, Mr. Tung Teh-fu; Miss Kesler, Miss Moffet, the Treasurer.

27. *Voted:* To accept nominations for officers as follows: Chairman, Dr. G. T. Liu, Secretary, Mrs. Samuel J. Mills.

28. *Voted:* To accept nominations for Building Committee as follows: Chairman, Mr. Magee; Mr. Cheo Ming-i, Mr. Hanson, Miss Kelly, Miss Vautrin.

29. *Voted:* To accept nominations for Promotional Committee, giving them power to add to their number to make seven members, a majority of members constituting a

quorum: Chairman, Mrs. New, Mrs. Beebe, Miss Lily Yen, Dr. Ren Cho.

A Vote of Thanks to the President and Faculty for their entertainment and help, was proposed by Mrs. New and voted by the Board.

30. *Voted:* That inasmuch as Miss Bradshaw will be going home next summer on furlough, Mrs. New, Dr. Hsia, and Dr. Wang be elected to serve as representatives from Ginling on the Board of the East China Federated University, with power to vote in the regular session.

Meeting adjourned.

Respectfully submitted,

MARY FRANCES E. KELLY,

Secretary.

REPORT OF THE EXECUTIVE COMMITTEE

Since the last meeting of the Board of Directors, the Executive Committee has held four meetings, as follows: February 23rd, May 4th, June 27th, and October 17th. Following each meeting the complete minutes were sent to all members of the Board of Directors.

Extracts from Minutes.

February 23

Constitution:

The Minutes of the Ginling College Committee meeting of January 7, 1929, regarding proposed revisions in the provisional Constitution and Agreement, were read and carefully noted. The proposed revisions were discussed in detail; and the secretary was instructed to take a correspondence vote on them as it was thought that there was not sufficient difference of opinion to warrant the calling of a special meeting of the Board. (Results of the vote have been incorporated in the Constitution.)

It was voted to ask Dr. Wu, Mr. Lieu Ling-sung, and Dr. Chen Yu-gwan to attend to the translation of the Constitution and Agreement into Chinese, and to put it into Chinese form.

Registration: It was agreed that Dr. Wu should proceed with the application for registration as soon as the proposed revisions in the Constitution were accepted by the Board of Directors by correspondence vote.

Finance:

It was voted that Dr. Wu and Mr. Roberts write separately to the authorities of the American Church Mission, asking that the contribution for 1929-1930 be continued in spite of Miss Buse's intended absence from the College.

It was voted that Dr. Wu be asked to state the financial problem to the Finance Committee, with the request that the Committee make plans for increasing the income to meet the needs of 1929-1930. It was agreed that Dr. Wu, in replying to Mr. Carter's letter, should mention the reasonableness of the increased running expenses, owing to the natural growth of the College, and should also state that there are very few non-recurring items on the budget.

Faculty Needs:

a. *English:* In view of Miss Buse's absence next year, it was voted to authorize Dr. Wu to invite Miss Anna Bille, formerly of

Tsinghua College, to head the department of English, according to the usual salary regulations.

Voted to authorize Dr. Wu to invite Miss Mackinnon, formerly of McTyiere School, to join the Ginling faculty after her return from furlough in 1930.

b. *Librarian*: It was voted to emphasize again the urgent need for a trained foreign librarian, and to request Dr. Wu to appeal to the Ginling College Committee.

Purchase of Land:

In view of the probable increase in land values in Nanking, it was thought wise to purchase as soon as possible those small pieces of land which jut into the present area. Since, by the vote of the Ginling College Committee, the \$5000 asked for by the Board of Directors last year for this purpose, is available, it was voted that Dr. Wu and Miss Vautrin be asked to proceed with the purchase of this property.

Mr. Roberts presented his resignation, inasmuch as he is planning to leave on furlough in May. It was voted to accept Mr. Roberts' resignation as from May first.

May 4, 1929.

Voted: that Miss Mary Frances E. Kelly be elected secretary of the Executive Committee, to serve till the next annual meeting of the Board of Directors.

Mr. Roberts' absence on furlough causing a vacancy on the Executive Committee, it was voted that the Executive Committee recommend coopting Mrs. Samuel J. Mills to the Board of Directors to serve until and including the next annual meeting, and electing her to the Executive Committee, the vote to be taken by correspondence.

A vote of sincere thanks was extended to Mr. W. P. Roberts for his efficient service as Secretary of the Executive Committee.

Registration:

Dr. Wu reported an informal conference between the faculty of Ginling College and Mr. Wu Lei-chuan and Mr. King Chu of the Ministry of Education in which it was made clear that the Government would not accept an application for registration containing our first statement of purpose, as passed by the Board of Control in November, 1928, and by the Ginling College Committee, in January, 1929.

The Committee then took up the recent action of the Executive Committee of the Ginling College Committee (March 26, 1929) and after much discussion it was voted that we inform the Ginling College Committee that in view of the deprivation of privileges of non-registered

institutions, all except one of the Executive Committee deem registration now necessary for the development of Ginling.

It was further voted that, in view of the experience of other Christian colleges and of the attitude of the Ministry of Education, we recommend to the Board of Directors the acceptance of the sanction of the Ginling College Committee to use the alternative statement of purpose and apply under it, with slight change of phrasing made by the Advisory Committee of the faculty, for registration.

The statement of purpose to be submitted to the Government would therefore read:

"The purpose of the Board of Directors is to conduct in Nanking a private institution of higher learning for women which shall conform to the highest standards of educational efficiency, promote social welfare and high ideals of citizenship, and develop the highest type of character, in accordance with the original purpose of the five Christian Mission Boards which were its founders."

East China Federated University:

A vote of thank was extended to Miss Catherine Robertson for having served in Mrs. Hylbert's place at the meeting of the Board of Trustees of the East China Federated University in Shanghai on April 18th and 19th, and for having acted for Mrs. New at the meeting of the Executive Committee of the Federated University on April 30th.

Mrs. Hylbert's death having left a vacancy, it was voted that Dr. Wang Zok-tsung be elected our representative on the Board of Trustees of the East China Federated University.

Mrs. New presented a request for instructions as follows:

"Since the Board of Trustees of the East China Federated University is now constituted and since the chairmen of the Boards of Control of the various colleges participating have been asked to serve on the Executive Committee of the Federated University, your representative wishes to be instructed as to the position of Ginling in this movement for organizing the Federated University."

In reply to this request, it was voted that this Executive Committee express its opinion that our representatives have only the right of discussion and not the right of voting for the definite organization of a centralized or federated university; and that we request our representatives to place in the hands of the members of the Board of Directors the latest plans for the new university, in order that vote may be taken at the next annual meeting in November.

Finances:

In connection with the financial situation of the College, it was voted that we authorize Dr. Wu to present a statement of our financial

needs to the Council of Higher Education for reference at their meeting in Shanghai in July.

In order to facilitate proceeding with the construction of buildings approved by the Board of Control for the special one-year course in Physical Education, it was voted that we authorize Dr. Wu to cable to New York for the additional \$300 Mex. necessary for the construction of buildings for the special one-year course in Physical Education and for the \$1,700 Mex. for equipment for the same.

It was also voted to authorize Dr. Wu to cable for the \$3,000 Mex. for the residences of the men faculty.

Faculty:

Miss Mary E. Treudley's resignation was reported. It was voted that we recommend that Miss Treudley's resignation be not accepted, but that for health reasons her furlough be extended one year and she be immediately invited to return to Ginling in the autumn of 1930.

It was also voted that we approve Dr. Wu's inviting Miss Djang Yu-djen and Miss Hendricks to come to the staff of the Music Department and Miss Tang Luh-djen to that of the History Department.

Since the faculty have unanimously voted for Miss Whitmer's return it was voted that we recommend to the Board of Directors that Miss Harriet M. Whitmer be extended an invitation to return to Ginling after her year of furlough, the votes of the Board of Directors to be taken by correspondence.

June 27, 1929.

Faculty for 1929-1930:

Since the candidate secretary in America has not yet succeeded in supplying all of the faculty needs for 1929-1930, we recommend that Dr. Wu proceed to fill these vacancies.

East China Federated University:

It was voted that the Executive Committee recognize the right to vote of our three representatives on the Board of Trustees of the East China Federated University (appointed in accordance with Action 35 of the Minutes of the Board of Control, 1928), with the understanding that final action be taken at the annual board meeting in the fall.

Institute of Pacific Relations:

Dr. Wu having been invited by the China Council of the Institute of Pacific Relations to be one of the two women delegates to represent China at the third meeting of the Institute to be held in Kyoto, Japan,

October 28th to November 9th, it was voted that the Executive Committee strongly recommend that Dr. Wu accept this invitation and that, in order that she may do so, the annual meeting of the Board of Directors be held on October 11th and 12th in lieu of early in November, the Board to be circularized as to the convenience of this change of date.

Coopted Member:

In accordance with Action 45 of the Minutes of the Board of Directors for 1928, Mrs. M. Searle Bates was nominated to be the fourth coopted member of the Board of Directors, the vote to be taken by correspondence.

October 17, 1929.

It was voted to ask Mr. Djang Fang to act as a coopted member at the meeting of October 18th and 19th, in the place of Dr. W. S. New.

Registration:

It seems likely that we shall be refused registration so long as the college continues to maintain a separate department of Religion and to offer a major in it. Since we feel that as a private Christian institution, we are within our rights in offering Religion as an elective course, since we feel that it would be less than honorable to continue to offer a major in religion while placing the courses in other departments, the Executive Committee recommends the following change in the wording of the Announcement of Courses. Voted that we suggest that before applying for registration, the two departments of Philosophy and Religion be combined in one department, to be called "Philosophy and Religion."

MINUTES OF THE FINANCE COMMITTEE.

March 9, 1929.

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

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

The meeting was opened by prayer by Miss Moffet.

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

I. PROPERTY UPKEEP AND PERMANENT EQUIPMENT FUND:

1. Recommended that for the next five years the interest on the fund held in New York for Permanent Building and Equipment shall be used to build up the fund known as the "Permanent Property Upkeep Fund."

2. Recommended that for the next five years, to begin with July 1, 1929, the amount to be expended for the upkeep of buildings and permanent equipment shall be kept within the total amount of income received from the fund known as the "Permanent Property Upkeep Fund" in accordance with the action of the Executive Committee of the Ginling College Committee of January 27th, 1926, which was "of the annual income (of the Property Upkeep Fund) \$250, is first to be set aside to provide for insurance on equipment, that next, repairs on buildings are to be cared for and third, new equipment."

3. Inasmuch as conditions in Nanking during the years 1926-1929 have not warranted the expending of the total amount for upkeep and equipment as budgeted each year, the field finds that they have a small fund which represents the accumulation of the balances during the above stated period 1926-1929. In view of this fact it was recommended that the askings for permanent equipment for 1929-1930 should be approved with the understanding that such amount as is needed above the annual interest on the Permanent Property Upkeep Fund shall be taken from the fund on hand, as stated above.

II. BUDGET FOR CURRENT EXPENSES FOR THE YEAR 1929-1930:

1. After making a careful study of the 1929-1930 budget, practically no non-recurring items were found. In view of the ex-

pectant growth of the College as well as the increased cost of maintaining work in Nanking at the present time, it was felt that the income for the College must be increased. Therefore, it was recommended that both the Ginling College Committee and the Board of Control should be asked to make a careful study of conditions with a view to increasing the annual income for current expenses.

2. The field recognizes that the responsibility for the current budget is in their hands and realizes that all Mission Boards are facing a very definite problem in raising funds at the present time. We would, therefore, request, for the present, that the full appropriations from the Mission Boards should be maintained. In cases where Mission Boards have no Western representatives on the faculty, we would request that recognition and consideration be given to the Chinese faculty members and members of the student body who belong to that particular church in China.

3. Recommended that a committee of the faculty shall be appointed by the President of the College to make a careful study of the whole problem of the requirements for the immediate future and be asked to make definite recommendations to the next meeting of the Finance Committee.

III. STATE OF STUDENT FEES:

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

IV. LAND:

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

The meeting adjourned at 12:45.

Respectfully submitted,

(Signed). - ELSIE M. PRIEST, Secretary

June 12, 1929.

The Finance Committee of the Board of Control of Ginling College met at Ginling College Wednesday morning, June 12th, 1929. The members whose names are starred were present:

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

The meeting was opened by prayer by Miss Moffet.

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

I. FINANCIAL STATEMENTS FROM GINLING COLLEGE COMMITTEE:

It was recommended that the policy used by the Associated Mission Treasurers, in entering statements from the home offices, should be studied with a view to adoption.

II. PROPERTY UPKEEP AND PERMANENT EQUIPMENT FUND:

In view of the fact that the loan of Gold \$3,500.00 was returned to Permanent Funds held in New York and due to the very high exchange has increased the cost of permanent equipment purchased during the year, we find that the surplus balance which we anticipated when Action L-3 was taken at the March 9th meeting will be approximately all required for the 1928-1929 accounts.

After surveying the needs for upkeep and repairs on the buildings, we find that the total amount available in the Property Upkeep and Permanent Equipment Fund will be needed for repairs, and therefore there will be no balance in this fund for Permanent Equipment for the year 1929-1930. In the future it is felt that the buildings will require the full amount of funds available each year for the purpose of upkeep and repairs.

1. We would urge the heads of the departments to order the minimum amount of permanent equipment required to keep the department running next year, and recommend that the problem of raising funds for permanent equipment for future years should be presented to the Board of Control and the Ginling College Committee.

2. It was recommended that we approve the estimate of Mex. \$2,507.00 presented for painting, and that we authorize proceeding with other necessary repairs, not to exceed the total amount of five thousand dollars this year. As all repairs must be made during the summer, and if it is found that there are not sufficient funds to do everything within

the total funds available this year, we recommend that some of the roofs should be left until a later time.

III. TRAVEL ALLOWANCE FOR MISS MARGARET ANDREWS:

It was recommended that we authorize the payment of five hundred dollars, United States currency, to Miss Margaret Andrews for her travelling expenses to America.

IV. GRANTS TO FACULTY MEMBERS FOR FURTHER STUDY:

1. It was recommended that a committee be appointed by the President to work in cooperation with Miss Moffet in making a study of the question of grants for further study to be made to members of the faculty.

2. It was recommended that we approve that a grant amounting to one-third of his present salary should be made to Mr. Chu Hai-ju providing the grant from the Rockefeller Foundation does not cover his travelling expenses and with the provision that he agrees to return to the College for at least two years service after the completion of his year of further study in the Philippine Islands.

V. INCREASES IN SALARIES FOR 1929-1930:

On account of changes in personnel of faculty members, it has been found necessary to make some changes in the salaries which were approved at the meeting of the Board of Control last fall. It was recommended to approve the proposed increases in salaries if by re-arrangement of staff it is found possible to make the increases and still keep the total within the approved total for staff salaries for the year 1929-1930.

VI. SERVANTS' WAGES:

It was recommended that the servants' wages should be increased from August 1st, 1929 and that we authorize the increase of not more than two dollars to any one person, the scale to be worked out by the administration, and that we call to the attention of the Board of Control the necessity of doing so at this time. We further recommend that the number of servants should be decreased if it is found practical to do so.

In view of the financial situation that we are facing for the next year we would suggest that Dr. Wu write to Mrs. Thurston informally giving her such details as may seem helpful in trying to secure additional funds for the College.

Respectfully submitted,

ELSIE M. PRIEST,
Acting Secretary.

October 17, 1929—8.00 p.m.

Present: Miss Mary G. Kesler, Miss Anna E. Moffett and Dr. Y. F. Wu, Miss Elsie H. Priest, ex-officio.

The meeting was called to discuss the revised budget for 1929-1930 and the proposed budget for 1930-1931. After discussion it was recommended:—

1. That the revised budget for 1929-1930 be approved after reductions have been made in the Permanent Equipment section so that the expenditures for equipment during this year shall not exceed the income allocated for this purpose.

2. That the proposed budget for 1930-1931 be tentatively approved with the understanding that if at the end of this year the funds are not assured, we are prepared to make a cut in the expenditures to balance the budget.

3. That an annual allowance of three hundred dollars be given to the President for administration expenses, entertaining, etc., with the understanding that no accounting for its expenditures shall be required.

4. That we request that the necessary funds needed to complete the building (with furnishings) constructed this year for the Physical Education Special Course be appropriated from the Building Funds held in New York. Due to the extraordinary high costs of building materials and furniture the original appropriation of M\$9,700.00 is found to be insufficient to complete the building. We anticipate we shall need approximately \$2,000 additional funds.

5. In view of the fact that we are having a new well drilled at the present time, we request that a special appropriation be made to cover the installation of the pump and necessary piping. It is impossible at this date to know exactly the cost of this material, and we are therefore requesting that authorization be given to proceed with the work with the understanding that the final details be presented to the Finance Committee with power to act in presenting the exact amount to the Ginling College Committee.

6. That although an appropriation of \$3,000 was made by the Ginling College Committee for the purpose of remodelling the building for the men faculty, we find it is not practical to carry out the original plans. Minor changes are being made which will cost approximately \$600 and we request that the balance of this appropriation be reserved for future use.

7. That we request that Mrs. Thurston be invited by the Board of Directors to represent them in America this year in raising additional funds for the college.

Respectfully submitted,

E. M. PRIEST,
Acting Secretary.

FINANCIAL STATEMENT.

1928-1929.

CURRENT EXPENSE ACCOUNT.

RECEIPTS.

Cooperating Boards:	Chinese currency.
Baptists—W.A.B.F.M.S.	\$ 3,374.48
Methodists, South—M.E.S.	3,917.24
American Church Mission—P.E.	1,392.00
Presbyterian, North—P.N.	5,624.12
Reformed Church, U.S.A.—R.C.U.S.	3,363.25
Disciples—U.C.M.S.	3,127.79
Methodists, North—W.F.M.S.	5,624.12
	<u>\$26,423.00</u>

Pledged contributions:

China Medical Board	3,000.00
Crescent Avenue Church, Plainfield	1,113.60
London Missionary Society	1,728.00
Smith College Alumnae Association	11,034.67
Smith College students	8,998.60
Y. W. C. A.—National Committee	5,000.00
	<u>30,874.87</u>

Miscellaneous:

Maintenance fund	4,561.07
Balance from 1927-1928 current funds	10,563.87
Gifts from New York	7,121.57
	<u>22,246.51</u>
Total from outside sources	<u>\$79,544.38</u>

Student Receipts:

Tuition	\$ 9,760.50
Board	6,734.90
Room	3,072.00
Incidentals	2,048.00
	<u>\$21,615.40</u>

Fees:

Biology	604.00
Chemistry	295.00
Entrance	176.00
Graduation	288.00
Medical	700.50
Music	1,455.00
Practice School	1,872.00
Physics	260.00
	<u>5,650.50</u>

Total from students	<u>\$ 27,265.90</u>
Total receipts	<u>\$106,810.28</u>

EXPENDITURES.

Administration:

Salaries

President—Y. F. Wu	1,728.00	
Secretaries	1,536.33	
Librarian	600.00	
Library assistants	624.91	
Registrar, K. C. Tsu	807.00	
Treasurer, E. M. Priest	600.00	
Business Office, W. V. Chen (1 Mo. 1927-28)	848.00	
Typists	61.75	
Student aid	160.15	
Dormitory director—Mrs. Tseng	833.26	
College physician—M. G. Smythe	300.00	
Nurse—M. H. Wu	506.00	
Travel—U. S. A.	1,104.55	
Furlough salary—M. C. Thurston	1,807.22	\$11,517.17

Expenses:

Commencement and Founders Day	674.11	
Education fees	400.00	
Entrance tests	402.34	
General office expense	566.94	
Hospitality	101.24	
Medical attendance	2,219.52	
New York office	505.78	
Postage and stationery	400.60	
Publicity and printing	561.87	
Telegrams and cables	190.35	
Travel; Board of Control	847.45	
" Faculty	143.80	
" President	176.69	\$ 7,190.69
Total Administration		\$18,707.86

Instruction:

Salaries

Biology Department	4,956.60	
Chemistry Department	2,228.00	
Chinese Department	3,370.00	
Education and Psychology	3,458.76	
English Department	4,320.00	
History Department	1,666.00	
Music Department	2,839.68	
Mathematics and Physics Dept.	2,674.96	
Physical Education Dept.	4,800.50	
Religion Dept.	2,248.00	
Sociology Department	2,827.86	
Language Study for instructors	252.00	
Travel—U. S. A.	4,769.35	\$40,411.11

Expenses:

Biology	804.94	
Chemistry	819.44	
Chemistry—Gas plant	168.03	
Chinese	300.09	
Practise School	1,499.03	
English	88.17	
History	4.82	
Lectures	42.61	
Library	1,192.27	
Music	685.87	
Physical education	364.30	
Physics	200.31	
Religion	24.37	
Sociology	12.51	\$ 6,156.76
Total Instruction		\$46,567.87

Maintenance:

Care of grounds	515.69	
School heat	1,207.64	
Janitor's supplies	146.46	
Light and water	948.32	
Servants' wages	1,442.53	
Upkeep of buildings	4,561.07	
Rent	10.00	\$ 8,831.71
Total Maintenance		\$ 8,831.71

Boarding Department:

Food and wages	5,320.74	
Heat—dormitories	1,165.00	
House supplies	339.26	
Kitchen fuel	1,108.35	
Light and water	948.31	
Wages	1,032.88	\$ 9,914.54
Total Boarding Department:		\$ 9,914.54

Special Items:

Adjustment of exchange on loan returned	1,344.00	
Deficit on faculty house account	279.32	
Bookroom—account of fire loss	500.00	\$ 2,123.32
Total Expenditures		\$86,145.50
Balance, June 30, 1929		\$20,664.98
		M\$106,810.28

PERMANENT EQUIPMENT.

RECEIPTS.				Chinese currency.
Balance from 1927-1928	\$8,899.93
Received during the year	4,333.74
				\$13,233.67

EXPENDITURES.			
Campus Improvement	\$ 179.60
New Kitchen	1,886.12
			\$2,065.72
<i>Equipment:</i>			
Biology	813.01
Chemistry	504.45
College furniture	362.25
Education	134.72
Faculty furnishings	117.40
Library books	3,944.21
Music	718.04
Office	299.48
Physical Education	464.95
Physics	2,283.76
			9,642.27
			11,707.99

Balance Permanent Equipment \$ 1,525.68

SPECIAL FUNDS BALANCES.

	Dr.	Cr.
Book Room	\$ 502.06	
College organization		\$ 745.15
Faculty house		70.90
Physical training loan		159.20
Scholarships		264.14
Student Bank		1,418.22
Loan fund		573.13
Suspense	1,745.00	
	2,247.06	
Balance Special Funds	983.68	
	\$3,230.74	\$3,230.74

SCHOLARSHIP FUND.

1928-1929.			
<i>Receipts.</i>		<i>Payments.</i>	
Wood Scholarship, 1928-1929	\$ 114.86	Deficit, 1928	\$ 53.01
Mary A. Sawyer	22.00	Grants to students	708.00
George W. Loos	23.80	Balance, 1929	264.14
Smith College	300.00		
Hiram College Y. W. C. A.	454.42		
Hartridge Junior Red Cross Unit	110.07		
	\$1,025.15		\$1,025.15

LOAN FUND.

1928-1929.			
<i>Receipts.</i>		<i>Payments.</i>	
Balance, 1928	..	Loans, 1929	..
Smith College	..	Balance, 1929	..
Loans returned	..		
	\$ 459.48		\$ 703.00
	466.65		573.13
	350.00		
	\$1,276.13		\$1,276.13

GIFTS TO CURRENT EXPENSES.

Received in New York:			
		Gold	Mexican
St. Mary's Church	..	\$ 25.00	\$ 55.68
Cooperating Committee	..	3,109.85	7,065.89
			\$7,121.57

NEW YORK RECEIPTS

1928-1929.			
Gold			
Balance June 1, 1928	\$ 588.23
A.B.F.M.S.	1,500.00
M.E.S.	2,187.50
P.E.	625.00
P.N.	2,500.00
R.C.U.S.	1,500.00
U.C.M.S.	1,390.68
W.F.M.S.	3,125.00
Smith College Alumnae	4,901.00
Smith College	4,000.00
Crescent Avenue Church	500.00
Woman's Union Colleges	3,109.85
Gifts	276.07
Interest	104.70
Refunds	100.00
			\$26,408.03

GINLING COLLEGE COMMITTEE
TRIAL BALANCE.

June 30th, 1929.

<i>Debits.</i>		<i>Credits.</i>	
Cash, Irving Bank ..	\$ 1,075.95	Methodist Episcopal Board North ..	\$ 625.00
Bankers' Trust Company ..	3,896.48	Methodist Episcopal Board South ..	437.50
Securities ..	240,243.62	Special Endowment ..	1,000.00
		Library Equipment ..	13.45
		Permanent Building & Equipment Fund ..	174,824.73
		Permanent Property Upkeep Fund ..	67,065.37
		Furniture & Equipment Insurance of Permanent Property Upkeep ..	1,250.05
	<u>\$245,216.05</u>		<u>\$245,216.10</u>

GROUND, BUILDINGS AND EQUIPMENT

July 1, 1929.

	Gold
Grounds ..	\$ 45,866.51
Buildings ..	386,260.27
Furniture ..	13,513.66
Apparatus ..	16,226.04
Library Books ..	10,674.01
Museum ..	327.00
Total ..	<u>\$472,867.49</u>

TENTATIVE BUDGET, 1930-1931.

Current Expense.

RECEIPTS.

Cooperating Boards:

Am. Baptist M. Soc. ..	\$ 3,000.00
Methodist Epis. South ..	3,500.00
Protestant Episcopal Presbyterian-North ..	5,000.00
Reformed Church U.S. ..	3,900.00
United Christian M. S. ..	3,000.00
Women's For. M. Soc. ..	6,800.00
London Miss. Soc. ..	1,728.00
	<u>\$ 26,928.00</u>

Pledged contributions, etc:

China Medical Board ..	1,000.00
Crescent Ave. Church ..	2,000.00
Smith College Alumnae ..	4,000.00
Smith College Students ..	8,000.00
Bal. from current funds ..	4,720.66
Maintenance fund ..	5,000.00
Permanent Equipment ..	4,000.00
	<u>28,720.66</u>

Field receipts:

Tuition ..	12,750.00
Board ..	7,500.00
Room ..	3,600.00
Incidentals ..	2,400.00

Fees:

Biology ..	600.00
Chemistry ..	375.00
Entrance ..	200.00
Graduation ..	150.00
Medical ..	675.00
Music ..	1,400.00
Practice school ..	1,600.00
Physics ..	300.00
	<u>\$ 31,550.00</u>
Total Receipts ..	\$ 87,198.66
Balance to be raised ..	<u>\$ 24,609.34</u>
	<u>\$111,808.00</u>

EXPENDITURES.

Administration:

Salaries	
President	\$ 1,728.00
Adviser	564.00
Secretary	1,728.00
Librarian	1,728.00
Library assistants	700.00
Registrar	1,080.00
Treasurer	600.00
Business Office	1,920.00
Typists	150.00
Student aid	100.00
Dormitory director	960.00
College physician	600.00
Nurse	600.00
Travel—U. S. A.	1,000.00
	<hr/>
	\$ 13,458.00

Expenses:

Commencement and Founders Day.. .. \$	400.00
Educational fees	400.00
Entrance tests	300.00
General office expense	500.00
Hospitality	300.00
Medical attendance	1,000.00
New York Office	500.00
Postage and stationery	500.00
Telegrams and cables	200.00
Publicity and printing	1,200.00
Travel:	
Board of Control	500.00
Faculty	200.00
President	300.00
	<hr/>
	\$ 6,300.00

Instruction:

Salaries	
Art	300.00
Astronomy	300.00
Biology	4,416.00
Chemistry	3,228.00
Chinese	4,800.00
Education (inc. Prac. Sc.)	3,648.00
English	6,912.00
History	3,120.00
Household arts	300.00
Mathematics and Physics	4,080.00
Music	4,128.00
Physical education	4,848.00
Psychology	1,200.00
Religion	2,592.00
Social and Political Sc.	3,888.00
Modern languages	1,440.00
Contingent	
Language study	500.00
Travel—U. S. A.	6,000.00
	<hr/>
	\$ 55,700.00

Departmental expenses:

Biology	\$ 600.00
Chemistry	1,000.00
Chinese	300.00
Practice School and Education	1,400.00
English	100.00
Lectures	50.00
History	10.00
Library, expenses	700.00
Library, periodicals	500.00
Music	500.00
Physical education	350.00
Physics	300.00
Psychology	
Religion	50.00
	<hr/>
	\$ 5,860.00

Maintenance:

Care of grounds	\$ 600.00
School heat	1,400.00
Janitors supplies	200.00
Light and water	1,200.00
Servants' wages	1,500.00
Upkeep of buildings	5,000.00
	<hr/>
	\$ 9,900.00

Boarding Department:

Food and wages	\$ 6,500.00
Heat	1,200.00
House supplies	400.00
Kitchen fuel	1,240.00
Light and water	1,200.00
Wages	1,400.00
	<hr/>
	\$ 11,940.00

Total Current Expense \$103,158.00

PERMANENT EQUIPMENT.

Campus	500.00
Furniture—college	200.00
Furniture—faculty	100.00
Office	100.00
Library books	3,000.00
Music	700.00
Biology	750.00
Chemistry	700.00
Physics	2,000.00
Physical Education	300.00
Religion	50.00
Medical Department	100.00
Education and Psychology	150.00
	<hr/>
	\$ 8,650.00

Total Permanent Equipment \$ 8,650.00

Total Current Expense and Permanent Equipment \$111,808.00

Student Statistics, September 1929.

Total number of students enrolled in College			166
	Former.	New.	Total.
Students from Government Schools	1	10	11
Students from Mission Schools	61	74	135
Students from Private Schools	10	10	20
	72	94	166

Students by class in College:

Seniors	19	Juniors	15
Sophomores	32	Freshmen	56
Unclassified	11	Specials	2
One-year Phys. Educ. Course			31

	Former.	New.	Total.
Non-church Members	12	26	38
Church Members:	60	68	128
Baptists, North and South	4	8	12
China Christian Church	3	5	8
China Inland Mission	0	1	1
Congregational	2	0	2
Disciples of Christ	2	6	8
Episcopalian	8	7	15
Lutheran	3	3	6
Methodist, North and South	17	17	34
Presbyterian, North and South	15	16	31
Other Societies	1	1	2
Professing Christian—not a Church member	5	4	9
Total	60	68	128

Provinces represented:

	Former.	New.	Total.
Anhui	2	6	8
Chekiang	5	6	11
Fukien	8	9	17
Hopei	0	4	4
Hunan	4	3	7
Hupei	12	7	19
Kiangsi	2	1	3
Kiangsu	32	38	70
Kwangtung	5	7	12
Shantung	1	5	6
Szechuen	1	5	6
Hongkong	0	1	1
Java	0	1	1
Macac	0	1	1

Preparatory schools represented:

	Former.	New.	Total.
Government	1	10	11
Mission	29	29	43
Private	4	6	7
Total	34	45	61

Schools represented at Ginling in September, 1929.

	Former	New	Total.	
Aikuo Girls' School—Shanghai	0	1	1	Gov't.
Amoy Girls' High School	1	0	1	Private
Amoy Girls' Middle School	1	0	1	Mission
Bridgman Academy—Peiping	1	1	2	Mission
Bridgman Memorial School—Shanghai	1	0	1	Mission
C. C. C. Middle School—Canton	1	0	1	Mission
C. M. S. Girls' School—Foochow	0	1	1	Mission
Chung Hwa Girls' School—Nanking	4	7	11	Mission
Chungking Girls' Normal School	1	0	1	Gov't.
Coe Memorial Girls' School—Luchowfu, Anhwei	1	0	1	Mission
David Hill Girls' School—Hanyang	0	2	2	Mission
Eliza Yates Girls' School—Shanghai	3	3	6	Mission
First Girls' Normal School of Szechuen—Chengtu	0	1	1	Gov't.
First Middle School of Chekiang—Hangchow	0	1	1	Gov't.
Fuh Siang Girls' School—Changsha	3	0	3	Mission
Ginling College—Practice School	8	13	21	Mission
Girls' Normal School—Hwangyen, Chekiang	0	1	1	Gov't.
Girls' Normal School—Taichow, Chekiang	0	1	1	Gov't.
Hangchow Union Girls' School	3	3	6	Mission
Hoai Ren School—Amoy	0	2	2	Mission
Hwa Nang College—Foochow	1	0	1	Mission
Hwa Nang College, Middle School—Foochow	0	1	1	Mission
Hwei Wen Girls' School—Nanking	4	7	11	Mission
I-Fang School—Changsha	2	2	2	Private
Ging Dji Girls' School—Wusih	0	1	1	Private
Keen School—Tientsin	0	3	3	Mission
Knowles' School—Kiukiang	0	1	1	Mission
M. E. M. Girls' High School—Chengtu	0	2	2	Mission
Mary Farnham Girls' School—Shanghai	1	1	2	Mission
McTyeire School—Shanghai	0	1	1	Mission
Ming Deh Girls' School—Nanking	5	3	8	Mission
Moore Memorial School—Shanghai	1	0	1	Mission
Nankai Girls' Middle School—Tientsin	0	1	1	Private
National Peiping University, Girls' Middle School	0	1	1	Gov't.
National Chinan University, Middle School, Shanghai	0	1	1	Gov't.
Nantungchow Middle School	0	1	1	Gov't.
Nanyang Institute for Girls—Shanghai	0	2	2	Private
Olivet Memorial Girls' School—Chinkiang	2	0	2	Mission
Peul Ying School—Chuanchow, Fukien	1	2	3	Mission
Physical Training School—Shanghai	3	1	4	Mission
Pooi To Academy—Canton	0	4	4	Mission
Riverside Academy—Ningpo	1	2	3	Mission
Rulison High School—Kiukiang	2	1	3	Mission
Second Normal School of Shantung—Chufu	0	1	1	Gov't.
Soochow Girls' Middle School	0	1	1	Gov't.
St. Faith's School—Yangchow	1	0	1	Mission
St. Hilda's School—Canton	1	0	1	Mission
St. Hilda's School—Wuchang	4	3	7	Mission
St. Paul's School—Hongkong	1	0	1	Mission
Swatow Academy	0	1	1	Mission
Trinity School—Shanghai	1	2	3	Private

	Former	New	Total	
True Light Middle School—Canton ..	3	2	5	Mission
Tsui Chen Middle School—Peiping ..	0	1	1	Mission
Tsung Hua Girls' School—Soochow ..	6	2	8	Private
Union Middle and Normal School—Hankow ..	0	1	1	Mission
Virginia School—Huchow ..	1	0	1	Mission
Wei Ling Girls' School—Soochow ..	1	0	1	Mission
Wen Deh School—Tsingtao ..	1	0	1	Mission
Wen Hwei School—Tengchow, Shantung ..	0	2	2	Mission
Wen Shan School—Foochow ..	1	1	2	Mission
Yenching University, Middle School ..	0	2	2	Mission

GINLING COLLEGE FACULTY.

1929-1930.

Administration:

Wu Yi-fang ..	President.
Gratia Sharp ..	Secretary.
*Elsie M. Priest ..	Treasurer.
Chen Er-Chang ..	Assistant Treasurer.
Tsu Kwoh-chi ..	Registrar.
Mrs. Tsen Shui-fang ..	Superintendent of Dormitories.
Goh Ih-shan ..	Superintendent of Grounds.
Djang Siao-sung ..	Librarian.
*Margaret G. Smythe, M.D. ..	College Physician.
Wu Meh-hsiang ..	Nurse.

Instruction:

Emily I. Case ..	Physical Education.
*Chang Hwei-lan ..	Physical Education.
Chen Deh-djen ..	Physics and Mathematics.
Chen Mei-yu ..	Hygiene.
Ruth M. Chester ..	Chemistry.
Harriet M. Cogswell ..	English.
Giang Mei-sung ..	Chinese.
David S. Hsiung ..	Physics and Mathematics.
Ellen Y. T. Koo ..	Music.
Lindsay Lieu ..	Chinese.
Mrs. D. Y. Lin ..	Physical Education.
Liu Tang Lu-djen ..	History.
Loh Zung-nyi ..	Physics and Mathematics.
*Lei Hai-tung ..	History.
*Madame Ma Yu-guiun ..	French.
*Z. H. Pan ..	Chemistry.
Cora D. Reeves ..	Biology.
Shen Shau-yu ..	Political Science and Sociology.
Shi Kwoh-ying ..	Physical Education.
Eva Dykes Spicer ..	Religion.
†Sun Wang Kuo-sieu ..	History.
Catharine E. Sutherland ..	Music.
Esther E. Tappert ..	English.
Tsui Ya-lan ..	Physical Education.
*Tung Teh-fu ..	Psychology.
Minnie Vautrin ..	Education.
Julia C. Warren ..	English.
Wang Gia Wei ..	Education.
Wu Dzing-hsien ..	Biology.
Wu Mou-i ..	Chemistry.
Yang Ging-hsioh ..	Biology.
†Yang Hsiao rang ..	Physical Education.

On Leave of Absence:

Mrs. Lawrence Thurston ..	Adviser.
Harriet Whitmer ..	Biology.

*Part Time.

†Second Semester.

GINLING COLLEGE BOARD OF DIRECTORS.

A.B.F.M.S.:

Miss G. F. McCulloch
Mr. T. K. Van

Union Girls' School, Hangchow
Shanghai College, Shanghai

W.F.M.S.:

Dr. G. T. Liu
Miss Clara Merrill

International Institute, French Conces-
sion, Shanghai
Rulison School, Kiukiang

M.E.S.:

Miss A. E. Bradshaw
Dr. Wang Zok-tung

Laura Haygood Normal School, Soochow
Margaret Williamson Hospital, West
Gate, Shanghai

P.N.:

Dr. O. C. Crawford
Mrs. Wu

Presbyterian Mission, Soochow

U.C.M.S.:

Miss Mary Frances E. Kelly
Mr. Tung Teh-fu

23 Hwa Shi Ta Kai, South Gate,
Nanking
Christian Girls' School, Nanking

A.C.M.:

Rev. John G. Magee

American Church Mission, Hsiakwan,
Nanking

L.M.S.:

Dr. C. L. Hsia

131 Connaught Road, Shanghai

Smith College, U.S.A.:

Mrs. J. C. Thomson

University of Nanking, Nanking

Y.W.C.A.:

Mrs. H. C. Mei

Y.W.C.A., 23 Yuen Ming Yuen Road,
Shanghai

R.C.U.S.

Miss Gertrude B. Hoy

Yochow City, Hunan

Alumnae:

Dr. Ren Cho
Miss Chen Dju-gun

88 Tsing Tai Road, Hangchow
6 Sz Gun Gan dz, Nanking

Coopted:

Mrs. W. S. New
Mrs. S. J. Mills
Mrs. Searle Bates
Dr. Djang Fang

236 Seymour Road, Shanghai
Hansimen, Nanking
University of Nanking, Nanking
University of Nanking Middle School

MINUTES

OF THE

BOARD OF DIRECTORS

OF

GINLING COLLEGE

October 31 and November 1

1930

GINLING COLLEGE
NANKING, CHINA

GINLING COLLEGE COMMITTEE.

Miss Margaret E. Hodge, Chairman,
156 Fifth Avenue, New York City, U.S.A.

Miss Elizabeth R. Bender, Secretary,
150 Fifth Avenue, New York City, U.S.A.

Mr. Russell Carter, Treasurer,
156 Fifth Avenue, New York City, U.S.A.

Mrs. Lewis L. Anewalt	Mrs. James M. Pratt
Miss Esther Case	Miss Katherine L. Richards
Miss Rebecca W. Griest	Mrs. Charles K. Roys
Miss Grace Lindley	Miss Minnie V. Sandberg
Mrs. Francis J. McConnell	Dr. Robert E. Speer
Rev. Frank Mason North	Miss Lela E. Taylor

DOCKET

October 31st and November 1st, 1930

1. Devotional Exercises.
2. Election of co-opted members and committees.
3. Reports.
4. Registration.
5. Faculty program for 1931-1932.
6. Treasurer's Report.
7. Building Program.
8. Correlated Program.
9. Election of Officers.
10. Miscellaneous.
 - (a) Report of Special Committee.
 - (b) Report of Promotional Committee.

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS OF GINLING COLLEGE

October 31—November 1, 1930

The Annual Meeting of the Board of Directors of Ginling College was held at the College on Friday and Saturday, October 31 and November 1, 1930.

The members present were as follow:

Mrs. Lilliath R. Bates	Mr. Edwin Marx
Miss Deng Yu-dji	Mrs. W. S. New
Dr. C. L. Hsia	Mrs. Margaret S. C. Thomson
Dr. G. T. Liu	Mr. Tung Teh-fu
Miss Gertrude F. McCulloch	Dr. Wang Zok-tung
Miss Hattie R. MacCurdy	Mrs. A. V. Wu
Rev. John G. Magee	Dr. Li Tien-lu

Dr. Yi-fang Wu, *ex-officio*

Mrs. Lawrence Thurston, *ex-officio*

The meeting was called to order at 9.10 a.m. by the Chairman, Dr. G. T. Liu, who presided throughout the meeting. The sessions were as follows:

October 31: 9.10 to 11.45 a.m., 1.30 to 4.00 p.m., 4.30 to 6.00 p.m.

November 1: 9.00 a.m. to 12.30 p.m., 2.00 to 3.30 p.m.

A recess for tea was taken between four and four-thirty on Friday, and the College served luncheon both days for the members, most of whom were guests of the College for the time of the Board meeting and the Founders' Day exercises.

The devotional period on Friday morning was led by Mr. Marx, who read the scripture Matthew 25: 31-46. The leader suggested that the social obligation implied in this passage of scripture was not incumbent on individuals only, but on nations and all social groups and that our consideration of our own work in such a meeting as this should be against the back-

ground of human needs so prevalent in the world today. The devotional period on Saturday morning was led by Mrs. Thurston, who called attention to the fact that this date is All Saints Day, and the readings, prayers and meditation centered round that thought. Comparison was suggested between the conditions surrounding the Fourth Century Church in the Roman Empire when it was just emerging as the dominant religion, and the situation facing the Church in China today. The thought was stressed that as their strong and uncompromising conviction was an element in the victory of the early Christians, the church in China today should profit by their example.

The docket as prepared by the Executive Committee was presented and accepted.

1. *Voted:* That the session adjourn at 11.45 a.m. on Friday in order to allow the members to attend the chapel service.

2. *Voted:* To elect Dr. Li Tien-lu as a coopted member of this Board.

3. *Voted:* That Mrs. Thomson and Mr. Marx act as recording secretaries for this meeting, in the absence of the regular secretary, Mrs. S. J. Mills.

4. *Voted:* To elect Mrs. Thomson, Mrs. New and Mr. Marx as the Nominating Committee.

Reports.

1. Dr. Wu, President of the College, presented the report of the college for the year 1929-1930.

2. The report of the Executive Committee was presented by Dr. Wu in the absence of the Secretary. Minutes of meetings were reviewed and approved, dates as follows: 1929, December 21; 1930, March 8; May 10; September 20; October 30.

Voted: To accept the report of the Executive Committee.

3. Mrs. Thurston, who attended the meeting of the Ginling College Committee in New York on January 18, 1930,

gave a report of the membership changes and the activities of the Committee.

Voted: To accept the report on the Ginling College Committee.

Constitution and By-Laws.

Dr. Wu reported progress in the steps being taken to secure the registration of the Board and of the College, and explained the revisions still required to be approved in order to complete registration.

The following alterations in the Constitution were approved:

1. *Voted:* To delete the words (Article I—Statement of Purpose): "the five mission Boards which were."

2. *Voted:* To delete the words (Article IV—Composition of the Board of Directors) "and at least three-fourths shall be professing Christians," with the understanding that these words be embodied in the agreement with the Board of Founders, for the election of the Board of Directors as specified in paragraph 1 of Article IV of the Constitution.

3. *Voted:* To delete the words (Article V—Duties of the Board of Directors) "and to this end, shall see that the President and Treasurer, and so far as possible all others holding positions of authority in the college, shall be professing Christians."

4. *Voted:* To delete the words (Article V—Duties of the Board of Directors, paragraph 2) "shall authorize the establishment of departments," "shall ratify courses of study," "and the Treasurer," "shall appoint officers and instructors upon recommendation of the President"—so that the paragraph shall read "The Board of Directors shall elect the President and shall determine....."

5. *Voted:* To delete the words (Article V—Duties of the Board of Directors, paragraph 3) "Upon recommendation of the President and Faculty, it may confer degrees in accordance with the regulations of the Republic of China, and recommend to the Board of Founders candidates for American degrees."

6. *Voted:* That Article IV, paragraph 1, of the Constitution be changed to read "The Board of Directors shall consist of twenty-four members, two-thirds of whom shall be Chinese, elected in a manner agreed upon with the Board of Founders."

The following changes in the By-laws are proposed to conform with the regulations and revisions of the Constitution, and adopted by the Board of Directors.

I. Composition—to read as follows:

- (1) "The twenty-four members....."
- (3) Change "One member each....." to read "Each group in partial cooperation shall name two, one Chinese and one foreign; one of whom shall be chosen by the Board so as to ensure a Chinese majority of two-thirds."
- (5) "Coopted members to be elected by the Board."
- (8) "Representatives elected by cooperating groups shall begin to serve from July first."
- (9) "The term of service for coopted members shall begin immediately after the meeting at which they are elected, and extend through two succeeding annual meetings."

V. Powers and Duties of the President.

Add as 6 "To make all appointments to the faculty, including those made through the Ginling College Committee."

Voted: That the president be empowered to proceed and complete the registration of the College.

Faculty Program.

Miss Vautrin presented the report of the Curriculum Committee.

Recommendations presented by the Curriculum Committee

Teaching Faculty for 1931-1932

Based upon data supplied by the departments and the following estimate of student enrollment:

Seniors	25	Sub-freshman	14 (1 sec.)
Juniors	32	Unclass. and Specials	10
Sophomores	38	Special Physical Ed.	10
Freshman	60 (3 sec.)		
		Total	189

Subject	Teaching Hours per week	Staff required	Unprovided
Art	2	$\frac{1}{2}$	$\frac{1}{2}$
Astronomy	2	$\frac{1}{2}$	
*Biology	1. 10 classes 32 laboratory 2. 10 classes 35 laboratory	4	I
Chemistry	1. 14 classes 24 laboratory 2. 14-16 classes 24-30 laboratory	$2\frac{1}{2}$	
*Chinese	28	$2\frac{1}{2}$	$\frac{1}{2}$
*Education	1. 4 & Supervisor 2. 12	2	I
Practice School	31 & Music & P.E.	2	I
English	1. 47 2. 45	$4\frac{1}{2}$	$1\frac{1}{2}$
History	20	2	I
Home Economics	2 or 3	$\frac{1}{2}$ or $\frac{1}{4}$	
*Hygiene and Phys. Ed.	1. 26 & 66 practical 2. 28 & 61 practical	6	
Mathematics	1. 21 2. 17	$2\frac{1}{2}$	
Modern Languages	8	$\frac{2}{3}$	
*Music	12 & 55-60 practical	5	3
Philosophy	1. 16 2. 14-16	$1\frac{1}{2}$	
Psychology	12	1	I
Physics	1. 10-12 classes 13-16 laboratory 2. 12-15 classes 14-17 laboratory	$1\frac{1}{2}$	
*Political Science and Economics	16	$1\frac{1}{2}$	$\frac{1}{2}$
Sociology	1. 8-12 2. 12	1	

* Increases over 1930-1931 due chiefly to furloughs.
One person on leave of absence included under Biology, Education, and Music.

Voted: To accept the teaching program and the following recommendations of the Curriculum Committee.

GEOGRAPHY: The Committee recommends that a geography department with one teacher be added to the curriculum next year offering at least enough work so that students may minor in geography. This recommendation is made in view of the fact that in the new government curriculum there are 12 credits of geography in the junior middle school and 6 credits in the senior middle school. It is desirable that we help train teachers for these courses.

MUSIC: The committee thinks it desirable to strengthen and expand the music department.

HEALTH EDUCATION: The committee recommends that we add a major in health education provided we can secure help from the Millbank Foundation to cover the additional expense involved in staff, equipment and current expenses.

It asked that a committee consisting of Mrs. Thurston, Dr. Reeves, Miss Chen Mei-yu, Miss Case and Miss Vautrin be asked to work out the detailed needs in faculty, equipment and current expenses.

PHILOSOPHY: On the recommendation of the Philosophy department, the committee recommends that an effort be made to secure a teacher next year trained especially in philosophy who can offer courses in logic as well as philosophy.

It was suggested that it might be possible to get a teacher on sabbatical leave next year, or a part-time Chinese teacher in order to determine, before making it a permanent part of the curriculum, whether there is demand on the part of students for such courses.

Dr. Wu announced that the regular furlough of Miss Vautrin, Dr. Reeves, Miss Sutherland will be due and Miss Warren's three year term will be completed next June.

(2) *Voted:* That in view of the present emergency in secretarial help due to the illness of Miss Sharp, the president is authorized to engage a temporary substitute.

(3) *Voted:* That we express our deep appreciation of the service which Miss Griest has rendered so untiringly in securing candidates and we request that she shall continue to help in this important work; as well as in promotional work for the College.

Finance.

The Finance Committee Report was presented by Miss Priest.

(1) *Voted:* To accept the financial report for 1929-1930. See page 18.

(2) *Voted:* To adopt the revised budget for 1930-31.

(3) *Voted:* To adopt the proposed budget for 1931-32, with the following changes. Under "receipts" instead of "deficit M29,582.46," use the following expression "amount to be raised. See page 24.

The report of the Committee on Salary Scale Revision was presented by Miss Priest.

(4) *Voted:* To adopt the report of the salary scale revision committee of April 12, 1930, as a tentative working basis, subject to revision by the finance committee.

(5) *Voted:* To adopt the recommendation of the finance Committee that the salary of the president be fixed at \$2,400.00 per year beginning July 1, 1930 and the administration allowance be increased to \$500.00 per year with the understanding that no accounting shall be submitted for expenditures of this nature made by the president.

Land and Building Committee.

The report of the Land and Building Committee was presented by Miss Vautrin.

(1) *Voted:* To accept the report of the Building Committee and to approve the building program recommended by the committee.

(2) *Voted:* That in addition to the five pieces of land for which authorization to purchase was granted by the Board of Control in 1929, we approve of the purchase of two additional pieces, namely:

(1) The Djang land—all, or in part. This land is opposite the south-east corner of the campus and would be very desirable location for residences for men faculty.

(2) Miss D's land—as an extension to the hilltop piece in order to give a right of way to the west where the government is proposing to develop a Research Library.

(3) The other five pieces are at corners and on the north of present campus and a strip to connect with Wade Jones' land west of the center of the campus. The minimum cost of the additions would be \$32,500.

We believe that the above pieces of land are all desirable in completing the campus, and the money should be made available when authorized by the Executive Committee.

Voted: That the two additional pieces of land, of approximately 10 mou, be purchased immediately, if possible, in addition to the land purchase authorized last year.

Voted: To approve the following as a complete building program for 300 students, which is the same as that approved by the Board of Control in 1925 (p. 9) with the addition of a student dormitory and the covered ways.

	1925	*1931
1. Chapel and Music	\$75,000	\$140,000
2. Library and Administration	75,000	150,000
3. Student Dormitory		300,000
4. Faculty Residences	80,000	160,000
5. North Kitchen and Dining Room	6,000	10,000
6. Fuel Storage	1,000	2,000
7. Lighting—New Unit	30,000	30,000
8. System of Covered Ways		50,000
9. Infirmary	5,000	10,000
10. Practice School	—	—
	\$272,000	\$852,000

*(Revised estimates for 1931 added for comparison).

Voted: That we approve the immediate planning of Buildings 1-7 and ask that Mr. Murphy be instructed to prepare plans and estimates. It is our opinion that as large a group as possible should be constructed at the same time in order to warrant the cost of expert supervision.

Voted: To ask the Ginling College Committee to make necessary funds available when the architect's plans and estimates have been approved.

Voted: In order to release dormitory space for students in the year 1931-32 we approve of the immediate construction of four small faculty houses to be ready by the autumn of 1931 and ask the Ginling College Committee to make the necessary funds available.

Voted: That we endorse the opinion of the architect that from the standpoint of the beauty of the campus and buildings, the completion of the covered ways is a vital necessity. He has said: "Without these unifying lines the essential Chinese court effects are seriously compromised. The group of buildings fits the site admirably and the completion of the covered ways will tie the buildings into a stately and dignified court grouping of great effectiveness." The expensive foundations and platforms are already constructed. We, therefore, recommend that these be completed in connection with the present building program if they can be financed.

Report of Special Committee.

The following report was presented by Dr. Hsia:

"The Board of Directors express their welcome to Mrs. Thurston on her return to the College and to the duties enumerated on page 13 of the 1928 minutes. In addition we would recommend her membership on the Finance Committee and request that she give special attention this coming year to her work on the Building Committee and to promotional work in consultation with Dr. Wu."

(1) *Voted:* To adopt the above report.

(2) *Voted:* That the Adviser be *ex-officio* a member of the Board of Directors.

Correlated Program of the Council of Higher Education.

The Correlated Program of the Council of Higher Education, as adopted January 31, 1930, was presented by Miss Vautrin for consideration.

Voted: (1) That we approve the acceptance of the Correlated Program as a whole as recommended by the Council of Higher Education in January 1930.

(2) That we accept in general the Correlated Program so far as it affects directly Ginling College in planning its future

program. However, we request that the financial program should be given further consideration in view of the fact that Ginling, as the only Union College for women in China, occupies a unique position in mission educational work.

(3) That the matter of minor revision of Ginling's program and suggestions as to revision of other items be referred to the Executive Committee.

Report of Promotional Committee.

The Promotional Committee reported through Mrs. W. S. New. A meeting attended by Mrs. R. O. Beebe, Miss Lily Yen, and Mrs. W. S. New was held on October 23, 1930, from four to six p.m. at the home of Mrs. New. The Committee recommends an increase in the membership of the Committee from three to seven, the additional members to be Mrs. Thurston, the President of the Alumnae Association, the President of the Shanghai Alumnae Association, the Secretary of the Alumnae Association, and the Treasurer of the Alumnae Association.

The need of doing something definite to secure support for Ginling, especially from Chinese sources, was emphasized. The plan of having speakers from the college visit the High Schools, to make the college better known to the students, and to present the opportunities offered to women for higher education, was approved by the committee. The Alumnae, students and faculty, are urged to devise ways and means of increasing interest in and support for the college. A full-time paid secretary, or a part-time voluntary secretary, to devote herself to promotional and financial work, is felt to be an urgent need.

Voted: To accept the report of the Promotional Committee.

Elections.

The report of the Nominating Committee was presented. Election of officers and coopted members resulted as follows:

Coopted members (in addition to those previously elected):

Mrs. Sun Tsi-liang, Miss Grace Yang, Mrs. Li Sie Wei-peng, Rev. Djang Fang.

Board of Directors: Chairman, Dr. C. L. Hsia; Secretary, Mrs. S. J. Mills; Treasurer, Miss Priest.

Finance Committee: Miss Moffet, Miss MacCurdy, Mr. Tung Deh-fu; *ex-officio:* Miss Priest, Mrs. Thurston.

Land and Building Committee: Mrs. Buck, Mr. Cheo Ming-i, Mr. Archie T. L. Tsen, Col. Stroebe; *ex-officio:* Mrs. Thurston and Dr. Wu.

Executive Committee: Chairman, Dr. C. L. Hsia; Secretary, Mrs. S. J. Mills; Dr. Wang Zok-tung, Dr. Liu Gien-tsin, Mrs. Bates.

Voted: That the two Secretaries and the President review the minutes and prepare the final draft for submitting to the members for approval.

Voted: That a standing vote of thanks be extended to the President and Faculty for their hospitality to members of the Board.

EDWIN MARX,

MARGARET S. C. THOMSON,

Secretaries.

REPORT ON GINLING COLLEGE COMMITTEE

The meeting was held on January 18, 1930, in New York City, with eleven of the fourteen members present; also Mrs. Thurston and Miss Treudley. Miss Katharine L. Richards took the place of Dr. Woods as Smith College representative. Miss Rebecca W. Griest was elected as one of the new coopted members to represent former faculty of the College.

Registration.

Approval of Constitution and Agreement, and of registration under Statement of Purpose recommended by the Board of Directors in May, 1929, is recorded in the Minutes; also of necessary changes in membership of Board of Directors, subject to approval of cooperating Boards.

Joint Campaign and Correlated Program.

The Committee approves the principle as the most effective method for financing Christian Colleges, but participation is dependent on the adoption of a correlated program. Ginling is to retain her identity as a four-year college for women. The policy of developing correlated graduate work in existing institutions, rather than, at present, developing a separate centralized institution in East China, is approved.

Finance.

The Treasurer reported increases in appropriation from cooperating Boards which improved the Budget for 1930-1931 by a considerable decrease in the balance to be raised. Loss of cooperation for the time being of the Protestant Episcopal Church and the Y. W. C. A. was reported. Funds for the purchase of land (not to exceed \$7,000) were voted. Toward the Budget for 1930-1931 \$89,676.66 Mex. was guaranteed. Plans for raising funds in America and in China were approved. A vote of thanks to Ginling Alumnae is recorded; also to Miss Priest for her work as Treasurer.

Candidates and Faculty.

The difficulties of candidate work were made clear—75 letters regarding vacancies in Library, Physical Education and Music. A special committee was appointed to work out a more adequate method of securing suitable teachers. Dr. Treudley was invited to return and Miss MacKinnon to join the faculty. A report on pensions was presented but no policy was adopted.

Hutchison Memorial.

It was requested that the Recitation Building be designated as the Hutchison Memorial and a tablet was ordered.

REPORT OF THE EXECUTIVE COMMITTEE

Summary

Meetings were held on December 21, 1929, on March 8, May 10, September 20, and October 30, 1930.

Registration.

Various changes in the Constitution required by the Ministry of Education were approved: a Chinese majority of two-thirds, change of name of Department of Religion (to Department of Philosophy), powers and duties of the Board of Directors in relation to the appointment of faculty.

Land and Buildings.

Money for further purchase of land G\$10,000 was requested from the Ginling College Committee, a new pumping system and a new lighting unit were approved. Dr. Wu was authorized to purchase land to be held in trust for the College. Money was appropriated for extension and improvement of the Athletic Field. Addition to the kitchen and the provision of screened sleeping porches were approved.

Organization.

The March meeting was devoted to a consideration of Minutes of the Ginling College Committee and the meeting of the Council of Christian Higher Education which approved the Correlated program (see page). Participation in the Joint Financial Campaign was left to the decision of the Ginling College Committee. Cooperation in advanced elective courses with the University of Nanking was approved.

Finance.

Increases in contributions from several of the cooperating Boards, and gifts, reduced the budget deficit for 1930-31 from \$24,000 to \$4,000. Request for transfer of building funds was made but not granted by the Ginling College Committee. Salaries were adjusted on the basis of higher exchange and increase in cost of living, the final action being taken by the Ginling College Committee on foreign salaries. Chinese salaries were increased on a basis of faculty classification and length of service. Payment of medical bills and evacuation expenses was authorized. Student board was increased to \$100. The revised Budget for 1930-1931 and tentative Budget for 1931-1932 are based on recommendation of the Finance Committee, endorsed by the Executive Committee.

REPORT OF THE FINANCE COMMITTEE

Extracts

Meetings were held on February 22 and on October 17, 1930.

The Committee approved the purchase of a new piano for the Music Department and the addition of screened porches to the two south dormitories, and locker rooms for the Physical Education Department.

The need of revision of the salary scale for both Chinese and foreign faculty was faced, and a special committee was asked to study and make recommendations as to salary, leave of absence, allowances, pensions, etc. The exchange problem was taken up and it was decided to use the rate of 2.10 for 1.00 U. S. currency in financial statements.

Recommendations of the Committee are included under Finance (pp. to pp.).

GINLING COLLEGE IN THE CORRELATED PROGRAM

(Student body of 300)

Current Budgets

1929-30 Budget	Increase asked	Recommended
Administration	\$18,026	\$ 3,330
Maintenance	4,900	7,450
Dean	—	1,000
Instruction		
Salaries	46,946	34,210
Assistants	4,620	4,740
Departmental Expenses		
Physics	300	300
Chemistry	1,100	1,000
Biology	600	600
Practice School	3,160	3,995
Others	1,620	865
Total Arts	\$81,272	\$ 57,480
Library	\$ 5,826	\$ 1,100
Student Service	1,140	200
		1,000

To cover deficit	58,780	20,000
	78,780	
Less student fees	14,000	
Net total	\$88,238	\$ 64,780
Percentage increase granted		45,200
		51%

Land and Buildings

	Requests	Recommended
Land	—	\$ 40,000
Improvement	\$ 43,000	15,000
Library and Administration	165,000	165,000
Assembly and Music	165,000	165,000
Practice School	30,000	20,000
Dormitory	180,000	—
Dining Hall and Kitchen	15,000	15,000
Power Unit	22,500	22,500
Infirmery	6,000	6,000
Scientific Equipment	30,000	—
Faculty Housing	135,000	135,000
Total	\$876,500	\$583,500

Capital fund now in hand of \$300,000 is subtracted
 Percentage recommended 66%
 Percentage of entire program 4.2%

Among the 11 institutions for which complete statistics are given Ginling ranks 7 in size of student body (1929); 8 in size of present budget; 9 in size of proposed budget; 8 in size of proposed budget per student; 2 in percentage of Christian students.

TREASURER'S REPORT

Financial Statement at the close of the year ending June 30, 1930.

All amounts are in Chinese currency.

Assets and expense items

Cash on hand:		
In China:		
In safe	735.32	
Hongkong & Sh. Bank. Corp.	12,780.77	
Shanghai Com. & Savings Bank	4,483.64	18,017.73
In U.S.A. or in transit:		
Bal. held by treasurer (N.Y.)	664.07	
Draft in transit	17,421.55	
Guaranteed G\$1,100.00	4,060.10	22,145.72
Fixed deposit—Sh. Com. & Savings Bank		10,000.00
Advanced for 1930-31 accounts		1,208.20
Bookroom		502.06
Suspense items		870.07
		52,743.78

Liabilities and special accounts

Student accounts—reserved:		
College organizations	1,009.65	
Physical Training loan	109.20	
Scholarships	808.13	
Student deposits	1,948.37	
Student loan funds	1,158.99	5,034.34
Faculty residence account		34.93
Special account		153.44
Special account for Miss Chen		217.48
Special equipment for Biology Department		202.30
Balance of the Short Course building		102.26
Land—funds on hand		15,662.49
		21,407.24

Balance carried forward to 1930-1931 \$31,336.54

(Current Expense Balance \$28,952.46; Permanent Equipment Balance \$2,384.08).

Auditor's statement:

This is to certify that I have completed the audit of Ginling College accounts for the year ending June 30, 1930 and have found them correct and in order. The audit has included the checking of all receipts from student fees, drafts from New York, etc. I have examined vouchers for all payments. The ledger accounts have been checked and certified including all bank and cash accounts.

(Signed) ANNA E. MOFFET,
 Auditor.

Nanking, China,
 October 27, 1930.

FINANCIAL STATEMENT

July 1, 1929 through June 30, 1930.

Current Expense

RECEIPTS

Chinese Currency

Cooperating Boards

American Baptist For. Miss. Society ..	\$ 5,481.20	
Methodist Episcopal Board—South ..	5,557.81	
Board of For. Missions—Presbyterian ..	7,751.50	
Reformed Church in U.S. ..	6,271.12	
United Christian Missionary Society ..	3,059.62	
Woman's For. Missionary Society ..	6,471.56	
London Missionary Society ..	1,728.00	
Protestant Episcopal Mission Board ..	1,625.75	\$ 37,946.56-

Pledged contributions, gifts, etc.

Crescent Avenue Church ..	2,000.00	
Smith College Alumnae ..	2,020.60	
Smith College Community Chest ..	8,223.46	
Y.W.C.A. ..	10,962.40	
Day of Prayer ..	5,001.67	
Ginling Alumnae ..	1,888.08	
Hutcheson Memorial ..	400.00	
Special gain in exchange, interest, etc. ..	677.32	
Special funds for maintenance ..	4,082.69	
Balance from 1928-1929 accounts ..	4,888.48	
	20,664.98	60,810.18

Total from outside sources .. 98,756.74-

Student Receipts

Tuition ..	12,145.00	
Board ..	7,205.02	
Room ..	3,840.00	
Incidentals ..	2,560.00	25,750.02

Laboratory and other fees

Biology ..	335.00	
Chemistry ..	443.53	
Entrance fees ..	308.00	
Graduation ..	226.00	
Medical ..	861.10	
Music ..	1,662.00	
Practice School ..	1,590.00	
Physics ..	440.00	5,865.63

Total from students .. 31,615.65

Total receipts .. \$130,372.39

EXPENDITURES

Administration

Salaries		
President ..	1,728.00	
Adviser (furlough) ..	2,900.58	
Secretary ..	2,116.64	
Librarian ..	590.00	
Library assistants ..	587.67	
Registrar ..	970.00	
Treasurer ..	600.00	
Asst. treasurer ..	880.00	
Business Manager ..	835.00	
Typists ..	153.31	
Student aid ..	83.10	
Dormitory Director ..	946.66	
Physician and nurse ..	986.00	
Travel from U.S.A. ..	1,149.50	\$14,528.46-

Expenses

Commencement and Founders' Day ..	255.49	
Diplomas ..	388.80	
Education Assn. fee ..	400.00	
Entrance tests ..	471.89	
General office expense ..	591.22	
Special expenses—president ..	300.00	
Hospitality ..	119.40	
Medical attendance ..	1,642.32	
Medical supplies ..	534.37	
New York office ..	601.36	
Postage and stationery ..	453.91	
Telegrams and cables ..	195.01	
Publicity and printing ..	1,200.00	
Travel:		
Board of Control ..	334.32	
Faculty ..	159.20	
President ..	254.45	7,901.74-

Total Administration .. \$22,430.20-

Instruction

Salaries		
Biology ..	5,050.71	
Chemistry ..	3,382.64	
Chinese ..	4,360.00	
Education ..	3,822.16	
English ..	6,111.52	
History ..	2,390.00	
Mathematics and Physics ..	3,850.00	
Modern languages ..	688.00	
Music ..	4,196.64	
Physical education ..	6,423.64	
Philosophy ..	1,728.00	
Political Science and Economics ..	1,860.00	
Travel ..	4,252.81	
Language study ..	324.00	48,440.12

Departmental expenses

Biology	459.77	
Chemistry (inc. gas)	1,563.25	
Chinese	263.07	
Practice school and education	1,507.22	
English	139.11	
Lectures	117.14	
History	12.08	
Library expenses	272.59	
Library periodicals	992.73	
Music	1,138.40	
Physical education	684.97	
Physics	267.39	
Religion	43.85	
Sociology	23.60	
	<u>7,485.17</u>	

Total Instruction \$55,925.29

Maintenance

Care of grounds	595.39	
School heat	1,483.38	
Janitor supplies	214.45	
Light and water	1,546.79	
Wages of servants	1,284.05	
Upkeep of buildings	4,888.48	

Total Maintenance 10,012.54

Boarding department

Food, fuel and wages	8,427.15	
Heat for dormitories	1,238.00	
House supplies	415.75	
Light and water	1,400.00	
Wages	1,571.00	

Total Boarding Department 13,061.90

Total Expenditures \$101,419.93

Balance, June 30, 1930 28,952.46

\$130,372.39

PERMANENT EQUIPMENT

RECEIPTS

Balance from 1928-1929	\$1,525.68
Received, 1929-1930	7,631.85

Total Receipts 9,157.53

EXPENDITURES

Campus improvement	166.30
Furniture—college	200.00
Furniture—faculty	100.00
Office	43.90
Library books	2,281.59
Music	864.00
Biology	531.65
Chemistry	700.00
Physics	1,000.00
Physical education	298.39
Medical	100.00
Replacement of hot water heaters	487.62

6,773.45

Balance Permanent Equipment 2,384.08

9,157.53

SPECIAL FUNDS BALANCES

	Dr.	Cr.
Book Room	\$ 502.06	
College organization		\$1,009.65
Faculty house		34.93
Physical training loan		109.20
Scholarships		1,158.99
Student bank		1,948.37
Loan fund		808.13
Suspense	870.07	
	<u>\$1,372.13</u>	<u>\$5,069.27</u>
Balance special funds	\$3,697.14	
	<u>\$5,069.27</u>	

SCHOLARSHIP FUND

1929-1930

Receipts.

Balance 1928-1929	\$ 264.14
Woods Scholarship	142.54
Gratia Sharp	203.43
Mary L. James Fund	544.85
Irving T. Wood	174.11
Eva D. Spicer	100.00
Geo. W. Loos, Jr.	4.92
Class of 1929	100.00

\$1,533.99

Payments.

Grants to students	\$ 375.00
Balance	1,158.99

\$1,533.99

LOAN FUND

1929-1930

<i>Receipts.</i>		<i>Payments.</i>	
Balance 1928-1929 ..	\$ 573.13	Loans	\$ 335.00
Loans refunded ..	570.00	Balance	808.13
	<u>\$1,143.13</u>		<u>\$1,143.13</u>

GIFTS TO CURRENT EXPENSES

Received in China			
Ginling Alumnae			\$ 400.00
Received in New York			
Hutchinson Memorial Fund	Gold	\$260.58	677.82
Mrs. Thurston's campaign		135.00	388.80
			<u>\$1,466.62</u>

NEW YORK RECEIPTS

1929-1930

	Gold
Balance June 30, 1929	\$1,075.95
A.B.F.M.S.	2,000.00
M.E.S.	1,687.50
P.E.	625.00
P.N.	2,812.50
R.C.U.S.	850.00
U.C.M.S.	311.25
W.F.M.S.	1,875.00
Smith College Alumnae	2,889.25
Smith College	4,000.00
Crescent Avenue Church	1,000.00
Woman's Union Colleges	665.83
Gifts	707.16
Interest	51.34
Refunds	400.00
	<u>\$20,950.78</u>

GINLING COLLEGE COMMITTEE

TRIAL BALANCE

June 15th, 1930

<i>Debits.</i>		<i>Credits.</i>	
Cash, Irving Bank ..	\$ 230.58	Special Endowment Fund ..	\$ 1,000.00
Bankers Trust Company ..	11,681.23	Permanent Building and Equipment Fund	164,824.73
Securities ..	231,672.53	Permanent Property Upkeep Fund ..	76,289.61
Pension Premium ..	30.00	Furniture and Equipment Insurance of Permanent Property Upkeep Fund ..	1,500.00
	<u>\$243,614.34</u>		<u>\$243,614.34</u>

GROUNDS, BUILDINGS, AND EQUIPMENT

July 1, 1930.

	Gold
Grounds	\$ 47,327.22
Buildings	390,457.90
Furniture	13,606.83
Apparatus	17,324.77
Library Books	11,382.57
Museum	327.00
Total	<u>\$480,426.29</u>

TENTATIVE BUDGET, 1931-1932

Current Expense

RECEIPTS.

Cooperating Boards:

					*Chinese
A.B.F.M.S.	\$	4,200.00
M.E.S.		5,250.00
P.N.		7,350.00
R.C.U.S.		4,095.00
U.C.M.S.		3,000.00
W.F.M.S.		9,030.00
L.M.S.		1,814.40

\$ 34,739.40

Pledged contributions, gifts, etc.

Crescent Ave. Church..	\$	1,050.00
Smith College Alumnae		4,200.00
Smith College Students		8,400.00
Day of Prayer		840.00
Ginling Alumnae		500.00
Permanent Upkeep		8,400.00
Mrs. Paddock's gift		1,260.00
Balance current		14,969.54
Gain in exchange (estimated)		4,311.90

\$ 43,931.44

Total from outside sources

\$ 78,670.84

Students.

Tuition	\$	14,250.00
Board		10,450.00
Room		4,560.00
Incidentals		3,040.00

Fees:

Biology		800.00
Chemistry		600.00
Entrance		300.00
Graduation		250.00
Medical		950.00
Music		1,400.00
Practice School		1,600.00
Physics		300.00

\$ 38,500.00

Total receipts

\$117,170.84

Balance to be raised 1931-1932

29,582.46

\$146,753.30

* Proposed budget for 1931-1932—based on exchange at 2.10 for Gold \$1.00.

EXPENDITURES.

Administration

Salaries

President	\$	2,400.00
Adviser		907.20
Secretary—English		1,814.40
Secretary—Chinese		240.00
Librarian		2,534.40
Library assistants		600.00
Registrar		840.00
Treasurer		800.00
Business Office (2)		2,160.00
Typists		200.00
Student aid		100.00
Dormitory director		1,020.00
Physician and Nurse		1,340.00
Travel—U.S.A.		1,050.00

\$ 16,006.00

Expenses

Commencement and Founders' Day	..	\$	400.00
Diplomas	..		400.00
Educational Fees	..		400.00
Entrance tests	..		400.00
General Office expense	..		600.00
President's allowance	..		500.00
Hospitality	..		200.00
Medical attendance—faculty	..		1,000.00
Medical attendance—students	..		600.00
New York office	..		500.00
Postage and stationery	..		500.00
Telegrams and cables	..		200.00
Publicity and printing	..		1,200.00

Travel:

Board of Directors	..		400.00
Faculty	..		200.00
President	..		300.00
Special campaign U.S.A.	..		2,100.00

\$ 9,900.00

Total Administration

\$ 25,906.00

Instruction

Salaries

Art	\$ 400.00
Astronomy	302.40
Biology	7,480.00
Chemistry	3,554.00
Chinese	5,160.00
Education	5,106.40
English	7,603.20
Geography	1,440.00
History	4,160.00
Household Arts	360.00
Mathematics and Physics	4,860.00
Modern languages	1,440.00
Music	9,540.80
Physical education	9,088.80
Philosophy	4,233.60
Psychology	2,000.00
Political Science and Economy	3,040.00
Sociology	1,814.40
Travel—U.S.A.	3,990.00
Language study	500.00
	<hr/>
	\$ 78,074.80

Departmental expenses

Biology	\$ 800.00
Chemistry	1,200.00
Chinese	300.00
Practise School and Education	1,540.00
English	150.00
Lectures	150.00
History	10.00
Library expenses	500.00
Library periodicals	1,000.00
Music	600.00
Physical education	600.00
Physics	300.00
Philosophy	50.00
Sociology	25.00
	<hr/>
	\$ 7,225.00
Total Instruction	\$ 85,299.80

Maintenance

Care of grounds	\$ 600.00
School heat	1,400.00
Janitor's supplies	200.00
Light and water	1,600.00
Wages of servants	1,400.00
Upkeep of buildings	5,000.00
	<hr/>
Total Maintenance	\$ 10,200.00

Boarding Department

Food, fuel and wages	\$ 10,450.00
Heat for dormitories	1,300.00
House supplies	500.00
Light and water	1,600.00
Wages of servants	1,600.00
Salary for Mrs. Dju	360.00

Total Boarding Department	\$ 15,810.00
Total Current Expense	<hr/>
	\$137,215.80

PERMANENT EQUIPMENT.

Campus improvement	M\$ 300.00
Furniture—college	400.00
Furniture—faculty	100.00
Office	100.00
Library books	3,150.00
Music	800.00
Biology	787.50
Chemistry	1,050.00
Physics	2,100.00
Physical Education	400.00
History	100.00
Medical	100.00
Education and Psychology	150.00

Total Permanent Equipment	M\$ 9,537.50
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SUMMARY.

Administration	
Salaries	M\$ 16,006.00
Expenses	9,900.00
Instruction	
Salaries	78,074.80
Expenses	7,225.00
Maintenance	10,200.00
Boarding Department	15,810.00

Current Expenses	M\$137,215.80
Permanent Equipment	M\$ 9,537.50
Total Expenses	<hr/>
	M\$146,753.30

Students Statistics, September 1930.

Total Number of Students enrolled	179
	<i>Former</i> <i>New</i> <i>Total</i>
Students from government schools	4 13 17
Students from mission schools	76 73 149
Students from private schools	12 1 13
Total	92 87 179

Students by class in college:				
Seniors	17	Juniors	27	
Sophomores	38	Freshmen	54	
*"Bu-sih"	16	Unclassified	9	
Specials	5	Special Phy. Ed.	13	

Non-church members	20	New	30	Total	50
Church members	72	57	129		
Baptist, North and South	6	2	8		
Church of Christ in China	2	0	2		
Congregational	1	3	4		
Disciples of Christ	4	1	5		
Episcopalian	8	6	14		
London Mission	1	0	1		
Lutheran	9	0	1		
Methodist, North	16	21	37		
Methodist, South	6	3	9		
Presbyterians, North and South	14	13	27		
Other Societies	8	4	12		
Professing Christians	5	4	9		
(not church members)	72	57	129		

Provinces represented	Former	New	Total
Anhui	7	10	17
Chekiang	10	14	24
Fukien	11	10	21
Hopei	1	3	4
Hunan	10	7	17
Hupeh	9	5	14
Kiangsi	1	2	3
Kiangsu	25	17	43
Kwangtung	14	8	22
Shantung	0	5	5
Szechuen	4	6	10

Senior Middle Schools represented	Former	New	Total
Government	3	8	11
Mission	27	11	38
Private	6	1	7
	36	20	56

* i. e. Freshmen with more than one condition.

Schools represented at Ginling in September, 1930.

	Former	New	Total	
Baldwin Memorial School—Nanchang	0	1	1	Mission
Bridgman Memorial School—Shanghai	1	2	3	Mission
Cheeloo Univ. Middle School—Tsinan	1	0	1	Mission
Chinan Univ. Middle School—Shanghai	1	0	1	Gov't.
Chung Hwa Girls' School—Nanking	6	2	8	Mission
Coe Memorial Girls' School—Luchow, Anhwei	2	1	3	Mission
Dzih Mei Middle School—Amoy	0	1	1	Private
Eliza Yates Girls' School—Shanghai	2	3	5	Mission
Fuh Siang High School—Changsha	4	1	5	Mission
Gamewell Girls' School—Peiping	0	2	2	Mission
Gin Deh Girls' School—Shanghai	0	1	1	Mission
Ging Dji Girls' School—Wusih	1	0	1	Private
Government Girls' Normal School—Tientsin	1	0	1	Gov't.
Hangchow Union Girls' School—Hangchow	3	2	5	Mission
Hwa Mei Girls' School—Chengtu, Szechuen	0	3	3	Mission
Hwa Nang College Middle School—Foochow	1	0	1	Mission
Hwa Ying Girls' School—Chengtu, Szechuen	1	1	2	Mission
Hwei Si Middle School—Hwai Yuen, Anhwei	0	2	2	Mission
Hwei Wen Girls' School—Nanking	10	8	18	Mission
I Fang School—Changsha	2	0	2	Private
Keen Girls' School—Tientsin	3	2	5	Mission
Kwang Yick Girls' School—Kaying, Swatow	1	0	1	Mission
Laura Haywood Normal School—Soochow	0	2	2	Mission
Lingnan Univ. Middle School—Canton	0	1	1	Mission
Liangshan District Middle School—Szechuen	0	1	1	Gov't.
Mary Farnham School—Shanghai	2	2	4	Mission
McTyeire School—Shanghai	0	5	5	Mission
Ming Deh Girls' School—Nanking	1	0	1	Mission
Nanyang Institute For Girls'—Shanghai	1	1	2	Private
Olivet Memorial High School—Chinkiang	2	0	2	Mission
Pei Ching Girls' School—Shanghai	0	1	1	Mission
Pei Hwa Girls' School—Peiping	0	1	1	Private
Peui Ying Girls' School—Chuenchow, Fukien	3	1	4	Mission
Physical Training School—Shanghai	3	1	4	Mission
Practice School, Ginling College	15	10	25	Mission
Pooi To Girls' School—Canton	2	0	2	Mission
Prov. Girls' Middle School—Anhwei	0	1	1	Gov't.
Prov. Girls' Middle School—Chekiang	1	1	2	Gov't.
Prov. Hwei Yuen Middle School—Kiangsu	0	1	1	Gov't.
Prov. Second Normal Girls' School—Szechuen	0	2	2	Gov't.
Prov. Senior Middle School—Chekiang	0	1	1	Gov't.
Prov. Soochow Girls' Middle School—Soochow	0	3	3	Gov't.
Prov. Sunkiang Girls' Middle School—Sunkiang	0	1	1	Gov't.
Riverside Academy—Ningpo	1	0	1	Mission
Rulison School—Kiukiang	2	2	4	Mission
St. Hilda's School—Wuchang	4	1	5	Mission
St. Mary's School—Shanghai	1	1	2	Mission
Trinity School—Shanghai	3	0	3	Private
True Light Middle School—Canton	4	2	6	Mission
Tsing Sin Girls' School—Tsueh	0	1	1	Mission
Tsung Hua Girls' School—Soochow	3	1	4	Private
Virginia School—Huchow	1	1	2	Mission
Wen Deh School—Tsingtao	1	0	1	Mission
Wen Shan School—Foochow	1	8	9	Mission
Wu Ben Girls' School—Shanghai	0	2	2	Gov't.
Ying Hwa Girls' School—Hongkong	0	1	1	Mission

GINLING COLLEGE FACULTY

1930-1931

ADMINISTRATION.

Wu Yi-fang	President
Mrs. Lawrence Thurston..	..	Adviser
Ming Hsiang-chung*	..	Chinese Secretary
Elsie M. Priest*	..	Acting Treasurer
Chen Er-chang	Assistant Treasurer
Chen Tieh-ming	Acting Registrar
Mrs. Tsen Shui-fang	Dormitory Director
Goh Ih-shan	Superintendent of Grounds
Mrs. B. Burgoyne Chapman*	..	Acting Librarian
Tsien Tswen-hsuei	Acting Librarian
Margaret G. Smythe*	..	College Physician
Wang Kwen-lih	Nurse

INSTRUCTION.

Emily I. Case	Physical Education
Chang Hwei-lan*	..	Physical Education
Chen Deh-djen	Physics and Mathematics
Chen Mei-yü	Hygiene
Ruth M. Chester	Chemistry
Harriet M. Cogswell	English
Mrs. Hsü Chang Ching-o	Home Economics
Chen Yü-djen	Education
David S. Hsiung	Physics and Mathematics
Ellen Y. T. Koo	Music
Lei Hai-tsung*	..	History
Mrs. Lin Chen Ying-mei	Physical Education
Mrs. Liu Tang Lu-djen	History
Loh Zung-nyi	Physics and Mathematics
Mm. Ma Yu-guim*	..	French
Miao Feng-ling*	..	History
Mereb E. Mossman	Sociology
Pan Shu*	..	Psychology
Pan Zung-ho*	..	Chemistry
Cora D. Reeves	Biology
Shen Shau-yu	Economics and Political Science
Shi Kwok-ying	Physical Education
Eva Dykes Spicer	Philosophy
Swen Shui-guim	Education
Catherine E. Sutherland	Music
Esther E. Tappert	English
Tseng Hsü-beh	Chinese
Tsui Ya-lan	Physical Education
Minnie Vautrin	Education
Julia C. Warren	English
Wen Bu-I.	Chemistry
Harriet M. Whitmer	Biology
Wu Dzing-hsien	Biology
Yang Ging-hsioh*	..	Biology
Yu Li Hsiang-cho	Chinese
Yang Hsiao-rang..	..	Physical Education
Frau Zimmerman*	..	German

*Part time.

GINLING COLLEGE BOARD OF DIRECTORS

A.B.F.M.S.:

Miss G. F. McCulloch	Union Girls' School, Hangchow
Mr. T. K. Van	Shanghai College, Shanghai

W.F.M.S.:

Dr. Liu Gien-tsiu	Concord Women's Hospital, 16 Rue Moliere, Shanghai
Miss Helen Ferris	Rulison School, Kiukiang

M.E.S.:

Dr. Wang Zok-tsung	Margaret Williamson Hospital, West Gate, Shanghai
Miss Kiang Kwei-yuin	Laura Haygood School, Soochow

P.N.:

Mrs. Samuel J. Mills	University of Nanking, Nanking
Mrs. Andrew Wu	623 Ching Yung Li, Yuyuen Road Shanghai

U.C.M.S.:

Mr. Edward Marx	United Christian Missionary Society, Nanking
Mr. Tung Teh-fu	Chung Hwa Girls' School, Drum Tower, Nanking

A.C.M.:

Mr. John Magee	American Church Mission, Hsia-kwan, Nanking
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L.M.S.:

Dr. C. L. Hsia	131 Connaught Road, Shanghai
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Smith College, U.S.A.:

Mrs. J. C. Thomson	University of Nanking, Nanking
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Y.W.C.A.:

Mrs. H. C. Mei	Y.W.C.A., 23 Yuen Ming Yuen Road, Shanghai
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R.C.U.S.:

Miss Gertrude B. Hoy	Yochow, Hunan
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Alumnae:

Dr. Ren Cho	88 Tsing Tai Road, Hangchow
Miss Chen Dju-gün	6 Sz Gen Gan-dz, Hansimen, Nanking

Coopted:

Mrs. Searle Bates
Rev. Djang Fang

Mrs. Li Chiao
Dr. Li Tien-lu

Mrs. W. S. New
Mrs. William T. L. Sung
Miss Grace Yang

University of Nanking, Nanking
University of Nanking Middle
School

38 Chen Hsien Gai, Nanking
Nanking Theological Seminary,
Nanking

236 Seymour Road, Shanghai
St. John's University, Shanghai
McTyeire School, Shanghai

Ex-officio:

Dr. Wu Yi-fng, President
Mrs. Lawrence Thurston, Advisor

MINUTES
OF THE
BOARD OF DIRECTORS
OF
GINLING COLLEGE

October 16th and 17th,

1931

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GINLING COLLEGE
NANKING, CHINA

GINLING COLLEGE COMMITTEE

Miss Margaret E. Hodge, Chairman,
156 Fifth Avenue, New York City, U. S. A.

Miss Elizabeth R. Bender, Secretary,
150 Fifth Avenue, New York City, U. S. A.

Mr. Russell Carter, Treasurer,
156 Fifth Avenue, New York City, U. S. A.

Mrs. Lewis L. Anewalt Miss Grace Lindley

Mrs. A. W. Beaven Mrs. Francis J. McConnell

Miss Esther Case Miss Katherine L. Richards

Mr. John Edwards Mrs. Charles K. Roys

Miss Rebecca W. Griest Miss Minnie V. Sandberg

Mrs. Henry S. Leiper Dr. Robert E. Speer

Miss Lela E. Taylor

DOCKET

October 16th and 17th, 1931

1. Devotional Exercises.
2. Election of nominating and other committees.
3. Report of the year 1930-31 by the President.
4. Report of the Executive Committee.
5. Report of the Ginling College Committee.
6. Constitution and By-laws.
 - (a) Changes requested by the Ginling College Committee.
 - (b) Final Printing.
7. Correlated Program.
8. Faculty Program for 1932-33.
 - (a) Recommendations of the Curriculum Committee.
 - (b) Furloughs and vacancies.
9. Treasurer's Report.
 - (a) Financial Statement 1930-1931.
 - (b) Revised Budget 1931-32.
 - (c) Tentative Budget 1932-33.
10. Building Program.
 - (a) Report of the Building Committee.
 - (b) Academic buildings.
 - (c) Dormitory.
 - (d) Covered Ways.
 - (e) Practice School.
 - (f) Equipment.
11. Land Purchase.
 - (a) Report of purchases and negotiations.
12. Election of Officers and Committees.
13. Miscellaneous.

ANNUAL BOARD OF DIRECTORS MEETING Ginling College

October 16th and 17th, 1931

The Annual Meeting of the Board of Directors of Ginling College was held at the College on Friday and Saturday, October 16th and 17th, 1931.

The members present were as follows:

Mrs. M. Searle Bates	Dr. Liu Gien-tsiu
Mrs. Lloyd R. Craighill	Mr. John Magee
Miss Deng Yü-dji	Mr. Edwin Marx
Miss Helen Ferris	Miss G. F. McCulloch
Miss G. B. Hoy	Mrs. S. J. Mills
Miss Kiang Kwei-yuin	Mrs. Wm. T. L. Sung
Mrs. Li Chiao	Mr. Tung Teh-fu

Dr. Wu Yi-fang (ex-officio)
Mrs. Lawrence Thurston (ex-officio)

Owing to the absence of the chairman, Dr. Hsia, Dr. G. T. Liu was elected to preside at this meeting.

On Friday afternoon, the opening devotional service was led by Mr. Magee, who read passages from the 19th chapter of Exodus and the 6th chapter of Isaiah, and pointed out that the one fundamental need of our religion was for an overpowering sense of the reality of God and of the awful abyss of sin. Having this, we will have a message for others that will have new life and power. On Saturday morning Mrs. Craighill, after reading Matthew 11: 28-30 and John 14: 25-31, spoke of the need for peace in our hearts, especially in the present crisis. But Christian peace cannot mean shutting one's eyes to the suffering on every hand. When Christ said "I came not to send peace, but a sword", did he not mean something that would stab our spirits wide awake, to know the needs? Peace is the reward of our efforts, and means steadiness and perseverance. The mind and hand can labor; the heart must rest in God.

Voted: To accept the docket for this meeting as suggested by the Executive Committee.

Voted: To elect Mrs. Bates, Dr. Liu, and Miss McCulloch as the Nominating Committee.

Reports.

1. Dr. Wu, President of the College, presented the report of the College for the year 1930-1931.

Voted: To accept the report of the President and to ask her to have it printed.

2. Dr. Wu reported on the Minutes and correspondence with the Ginling College Committee.

Voted: To accept the report of the Ginling College Committee.

3. The Secretary, Mrs. S. J. Mills, presented the report of the Executive Committee.

Voted: To receive the report of the Executive Committee, and to act on the recommendations as they come up under their proper headings.

Constitution and By-laws.

Voted: To insert the original statement of Purpose after the date November 13th in the Historical Statement in Section I of the Agreement with the Board of Founders.

Voted: To insert the words "At least three-fourths of the Board of Directors shall be Christians" in Section IV of the Agreement.

Voted: To insert the words "The President and Treasurer and as far as possible all holding teaching and administrative positions in the College shall be Christians" in Section IV of the Agreement.

The changes in the By-laws as suggested by the Ginling College Committee were discussed, and the following actions were taken:

Voted: To add under III c-2, Treasurer: "and to be responsible for amounts made available for land purchases and building operations."

Voted: To omit (2) of the suggestions of the Ginling College Committee, pointing out that these provisions are already in the Constitution.

Voted: To substitute for Article IV-a, "It shall be the duty of the Executive Committee to transact the *ad interim* business of the College, and any matters especially referred

to it by the Board of Directors. Its actions shall be ratified at the annual meeting of the Board of Directors. In matters of urgency, the Executive Committee may ask a vote of the Board of Directors by correspondence. It shall prepare at least two weeks in advance, the Docket for the annual meeting.

Voted: To substitute for IV-b the following: "It shall be the duty of the Finance Committee to have oversight of the financial affairs of the College, of other receipts and of the custody and disbursement of the funds of the College, and it shall make report and recommendations to the Board of Directors concerning financial matters. The Committee shall have general supervision of the Treasury Department, and of the Treasurer, and the care and titles of properties belonging to the College. The accounts of the Treasurer shall be audited annually by a chartered accountant.

Voted: To add IV-c: "The powers and duties of such other committees as may be deemed necessary by the Board of Directors shall be defined at the time they are elected."

Voted: To print the Constitution and By-laws as revised and approved.

Faculty Program.

Mrs. Thurston, as Chairman of the Curriculum Committee, presented the Faculty Program for 1932-33.

FACULTY PROGRAM

1932-33

	Credits	Teaching Hours		Staff
		Lab.	Class	
Astronomy	(University of Nanking)			
Biology	25	48	14	4
Chemistry	22	33	15	3 1/3
Chinese	20		30	2 1/2
Education				2
Practice School				2
English	26		51	4
Geography	12		12	1
History and	18		24	2
Government	8		8	2/3
Home Economics	2-4		2-4	1/3
Hygiene	6		10	1
Modern Languages	8		8	2/3

	Credits	Teaching Hours		Staff
		Lab.	Class	
Music	17	95	15	5
Physical Education	22	64	18	5 1/2
Physics and	20	17	15	
Mathematics	22		25	4
Philosophy	18		18	1 1/2
Psychology	12		15	2
Sociology and	18		18	2
Economics	12		12	1

The Curriculum Committee presents the Faculty Program which is the basis for the Budget section of Salaries under Instruction. It represents practically no increase over the present year in size of staff—only a very slight increase over the Faculty Program which was approved in 1926. The increases are largely accounted for by additions to the Curriculum—Geography, Government, Home Economics, Modern Languages—and an enlarged program in Music and Economics.

Furlough salaries are included in the Departments of Chemistry, English, and Physical Education. New appointments by the Ginling College Committee are called for in English to take the places of Miss Tappert and Mrs. Meyer. A librarian is also on the list of vacancies.

Voted: To approve the Faculty Program as proposed by the Curriculum Committee.

Voted: To extend a hearty and unanimous invitation to Dr. Reeves, Miss Sutherland and Miss Vautrin to return to the College after their furloughs.

Voted: To ask the Ginling College Committee to fill two vacancies in English to take the places of Miss Tappert and Mrs. Meyer; also one place in Physical Education; and to help in securing, if possible, a visiting professor in Physics to take Mr. Hsiung's place for one or two years from September, 1932.

Voted: Because of the great need, that we also urge the early appointment of a librarian.

Correlated Program.

Voted: To approve the action of the Executive Committee of September 18, 1931, reaffirming the action of the Board of Directors of November 1, 1930: "That we accept in general the Correlated Program so far as it affects directly Ginling College in planning its future program. However, we request that the financial program should be given further consideration in view of the fact that Ginling as the only Union College for Women in China occupies a unique position in mission educational work."

Treasurer's Report.

Miss Priest presented the Financial Statement for 1930-1931, the revised Budget for the current year, and the Tentative Budget for 1932-33.

Voted: That the Financial Statement for the year ending June 30, 1931 be accepted. See page 14.

Voted: To recommend an increase in the Laboratory fee to \$10.00 for each Chemistry course that has more than one laboratory period.

Voted: To approve the construction of an additional tank for the gas plant, with the understanding that the cost shall not exceed three thousand dollars, and that this item shall be included in the budget for 1931-32.

Voted: To approve the Budget as revised for the current year 1931-32.

Voted: To approve the proposed Budget for 1932-1933 with the understanding (a) that definite efforts will be made to secure the necessary funds to balance the Budget before the close of the year 1932-1933; (b) that if at the end of April, 1932 the funds to balance the Budget are not assured, the Executive Committee will reconsider this Budget. See page 20.

Voted: To approve the new basis for travel allowance and furlough salary as adopted by the Ginling College Committee in January, 1931.

Voted: That we express our appreciation to the W.F.M.S. for their offer to care for the medical account of Miss Harriet Whitmer who is ill in Peiping at the present time. In accepting

this contribution it is understood that the payment will be made on the basis used by the W.F.M.S.

Voted: That the medical account of Miss Ruth M. Chester who is ill in Kuling at the present time, be paid in full, in view of the fact that Miss Chester is not accepting salary from September 1, 1931.

Voted: That in adjusting hospital bills for foreign staff members, a charge of \$2.00 per day be deducted, the same to be paid personally.

Voted: That medical bills for Chinese staff members shall be paid for the present school year (1) for all members who have served for three years or more on the staff, and (2) that the full account in excess of \$20.00 be paid when incurred by prior advice of the physician of the College; (3) providing that in case of prolonged illness the Executive Committee should be empowered to make other arrangements.

Notice: That Miss Emily I. Case be granted a regular furlough with full allowances, the expectation being that she will return to Ginling at the end of her furlough year 1932-1933.

Building Program.

Mrs. Thurston gave a report of the year's work on building plans, presenting a revised program for buildings and equipment, which the Board discussed thoroughly.

BUILDING PROGRAM—1931

EQUIPMENT

	Estimates 1931 Chinese Currency
1. Small Faculty Houses	\$ 24,000.00
2. Chapel and Music Hall	140,000.00
3. Library and Administration	150,000.00
4. Student Dormitory	250,000.00
5. North Kitchen and Dining-room	10,000.00
6. Fuel Storage	2,000.00
7. Lighting Unit	30,000.00
8. Covered Ways (included in 2-4)	
9. Practice School	50,000.00
10. Faculty Residences	136,000.00
11. Infirmary	10,000.00
Total	\$802,000.00
Total items 1-8	\$606,000.00
@ 4.00 Gold	\$151,500.00
Funds in New York July 1, 1931	\$162,917.44
Balance for Land and Equipment	\$ 11,417.44

EQUIPMENT

Chinese Currency

College Furniture	\$11,400
Dormitory Furniture	9,100
Pianos (10 @ \$600)	6,000

Total \$26,500 = Gold \$6,625

Items 1-7 were approved in 1930 (Minutes p. 9) along with item 10 Faculty Residences. The order in this list is based on recommendation of the Executive Committee, September 18th. Funds for 9, 10 and 11 will have to be provided in China or abroad.

Dr. Wu reported a gift to the College, to provide a dormitory for the Practice School, from Madame H. H. Kung, Madame Chiang Kai-shek, and Madame Sun Yat-sen in memory of their mother, Madame Soong. Dr. Wu has talked over the plans personally with Madame Kung and she promises a gift of between \$20,000 and \$30,000 for a building to be begun in the spring of 1932.

Voted: That we accept with deep appreciation the most generous gift of Mme. Kung, Mme. Chiang, and Mme. Sun for a dormitory for the College Practice School, in memory of the late Mme. Soong; and that we ask the Secretary to send a letter to convey to the donors our sincere gratitude..

Voted: That the large central dormitory be given preference over the faculty residence in the use of available funds in the building program, since the need for student growth at the time of erection of new academic buildings is urgent, and the three major buildings should be built at the same time. With the erection of this dormitory, space for resident women faculty would be enlarged and the permanent provision for faculty residences could be postponed. The flood relief demand closes the door to any appeal in China for funds for the new dormitory for at least another year. When such an appeal can be made funds now advanced for the dormitory would become available to provide faculty residences.

Voted: To approve the revised Building Program and authorize the work on the new buildings, numbers 2-4, for which plans are in preparation, in the hope that building might begin in the spring of 1932.

Voted: That the Executive Committee be empowered to appoint a Land and Building Committee.

Land Purchase.

Dr. Wu reported on the revised estimates of land to be purchased. Maps were shown and the subject discussed thoroughly. Some purchases have been made in the south-east and south-west corners for which \$9,315.45 was paid during the last fiscal year. Prices are rising and there are uncertainties in regard to roads, especially along the north boundary. Seven pieces, totalling about seven foreign acres, are needed to straighten boundaries and safeguard our present property. All of them have been previously approved, some as far back as 1925. At present prices this land would cost about \$38,500.

REVISED ESTIMATES OF LAND TO BE PURCHASED

OCTOBER, 1931

1. Southeast corner—2 mou	\$ 2,000
2. Southwest triangle—9 mou	7,200
3. Northwest piece—21.5 mou	14,000
4. North piece—7 mou	6,300
5. Strip to Wade Jones land	2,000
6. Exchange land with the University	2,500
7. Temple land	4,500
	<hr/>
	\$38,500

Voted: That we authorize the purchase of all this land when the opportunity occurs and the funds are available.

Elections.

The report of the Nominating Committee was presented by Miss McCulloch. The following officers and committees were elected:

Board of Directors: Chairman, Mrs. W. S. New; Vice-Chairman, Mr. Tung; Secretary, Mr. Roberts; Treasurer, Miss Priest.

Executive Committee: Mrs. New, Chairman; Mr. Tung, Mr. Roberts, Miss Deng Yü-dji, Mrs. Mills; Mrs. Thurston, *ex-officio*, and Dr. Wu, *ex-officio*.

Finance Committee: Mr. Tung, Miss Moffet, Mr. Lobenstine, Dr. Wu, *ex-officio*, Mrs. Thurston, *ex-officio*, Miss Priest, *ex-officio*.

[10]

Coopted Members: Mrs. W. S. New, Dr. Liu Gien-tsiu, Mr. Roberts.

Voted: To invite Mrs. Thurston to serve on the Executive Committee as *ex-officio* member in her capacity as Adviser.

Voted: That a standing vote of thanks be extended to the President and Faculty for their hospitality to the members of the Board.

MARY B. S. MILLS,
Secretary.

[11]

EXECUTIVE COMMITTEE

1930-1931

The Executive Committee has met four times during the year since the last Board meeting. A January meeting was held in two sections, one on January 8th in Shanghai with Shanghai members of the Committee, the other in Nanking on January 12th with Nanking members. The matters discussed were largely questions on which the President wished to have the opinion of the Committee, authorization of special salaries, etc. for faculty appointments which were pending.

The other meetings were held on May 23rd and September 18th and October 16th at the College. Two actions on Constitutions and By-laws arising out of request from the Ginling College Committee, are before the Board for action at this meeting. The Committee approved a revised budget for 1931-1932 presented by the Finance Committee, and referred to the Finance Committee for further study the question of salaries and allowances for Chinese faculty. Appeal by the President to the China Foundation and the Hall Estate was approved.

Correspondence with the Ginling College Committee in regard to the amount of money available for building was felt to be necessary and a letter written by the Treasurer was authorized in May, making definite request that a Student Dormitory be given preference over Faculty Residence in the Building Program.

A maximum of \$24,000, to erect two small double houses for faculty was approved. An exchange of land with the University to provide site for these houses was also approved.

Actions taken on faculty furloughs, etc. are included in Recommendations to the Board of Directors.

GINLING COLLEGE COMMITTEE

1930-1931

The Ginling College Committee met on January 8, 1931 in New York. The absence of Miss Bender on account of the illness of her sister, news of whose death was received just before the meeting, made necessary the election of a secretary for the meeting and Miss Griest was asked to serve.

Changes in the personnel of the Committee are noted: Mrs. A. W. Beaven succeeding Mrs. J. M. Pratt, Mrs. Henry Smith Leiper coopted to represent the Smith Alumnae, Miss Griest to represent former Ginling faculty, Mrs. Roys and Miss Taylor re-elected.

Constitution and By-laws

The Committee reports the approval by cooperating Boards of the change in Constitution providing a two-thirds Chinese majority of the Board of Directors. The Committee acquiesced in other amendments but recommends that additions be made to the Agreement between the Board of Founders and the Board of Directors to cover the points eliminated from the Constitution: (1) "at least three-fourths of the Board of Directors shall be professing Christians" and (2) "the President and Treasurer, and as far as possible all holding teaching and administrative positions in the college, shall be professing Christians."

The By-laws as proposed by a Special Committee on January 29, 1929 and approved by the Board of Directors in 1930 were approved by the Committee except for certain suggested changes:

- (1) Under III c-2—Treasurer: add "and to be responsible for amounts made available for land purchases and building operations.
- (2) Under III c add No. 7—"To act as a member or as secretary of the Finance Committee.
- (3) Under IV—a—It shall be the duty of the Executive Committee to transact the *ad interim* business of the College, and any matters especially referred to it by the Board of Directors. Its actions shall be ratified at the annual meeting of the Board of Directors. In matters of urgency, the Executive Committee may ask a vote of the Board of Directors by correspondence. It shall prepare at least two weeks in advance, the Docket for the annual meeting.
- (4) Under IV—Substitute for b the following:—"It shall be the duty of the Finance Committee to have oversight of the financial affairs of the College, of other receipts and of the custody and disbursement of the funds of the College, and it shall make report and recommendations to the Board of Directors concerning financial matters. The Committee shall have general supervision of the Treasury Department, and of the Treasurer and the care and titles of properties belonging to the College. The Committee shall recommend to the Board of Directors from time to time a firm of chartered accountants, who shall audit the accounts of the Treasurer.

- (5) Under IV—add c—The powers and duties of such other committees as may be deemed necessary by the Board of Directors shall be defined at the time they are elected.

Finance

Furlough salaries are increased from \$900 to \$984. Field salary is to cease on leaving the College and furlough salary to be given on arrival at home by the most direct route, and allowance of G.\$1.50 per day to be made while en route.

Three months' salary is to be paid to five year appointees and one month's salary to three year appointees not returning to the College. A proportionate furlough salary and regular travel is to be paid to three year appointees expecting to return.

Study grants not to exceed \$200 may be made on authorization by the Board of Directors.

A basis for payment of furlough medical expenses is approved—4/5 of the balance in excess of \$25 when incurred by prior advice of the medical adviser of the Committee.

Gold salaries are to be paid at current rates (from January 1, 1930) with exchange guaranteed at a minimum of 2 to 1.

The Budget for 1931-1932 was considered and the Committee accepts the responsibility for an amount of G\$28,364 and estimated receipts from abroad, and approved a total of expenditures within the total of receipts which are reasonably sure so as to secure a balanced budget.

Land and Building

Request for building funds in advance of definite plans for their use is not approved by the Committee. The Building Program approved by the Board of Directors in 1930 was approved in general by the Committee and funds were made available to an amount of \$415,466 Mex. "with the understanding that only such buildings are to be projected as can be built and completely equipped within this sum, and the further understanding that any expenditures for land purchases are also to come within this total sum." The College was authorized to contract for G\$100,000 if and when building contracts were signed.

The Mexican amount was fixed on the basis of exchange of October 1930 and a very rough estimate of building costs. Correspondence with Mr. Carter was authorized by the Executive Committee of the Board of Directors in May and a clearer understanding as to the sum available for building, in gold, is needed before the final decision can be reached.

Candidates

The work of Miss Griest and other members of the Candidate Committee resulted in five appointments: two each in English and Music and a College Secretary. The difficulties in securing candidates who combine the essential professional training and experience with genuine Christian ideals of service and willingness to accept the low salary offered are recognized and call for cooperation of all who have the interests of the College at heart.

GINLING COLLEGE

Nanking, China

Financial statement at the close of the year ending June 30, 1931.

All amounts in Chinese currency.

Assets and expense items:

Cash on hand:

Cash drawer	\$ 1,053.34	
Hong. & Shang. Bank	2,942.12	
Shang. & Com. Sav. Bank	7,425.66	
Ass. Miss Treas. (gold)	3,834.52	
Held in New York or in transit	10,283.83	
Fixed deposits—SCSB	21,000.00	46,539.47

Advanced for 1931-32 accounts	8,384.17	
Bookroom	502.06	
Suspense items	614.61	\$56,040.31

Liabilities and special accounts:

Student accounts—reserved:

College organizations	637.41	
Phys. Train. loan fund	109.20	
Scholarships	991.01	
Student deposits	2,450.55	
Student loan fund	313.56	4,501.73

Faculty Residence fund	35.55	
Special account for building	790.00	
Special Faculty Retirement fund	1,000.00	
Land—fund on hand	7,247.04	
Equipment funds—Biology	211.77	
“ Chemistry	581.70	
“ Physics	1,151.85	
Electric Light Plant—balance	1,783.17	17,302.81

Surplus carried forward to 1931-32 accounts M\$38,737.50

Auditor's Statement:

This is to certify that I have completed the audit of Ginling College accounts for the year ending June 30, 1931 and have found them correct and in order. The audit has included the checking of all receipts from student fee, drafts from New York, etc., etc. I have examined vouchers for all payment. The ledger accounts have all been checked and certified including all bank and cash accounts.

Nanking, China,
October 19, 1931.

THOMAS D. BEGG,
Auditor.

FINANCE STATEMENT

July 1, 1930 through June 30, 1931

Current Expense

RECEIPTS

Cooperating Boards:

	Chinese currency
Baptist—A.B.F.M.S.	\$ 4,200.00
Methodist—M.E.S.	5,250.00
Presbyterian—P.N.	7,875.00
Reformed Church—R.C.U.S.	1,483.65
Christian—U.C.M.S.	3,150.00
Methodist—W.F.M.S.	
Paid in U.S.A.	5,250.00
“ China	5,350.00
London—L.M.S.	2,500.00
	35,058.65

Pledges, contributions, gifts, etc.:

Rockefeller Foundation	1,000.00	
Crescent Ave. Church	1,050.00	
Smith College Alumnae	6,930.71	
Smith College Com. Chest	8,400.00	
Y.W.C.A.	2,400.00	
Day of Prayer	1,598.19	
Ginling Alumnae	500.00	
Property Upkeep Fund	17,777.79	
Gift from Mrs. James	11,820.64	
Gift from Mrs. Paddock	4,152.81	
Miscellaneous gifts	180.33	
Interest and exchange	8,083.51	63,893.98

Total from outside sources

98,952.63

Student Receipts:

Tuition	13,247.47	
Board	9,662.38	
Room	4,246.00	
Incidentals	2,832.00	29,987.85

Laboratory and other fees

Biology	760.00	
Chemistry	650.00	
Entrance	621.00	
Graduation	162.00	
Medical	943.50	
Music	2,172.00	
Practice School	2,171.70	
Physics	150.00	7,630.20

Total from students 37,618.05

Total receipts 136,570.68

Balance from 1929-1930 31,336.54

\$167,907.22

EXPENDITURES

Administration:

Salaries		
President	2,400.00	
Adviser	1,095.36	
Secretaries	1,752.87	
Librarians	860.00	
Library assistants	730.67	
Registrar office	1,000.00	
Treasurer office	2,904.00	
Typists	216.65	
Student aid	106.60	
Physician and nurse	1,340.00	
Dormitory director	1,040.00	
Travel (U.S.A.)	1,208.47	14,654.62

Expenses:

Commencement and Founders' Day	278.76	
Diplomas	208.41	
Education Assn. fees	400.00	
Contributions—misc.	61.00	
Entrance tests	703.42	
General office expense	552.67	
Special expenses—president	242.40	
Hospitality	69.37	
Medical attendance	350.66	
Medical supplies	698.96	
New York office	533.46	
Postage and stationery	498.58	
Telegrams and cables	177.70	
Publicity and printing	1,105.28	
Travel:		
Board of Directors	292.11	
Faculty	135.43	
President	123.80	6,423.01

Total Administration \$21,077.63

Instruction:

Salaries		
Biology	5,563.99	
Chemistry	4,921.51	
Chinese	4,540.00	
Education	3,794.84	
English	6,879.87	
History	3,624.00	
Household Arts	300.00	
Hygiene	1,400.00	
Modern Languages	1,384.00	
Music	5,201.84	

Physical education	6,321.66	
Philosophy	2,916.47	
Physics and mathematics	4,720.00	
Psychology	860.00	
Political Science	2,280.00	
Sociology	2,462.23	
Language Study	376.00	
Travel (U.S.A.)	6,037.09	63,549.50

Departmental expenses:

Biology	829.98	
Chemistry	1,345.27	
Chinese	299.88	
Education (Practice School)	1,624.28	
English	113.99	
History	15.50	
Lectures	30.79	
Library expenses	484.17	
Library periodicals	950.36	
Music	490.22	
Physical education	690.05	
Philosophy	80	
Physics	221.55	
Sociology	25.73	7,122.57

Total Instruction 70,672.07

Maintenance:

Care of grounds	694.75	
School heat	1,564.54	
Janitor's supplies	219.62	
Light and water	1,695.47	
Wages of servants	1,655.80	
Upkeep of buildings	4,624.13	10,454.31

Boarding department:

Food, fuel and wages	8,915.66	
Special repairs	613.47	
Heat for dormitories	1,391.50	
House supplies	405.87	
Light and water	1,600.00	
Wages of servants	1,599.00	14,525.50

Total Expenditures—current \$116,729.51

Total Expenditures—equipment 12,440.21

Grand total expenditures \$129,169.72

Balance, June 30, 1931 38,737.50

\$167,907.22

PERMANENT EQUIPMENT

RECEIPTS

Balance from 1929-1930	\$2,384.08
Received 1930-1931:						
G\$2,915.08 used in U.S.A.—2.10 exchange	6,121.67
Transferred from current funds	3,934.46
Total receipts						12,440.21

EXPENDITURES

Campus improvement	1,581.61
Furniture—college	1,095.86
Furniture—faculty	102.20
Office	123.35
Library books	3,150.00
Music	1,413.46
Biology	1,599.84
Chemistry	840.00
Physics	1,338.36
Physical education	1,030.39
Medical and hygiene	6.44
Education	158.70
Total expenditures						12,440.21

SPECIAL FUNDS BALANCES

	Dr.	Cr.
Book Room	\$502.06	
College organizations		637.41
Faculty house		35.55
Physical training loan		109.20
Scholarships		991.01
Student bank		2,450.55
Loan fund		313.56
Special faculty fund		1,000.00
Suspense	614.61	
	1,116.67	5,537.28
Balance special funds	4,420.61	
	5,537.28	

SCHOLARSHIP FUND 1930-1931

Receipts		Payments	
Balance 1929-1930	...	Grants to students	...
Woods Scholarship	...	Balance	...
Mary L. James fund
Univ. of Chattanooga
Special gift
	\$1,658.26		\$1,658.26

LOAN FUND

1930-1931

Receipts		Payments	
Balance 1929-1930	...	Loans	...
Loans refunded	...	Balance	...
	\$1,168.13		\$1,168.13

GIFTS TO CURRENT EXPENSES

Received in China			
Ginling Alumnae	...		\$ 500.00
Received from U.S.A.			
Mrs. Arthur C. James	...	Gold	\$2,500 11,820.64
Mrs. Robert L. Paddock	...		1,200 4,152.81
Miscellaneous	...		180.33
			\$16,653.78

GINLING COLLEGE COMMITTEE TRIAL BALANCE

July 31, 1931

Debits		Credits	
Cash, Irving Bank	...	Ginling College Bd of	
Bankers Trust Company	...	Control	...
Securities	...	Special Endowment funds	...
		Permanent Bldg & Equip	...
		fund	...
		Permanent Property Up-	...
		keep fund	...
		Furniture & Equipment	...
		Insurance of Per-	...
		manent Property Up-	...
		keep Fund	...
	\$253,221.80		\$253,221.80

GROUND, BUILDINGS AND EQUIPMENT

July 1st, 1931.

	Gold
Grounds	...
Buildings	...
Furniture	...
Apparatus	...
Library Books	...
Museum	...
	\$490,994.26

TENTATIVE BUDGET, 1932-1933

Current Expenses

RECEIPTS

Cooperating Boards:	Chinese	Currency
Baptist—A.B.F.M.S.	\$ 4,200.00	
Methodist—M.E.S.	5,250.00	
Presbyterian—P.N.	7,875.00	
Reformed Church—R.C.U.S.	1,575.00	
Christian—U.C.M.S.	3,150.00	
Methodist—W.F.M.S.		
Paid in U.S.A.	5,250.00	
" China	3,600.00	
London—L.M.S.	2,500.00	33,400.00
Pledges, contributions, gifts, etc.:		
Crescent Ave. Church	1,050.00	
Smith College Alumnae	4,200.00	
Smith College Com. Chest	3,400.00	
Day of Prayer	840.00	
Ginling Alumnae	500.00	
Property Upkeep Fund	8,400.00	
Interest and Exchange	7,000.00	31,580.85
Balance current	1,190.85	
Total from outside sources		64,980.85
Student Receipts:		
Tuition	15,000.00	
Board	11,000.00	
Room	4,800.00	
Incidentals	3,200.00	34,000.00
Laboratory and other fees		
Biology	800.00	
Chemistry	1,200.00	
Entrance	600.00	
Graduation	250.00	
Medical	1,000.00	
Music	2,000.00	
Practice School	2,250.00	
Physics	300.00	\$ 8,400.00
Total from students	\$ 42,400.00	
Total receipts	\$107,380.85	
Balance to be raised, 1932-1933	47,593.55	
		154,974.40

*Proposed budget for 1932-1933—based on exchange at 2.10 for Gold \$1.00

EXPENDITURES

Administration:

Salaries

President	\$ 2,400.00
Adviser	907.20
Secretaries	2,114.40
Librarians	2,112.00
Library Assistants	700.00
Registrar office	1,750.00
Treasurer office	3,020.00
Typists	200.00
Student aid	100.00
Physician and nurse	1,650.00
Dormitory director	1,080.00
Travel (U.S.A.)	2,100.00
	18,133.60

Expenses:

Commencement and Founders Day	400.00
Diplomas	400.00
Education Assn. Fees	400.00
Entrance tests	700.00
General office expense	600.00
Special expenses—president	500.00
Hospitality	200.00
Medical attendance	1,000.00
Medical supplies	600.00
New York office	500.00
Postage and stationary	500.00
Telegrams and cables	200.00
Publicity and printing	1,200.00

Travel:

Board of Directors	400.00
Faculty	200.00
President	300.00
	8,100.00

Total Administration \$ 26,233.60

Instruction:

Salaries

Biology	\$ 6,628.80
Chemistry	5,978.00
Chinese	5,440.00
Economics	2,160.00
Education	5,094.40
English	7,106.40
Geography	1,560.00
History	4,560.00
Household Arts	600.00
Hygiene	1,680.00
Modern Languages	1,440.00
Music	8,803.20

Physical Education	7,898.40	
Philosophy	3,321.60	
Physics and Mathematics	6,600.00	
Psychology	1,300.00	
Political Science	1,800.00	
Sociology	2,614.40	
Language Study	500.00	
Travel (U.S.A.)	6,985.60	82,070.80

Departmental expenses:

Biology	1,100.00	
Chemistry	1,200.00	
Chinese	300.00	
Education (Practice School)	1,300.00	
English	100.00	
Geography	50.00	
History	20.00	
Lectures	150.00	
Hygiene	500.00	
Library expenses	500.00	
Library periodicals	1,000.00	
Music	650.00	
Physical Education	600.00	
Philosophy	50.00	
Physics	300.00	
Sociology	40.00	8,360.00

Total Instruction ... \$ 90,430.80

Maintenance:

Care of grounds	700.00	
School heat	1,700.00	
Janitor's supplies	200.00	
Light and water	1,650.00	
Wages of servants	1,700.00	
Upkeep of buildings	5,000.00	10,950.00

Boarding department:

Food, fuel and wages	11,000.00	
Heat for dormitories	1,450.00	
House supplies	500.00	
Light and water	1,650.00	
Wages of servants	1,690.00	16,290.00

Total Current Expense ... \$143,903.00

PERMANENT EQUIPMENT

Campus improvement	\$ 300.00
Furniture—college	600.00
Furniture—faculty	150.00
Office	150.00
Library books	4,200.00
Music	800.00

Biology	1,260.00
Chemistry	1,260.00
Physics	1,050.00
Physcial Education	800.00
Medical	100.00
Education	200.00
Geography	200.00

Total Permanent Equipment ... \$ 11,070.00

SUMMARY

Administration:

Salaries	\$18,133.60
Expenses	8,100.00

Instruction:

Salaries	82,070.80
Expenses	8,360.00

Maintenance:

Boarding Department:	16,290.00
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Current Expense	143,904.40
Permanent Equipment	11,070.00

Total Expenses ... \$154,974.40

STUDENT STATISTICS

September, 1931.

Total number of students enrolled:

	Former	New	Total
Students from government schools	9	5	14
Students from mission schools	113	46	159
Students from private schools	10	9	19
Total	132	60	192

Students by class in college:

Senior	25		
Junior	37	Unclassified	12
Sophomore	47	Special	4
Freshman	59	2-year in P. E.	8

Provinces Represented:

	Ancestral	Present	Home
Kiangsu	51		91
Kwangtung	30		18
Chekiang	25		6
Fukien	22		17
Anhwei	16		8
Hupei	16		11
Hunan	13		7
Shantung	6		6
Szechuen	5		5
Kiangsi	3		9

	Ancestral	Present	Home
Hopei	2	8	
Liaching	2	2	
Shansi	1	1	
Overseas Chinese	—	2	
	Former	New	Total
Christians	96	45	141
Baptist	6	4	10
Church of Christ in China	29	18	47
Disciples of Christ	3	1	4
Episcopalian	11	11	22
Lutheran	2	0	2
Methodist, North	23	8	31
Methodist, South	4	0	4
Other societies	12	1	13
Unconnected	6	2	8
Non-Christians	36	15	51
Total	132	60	192

SCHOOLS REPRESENTED AT GINLING September, 1931.

	Former	New	Total
Amoy University Middle School, Amoy (P)	0	1	1
Anking Girls' Senior Middle School, Anking (G)	0	1	1
Baldwin Memorial School, Nanchang	1	1	2
Bridgman Academy, Peiping	0	2	2
Bridgman Memorial School, Shanghai	3	1	4
Chi Hwei Middle School, Hwei Yuen	2	0	2
Chi Ming Middle School, Shanghai	0	1	1
Chi Nan University Middle School, Chenju (G)	1	0	1
Chi Siu Middle School, Shanghai (P)	0	1	1
Chung Hwa Girls' School, Nanking	7	2	9
Coe Memorial School, Luchowfu	2	0	2
Dzit Mei Middle School, Amoy (P)	1	0	1
Dzin Deh Girls' School, Shanghai	1	1	2
Eliza Yates Girls' School, Shanghai	3	1	4
Fuh Siang High School, Changsha	3	5	8
Fu Sih Girls' School, Kiangyin	0	2	2
Gamewell Girls' School, Peiping	2	0	2
Ginling College Practice School	19	1	20
Hangchow Union Girls' School, Hangchow	4	0	4
Hwa Nang College, Middle School, Foochow	1	0	1
Hwei Wen Girls' School, Nanking	12	4	16
Hwa Mei Girls' School, Chengtu	2	0	2
I Fang School, Changsha (P)	1	0	1
Keen School, Tientsin	5	1	6
K'un K'ung Girls' School, Mukden	0	2	2
Laura Haywood Normal School, Soochow	2	0	2
Kwang Yick Middle School, Kaying, Kwangtung	1	0	1
Mary Farnham School, Shanghai	6	1	7
Mary Stevens Girls' School, Hsichowfu	2	0	2
McTyeire School, Shanghai	3	0	3
Nan Tsing Middle School, (G)	0	1	1
Nanyang Institute for Girls, Shanghai (P)	2	0	2
Olivet Memorial School, Chinkiang	0	3	3
Peui Ying School, Chuanchow, Fukien	3	0	3
Pei Ching Girls' School, Shanghai	1	1	2
Pooi Fo Academy, Canton	2	2	4
Hangchow Senior Middle School, Hangchow (G)	3	1	4
Riverside Academy, Ningpo	1	1	2
Rulison High School, K'ukiang	1	1	2
Second Normal Girls' School, Szechuen (G)	1	0	1
Sixth Senior Middle School, Szechuen (G)	0	1	1
Soochow Girls' Middle School, Foochow (G)	2	0	2
Sungskiang Girls' Middle School, Sungkiang (G)	1	1	2
Sen Kung Middle School, Tientsin (P)	0	1	1
St. Hilda's School, Wuchang	4	4	8
St. Mary's Hall, Shanghai	1	2	3
Ta Tung University, Preparatory Course, Shanghai (P)	2	2	4
Trinity School, Shanghai	3	0	3
True Light Middle School, Canton	7	5	12
Tsung Hwa Girls' School, Soochow (P)	3	3	6

	Former	New	Total
Virginia School, Huchow	1	0	1
Wei Ling School, Soochow	1	0	1
Wen Deh School, Tsingtao	1	0	1
Wen I School, Changsha (P)	0	1	1
Wen Shan School, Foochow	8	2	10
Wu Ben School, Shanghai (G)	1	0	1
Ying Hwa Girls' College, Hongkong	1	0	1

Total Students 132 60 192

P—Private. G—Government. Other—Mission

Summary of Schools represented

	Former	New	Total
Government Schools	6	3	9
Mission Schools	33	5	38
Private Schools	6	4	10
Total	45	12	57

GINLING COLLEGE FACULTY

1931-1932

ADMINISTRATION

Wu Yi-fang	President
Mrs. Lawrence Thurston	Adviser
E. Jane Thomas	English Secretary
Ming Hsiah-chung*	Chinese Secretary
Elsie M. Priest*	Acting Treasurer
Chen Er-chang	Assistant Treasurer
Chen Tieh-ming	Acting Registrar
Mrs. B. B. Chapman*	Acting Librarian
Sha Ou	Assistant Librarian
Tsien Tswen-hsuei*	Assistant Librarian
Mrs. Tsen Shui-fang	Dormitory Director
Goh Ih-shan	Superintendent of Grounds
Margaret G. Smythe*	College Physician
Li Wei-i	College Nurse

INSTRUCTION

Kathleen L. Bond	Music
Catherine C. Carl	Music
Emily I. Case	Physical Education
Chang Sze-i*	English
Chen Deh-djen	Math. and Physics
Chen Mei-yü	Hygiene
Chen Yü-djen	Education
Cheng En-tsi	Physical Education
Ruth M. Chester	Chemistry
Chiu Yü-tsi	Chemistry
Chu Hai-ju	Biology
Deng Wan-pu*	Chinese and Philosophy
Dju Ao	History
Dju Chia-dji*	Library Science
Mrs. P. S. Ho*	Music
Abigail Hoffsommer	English
Hsiao Ta	Chinese
H. H. Hsiao*	Psychology
David S. Hsiung	Math. and Physics
Hwang Li-ming	Physical Education
Ellen Y. T. Koo	Music
Li Kwok-ding	Math. and Physics
Lin Chen Ying-mei*	Physical Education
Liu En-lan	Geography
Lo Chang Wei-djen*	Political Science
Lu Yen-ying*	Political Science
Mme. Ma Yi-guin*	French
Sally Lou MacKinnon	English
Mrs. Paul Meyer	English
Miao Feng-ling*	History
Mereb E. Mossman	Sociology
Peng Ya-sui	Math. and Physics
Pan Zung-ho*	Chemistry

Margaret E. Scharle	Music
Eva Dykes Spicer	Philosophy
Swen Shui-guin	Education
Esther B. Tappert	English
Tsui Ya-lan	Physical Education
Tsien Yung-ho*	Education
Wei I-djen*	Psychology
Wen Bu-ih	Chemistry
Harriet M. Whitmer	Biology
Swain Wool	Economics
Wu Dzing-hsien	Biology
Yang Ching*	Chemistry
Yang Hsiao-rang	Physical Education
Yu Li Hsiang-cho	Chinese
Frau Zimmerman*	German

*Part time

GINLING COLLEGE BOARD OF DIRECTORS

A.B.F.M.S.:

Miss Viola Hill
Mr. T. K. Van

W.F.M.S.:

Miss Yu Chang-feng
Miss Helen Ferris

M.E.S.:

Dr. Wang Zek-tsung
Miss Kiang Kwei-yuin

P.N.:

Mrs. Samuel J. Mills
Mrs. Andrew Wu

U.C.M.S.:

Mr. Edwin Marx

Mr. Tung Teh-fu

A.C.M.:

Mr. John Magee

L.M.S.:

Dr. C. L. Hsia

Smith College, U.S.A.:

Mrs. Lloyd Craighill

Y.W.C.A.:

Mrs. H. C. Mei

R.C.U.S.:

Miss Gertrude B. Hoy

Alumnae:

Dr. Ren Cho
Miss Deng Yü-dji

Dr. Djang Siao-mei (sub.)

Coopted:

Mrs. Li Chiao
Dr. Li Tien-lu

Dr. G. T. Liu

Mrs. W. S. New
Mr. W. P. Roberts

Mrs. William Z. L. Sung
Miss Grace Yang

Ex-officio:

Dr. Wu Yi-fang, President
Mrs. Lawrence Thurston, Adviser

Baptist Girls' School, Shaohsing
Shanghai College, Shanghai

Hwei Wen Girls' School, Nanking
Rulison School, Kiukiang

Margaret Williamson Hospital, West
Gate, Shanghai
Laura Haygood School, Soochow

University of Nanking, Nanking
623 Ching Yung Li, Yuyuen Road,
Shanghai

United Christian Missionary Society,
Nanking
Chung Hwa Girls' School, Drum Tower,
Nanking

American Church Mission, Hsiakwan,
Nanking

131 Connaught Road, Shanghai

American Church Mission, Wuhu,
Anhui

Y.W.C.A., 23 Yuen Ming Yuen Road,
Shanghai

Yochow, Hunan

88 Tsing Tai Road, Hangchow
Y.W.C.A., 23 Yuen Ming Yuen Road,
Shanghai

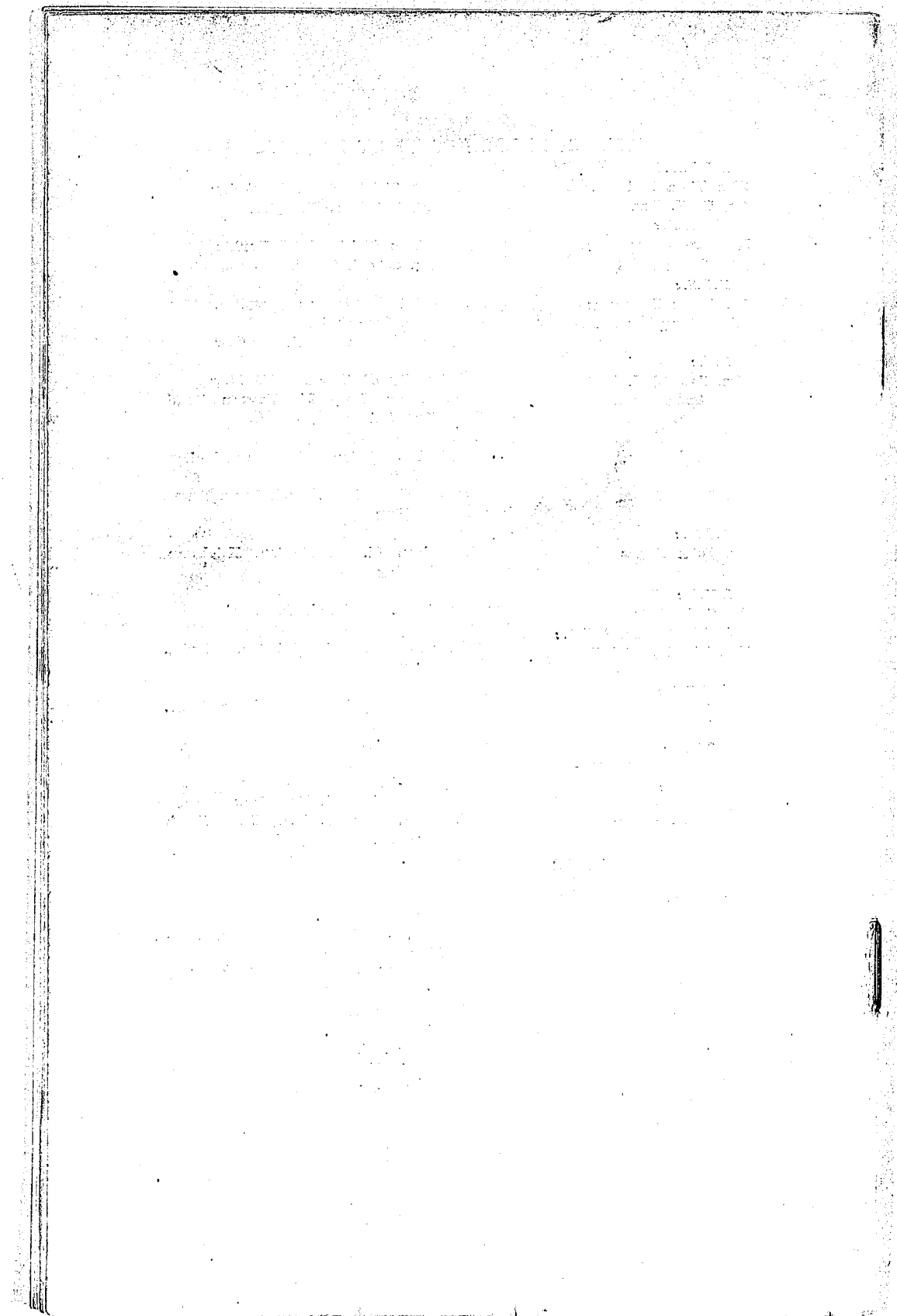
The Bank of China, The Bund,
Shanghai

38 Chen Hsien Gai, Nanking
Nanking Theological Seminary, Nan-
king

Concord Women's Hospital, 16 Rue
Moliere, Shanghai

236 Seymour Road, Shanghai
American Church Mission, Chung
Kai, Nanking

St. John's University, Shanghai
McTyeire School, Shanghai



*Not final -
See Jan. 18, 1930*

GINLING COLLEGE

CONSTITUTION OF THE BOARD OF DIRECTORS

Article I - NAME

This Board shall be known as the Board of Directors of Ginling College.

Article II - OFFICE

The office of the Board is located at Nanking in the province of Kiangsu.

Article III - DECLARATION OF PURPOSE

The purpose of the Board of Directors of Ginling College is to maintain a private institution of learning for women under Christian auspices, which shall conform to the highest standards of educational efficiency, promote social welfare and high ideals of citizenship, and develop Christian character in accordance with the original ideals of the founders. To this end the directors and other responsible persons must be of well attested moral character, qualified and willing actively to promote the aim of the institution.

Article IV - COMPOSITION OF THE BOARD
OF DIRECTORS

The Board of Directors shall consist of twenty-one members, a majority of whom shall be Chinese, elected in a manner agreed upon with the Board of Founders.

No member of the faculty or other person in the employ of the College, or student at the College shall be a member of the Board of Directors. All members of the Board shall be in cordial sympathy with the above stated purpose of the College, and willing actively to promote this purpose, and a majority shall be professing Christians. All members of the initial Board shall be arranged in two groups, approximately equal in number, the first group to serve two years, the second group to serve one year.

After the first election all subsequent terms of service shall be for two years, and on the expiration of a term of service any member shall be eligible for re-election.

Article V - DUTIES OF THE BOARD OF DIRECTORS

The Board of Directors shall direct the policies and have control of the management of the said Ginling College in accordance with its declared purpose as formulated in Article III.

The Board of Directors shall authorize the establishment of departments; shall ratify courses of study; shall elect the President and the Treasurer; shall appoint officers and instructors upon recommendation of the President, and shall determine salaries, except in case of those who are supported by the Board of Founders; shall provide suitable buildings and appliances; shall, through the administrative offices of the College, fix, collect, and disburse, under the budget, all student fees; shall have full responsibility for providing adequate staff and financial support for the institution; and shall perform all other duties necessary to the efficient administration of the College.

The Board of Directors shall have power to enter into agreements with the Board of Founders, including the negotiations for a lease of the property. Upon recommendation of the President and faculty, it may confer degrees in accordance with the regulations of the Republic of China, and recommend to the Board of Founders candidates for American degrees. It shall have the power to acquire and hold property, including endowment funds.

Article VI - MEETINGS OF THE BOARD OF DIRECTORS

The Board of Directors shall hold one stated meeting each year notice of which shall be sent to all members one month in advance. At this meeting the President shall present a report of the condition of the College; officers and teachers shall be appointed; the budget for the following year shall be fixed, and such other business shall be transacted as may properly come before the Board.

Special meetings of the Board of Directors may be called at the request of the Executive Committee. Notice of the time and place of a special meeting shall be sent out at least fifteen days in advance, together with a statement of the matters to be considered. No other business may be transacted at a special meeting except such as is listed in the advance announcement.

Article VII - OFFICERS OF THE BOARD OF
DIRECTORS

The officers of the Board of Directors shall consist of a Chairman, who shall be a Chinese, Vice-chairman, Treasurer, and Secretary, who shall exercise the duties usually attached to their respective offices. They shall be elected by ballot at the annual meeting of the Board.

Article VIII - EXECUTIVE COMMITTEE

The Board of Directors shall elect annually from its own members an Executive Committee of five members, which shall deal with all ad-interim matters ordinarily handled by the Board of Directors, with the exception of changes of policy and matters of unusual importance, the different actions becoming effective only on approval by a majority of the members. The Executive Committee shall not, however, reverse the action of the Board of Directors upon any matter which has been presented to and acted upon by the Board of Directors. A majority of the committee shall constitute a quorum for the transaction of business at any meeting of the Committee. The actions of the Executive Committee shall be reported to the next meeting of the Board of Directors, and shall be subject to review by the Board of Directors.

Article IX - FINANCE COMMITTEE

The Board of Directors shall elect annually a Finance Committee of three members which shall work under and be responsible to the Executive Committee. The President and Treasurer of the College shall be ex-officio non-voting members.

Article X - BY - LAWS

The Board of Directors shall have power to make or amend By-laws by a vote of two-thirds of the Board of Directors present at an annual meeting or a meeting regularly called for this purpose, full notice of the proposed amendments having been given one month in advance of the meeting.

Article XI - AMENDMENTS

This constitution may be amended at the annual meeting of the Board of Directors or at a special meeting called for this purpose provided that full notice of the exact wording of the proposed amendments shall have been given three months in advance of the meeting, and that the votes in favor of the amendment shall be equal in number to two-thirds of the membership of the Board.

AGREEMENT BETWEEN THE BOARD OF DIRECTORS
AND THE BOARD OF FOUNDERS

Section I. HISTORICAL STATEMENT

Ginling College was planned to meet a need for the higher education of women which the political and social changes in China after 1911 made urgent. The need was realized by a group of Christian women who were carrying on schools for girls in the Yangtze Valley. Girls were seeking education abroad, and teachers for Middle Schools were needed to meet the increasing demand for girls' schools. Educated women were needed in other fields, and it was felt that education in China, in close touch with the changing life of their own people, was a better preparation for service than a college course in a foreign country, and could be provided so that many more young women might avail themselves of it. Five Mission Boards approved the plan and pledged their support for equipment and current expenses. A board of Control was elected, and a President appointed, in November, 1913, and the College opened on September 17, 1915. The first class of five was graduated in June, 1919, and the student enrollment for the fourth year was 52. The faculty numbered 15.

During the first eight years, the College was located in rented buildings. Five classes were graduated and the Alumnae numbered 43, when this stage of the College life was completed. In the summer of 1923 the institution moved to its present campus. The money for this land, buildings, and equipment was raised by contributions in America in a campaign for Oriental Colleges carried on between 1920 and 1923, under the auspices of a joint committee representing the co-operating mission boards. The following four years saw a third generation of college students and an Alumnae roll of 105 names. The total faculty, including administrative staff and exchanged teachers from the University of Nanking, numbered 35.

The Ginling College Committee organized in 1916 has fulfilled the legal functions of trustees, under the trustees of the University of Nanking. They hold in trust all property and all endowment funds, and transmit funds to the governing body in China (which has heretofore been called the Board of Control, but will now be the Board of Directors) on the basis of an approved annual budget. Incorporation under the Regents of the University of the State of New York secures a degree of A.B. from that institution for graduates of Ginling College who meet in full the requirements of the College, and entitles them to admission as graduate students to colleges and universities in America.

The institution as conducted is a college of arts and science offering courses in the following departments: Biology, chemistry, Chinese, education and psychology, English, history, physical education, mathematics and physics, music, religion and sociology. Fuller information about the courses and the faculty are furnished in the bulletin of the College and the Minutes of the Annual Meet-

ing of the Board of Control, copies of which are available for examination at any time. The support for the College is provided from eight mission Boards and Smith College. Since 1924, the National Committee of the Young Women's Christian Association has contributed annually to the support of the Department of Physical Education, and the China Medical Board has been making a grant to the Science Budget.

Section II. CONSTITUTION OF THE BOARD OF DIRECTORS

The Constitution of the Board of Directors constitutes a part of the agreement between the Board of Directors and the Board of Founders. It is agreed that any amendments to the constitution of the Board of Directors shall be approved by the Board of Founders before they become operative.

Section III. PROPERTY LEASE

The grounds, buildings, and equipment of the College shall be leased to the Board of Directors by the Board of Founders for a period of five years, beginning July 1, 1929, at a nominal rent of one dollar Chinese currency. This lease may be renewed by mutual consent for a period and on terms which shall be determined on or before July 1, 1933, and not later than July 1, 1934 by mutual agreement between the Board of Directors and the Board of Founders, said lease to be subject always during this period to the following conditions:

1. If for any reason the Board of Directors should cease in the opinion of the Founders to function as the responsible administrators of Ginling College in accordance with the foregoing constitution of the Board of Directors which is made a part of this agreement, the Board of Founders shall have the right of immediate entry to repossess the property.

2. Should the property so leased or any substantial part of it cease, in the opinion of the Founders, to be used for the designated purpose of Ginling College, as stated in Article III of the Constitution, the lease shall be subject to cancellation at the end of any scholastic year by either the Board of Directors or the Board of Founders, but only on one year's notice.

3. The Board of Founders may increase its investment at Ginling College in land, buildings, or equipment, on the written request or with the written consent of the Board of Directors.

4. The Board of Directors shall maintain the property in the same good condition as at the date of the lease, for operation and use of Ginling College; to wit, the following grounds, buildings and equipment. (Note details to be worked out and appended here). For this purpose they shall set aside out of the general income of

the institution each year not less than percent of the cost of buildings, and percent of the cost of equipment, amounting to about \$ Chinese currency, to be used for repairs and replacements.

5. The Board of Directors may improve the property by the erection of additional buildings or the supply of additional facilities or improvement of grounds, with the written consent of the Board of Founders, subject to the condition that the same shall be in conformity with the general type of architecture already adapted, and that the cost of such improvements shall be defrayed by the Board of Directors. It is mutually agreed that the final judgment as to the location and external form and appearance of proposed additions to the physical plant of the college shall rest with the Board of Founders.

6. In the event of a cancellation of the lease or of other disposition of the property, a settlement of conflicting interests shall be secured through conference between the Board of Directors and the Board of Founders, or, if necessary, by arbitration.

Section IV. STAFF

The Board of Founders shall support missionaries as members of the staff of the College, subject to the request or approval of the Board of Directors.

Six months before the furlough of missionary members of the staff, the Board of Directors shall make written communication to the Board of Founders and to the Mission with which the staff member is connected concerning her re-appointment, and in case her re-appointment is desired, or in case of a new appointee, shall specify position to be filled, with courses and hours of teaching required, name of officer of administration under whom the appointee is to work.

It is understood that when a teacher has been appointed by the Board of Founders to fill a designated position, she shall not be required by the Board of Directors or any officer of administration to undertake work of instruction outside her designated field, except upon her written consent.

Section V. WESTERN ADVISOR OR FOREIGN ASSISTANT TO THE PRESIDENT

At the recommendation of the President, provision may be made for a foreign member of the staff who shall assist in such matters connected with the foreign staff or the Board of Founders as the President may desire.

GINLING COLLEGE
CONSTITUTION OF THE BOARD OF DIRECTORS

Article I - NAME

Approved

Article II - OFFICE

Approved

Article III - DECLARATION OF PURPOSE

Voted to approve, as the basis on which to apply for registration, the Declaration of Purpose as embodied in the draft submitted.

Article IV - COMPOSITION OF THE BOARD OF DIRECTORS

Voted to approve with the substitution, in the second paragraph, of "at least three-fourths shall be Christians of evangelical faith," for the words "a majority shall be professing Christians."

Article V - DUTIES OF THE BOARD OF DIRECTORS

Voted to approve this article (1) subject to the insertion of some stipulation looking toward the maintenance of the Christian character of the staff; (2) on the understanding that the statement regarding American degrees is conditioned upon consideration of the matter by the Regents of the State of New York; (3) on the assumption that endowment funds raised in America be held in this country.

Article VI - MEETINGS OF THE BOARD OF DIRECTORS

Approved

Article VII - OFFICERS OF THE BOARD OF DIRECTORS

Approved

Article VIII - EXECUTIVE COMMITTEE

Approved

Article IX - FINANCE COMMITTEE

Approved

Article X - BY-LAWS

Approved

Article XI - AMENDMENTS

Approved

2--Ginling College

AGREEMENT BETWEEN THE BOARD OF DIRECTORS
AND THE BOARD OF FOUNDERS

Section I. HISTORICAL STATEMENT

Voted to approve the Historical Statement with the following suggestions:

1. First paragraph, twelfth line - before "equipment" insert "land."
2. Second paragraph, fifth line - before "money" insert "major part of."
3. Third paragraph - (1) omit parenthesis in second sentence; (2) in the last sentence, for the phrase beginning "entitles them to" substitute "forms the basis for."
4. Fourth paragraph, last line - following "Science Budget" add "since 1921."

Section II. CONSTITUTION OF THE BOARD OF DIRECTORS.

Approved

Section III. PROPERTY LEASE.

Voted to approve, with the insertion in paragraph 4, of "one-half of one per cent" as the amount to be set aside for repairs and replacements.

Section IV. STAFF

Voted to approve this Section, with the suggestion that in the first paragraph, first line, delete the word "support" and insert the words, "appoint and provide for the support of."

Section V. WESTERN ADVISOR OR FOREIGN ASSISTANT TO THE PRESIDENT

Approved

Tentative Docket
of
The Annual Meeting of the Board of Directors
October 16, and 17, 1931

1. Devotional Exercises
2. Election of nominating and other committees
3. Report of the year 1930-31 by the President
4. Report of the Executive Committee
5. Report of the Ginling College Committee
6. Constitution and By-laws
 - a. Changes requested by the Ginling College Committee
 - b. Final printing
7. Correlated Program
8. Faculty Program for 1932-33
 - a. Recommendations of the Curriculum Committee
 - b. Furloughs and vacancies
9. Treasurer's Report
 - a. Financial Statement 1930-31
 - b. Revised Budget 1931-32
 - c. Tentative Budget for 1932-33
10. Building Program
 - a. Report of the Building Committee
 - b. Academic buildings
 - c. Dormitory
 - d. Covered Ways
 - e. Practice School
 - f. Equipment
11. Land Purchase
 - a. Report of purchases and negotiations
12. Election of Officers and Committees
 - Chairman
 - Vice Chairman
 - Secretary
 - Treasurer
 - Executive Committee
 - Chairman and Secretary
 - Finance Committee
 - Coopted members
13. Miscellaneous

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ANNUAL BOARD OF DIRECTORS MEETING

Ginling College

October 16th and 17th, 1931

The Annual Meeting of the Board of Directors of Ginling College was held at the College on Friday and Saturday, October 16th and 17th, 1931.

The members present were as follows:

Mrs. M. Searle Bates	Dr. Liu Gien-tsiu
Mrs. Lloyd R. Craighill	Mr. John Magee
Miss Deng Yu-dji	Mr. Edwin Marx
Miss Helen Ferris	Miss G. F. McCulloch
Miss G. B. Hoy	Mrs. S. J. Mills
Miss Kiang Kwei-yuin	Mrs. Wm. T. L. Sung
Mrs. Li Chiao	Mr. Tung Teh-fu

Dr. Wu Yi-fang Wu (ex-officio)
Mrs. Lawrence Thurston (ex-officio)

Owing to the absence of the chairman, Dr. Hsia, Dr. G. T. Liu was elected to preside at this meeting.

On Friday afternoon, the opening devotional service was led by Mr. Magee, who read passages from the 19th chapter of Exodus and the 6th chapter of Isaiah, and pointed out that the one fundamental need of our religion was for an overpowering sense of the reality of God and of the awful abyss of sin. Having this, we will have a message for others that will have new life and power. On Saturday morning Mrs. Craighill, after reading Matthew 11:28-30 and John 14:25-31, spoke of the need for peace in our hearts, especially in the present crisis. But Christian peace cannot mean shutting one's eyes to the suffering on every hand. When Christ said "I came not to send peace, but a sword", did he not mean something that would stab our spirits wide awake, to know the needs? Peace is the reward of our efforts, and means steadiness and perseverance. The mind and hand can labor; the heart must rest in God.

Voted: To accept the docket for this meeting as suggested by the Executive Committee.

Voted: To elect Mrs. Bates, Dr. Liu, and Miss McCulloch as the Nominating Committee.

Reports

1. Dr. Wu, President of the College, presented the report of the College for the year 1930-1931.

Voted: To accept the report of the President and to ask her to have it printed.

2. Dr. Wu reported on the Minutes and correspondence with the Ginling College Committee.

Voted: To accept the report of the Ginling College Committee.

3. The Secretary, Mrs. S. J. Mills, presented the report of the Executive Committee.

Voted: To receive the report of the Executive Committee, and to act on the recommendations as they come up under their proper headings.

Constitution and By-laws

Voted: To insert the original statement of Purpose after the date November 13th in the Historical Statement in Section I of the Agreement with the Board of Founders.

Voted: To insert the words "At least three-fourths of the Board of Directors shall be Christians" in Section IV of the Agreement.

Voted: To insert the words "The President and Treasurer and as far as possible all holding teaching and administrative positions in the College shall be Christians" in Section IV of the Agreement.

The changes in the By-laws as suggested by the Ginling College Committee were discussed, and the following actions were taken:

Voted: To add under III c-2, Treasurer: "and to be responsible for amounts made available for land purchases and building operations."

Voted: To omit (2) of the suggestions of the Ginling College Committee, pointing out that these provisions are already in the Constitution.

Voted: To substitute for Article IV-a, "It shall be the duty of the Executive Committee to transact the ad interim business of the College, and any matters especially referred to it by the Board of Directors. Its actions shall be ratified at the annual meeting of the Board of Directors. In matters of urgency, the Executive Committee may ask a vote of the Board of Directors by correspondence. It shall prepare at least two weeks in advance, the Docket for the annual meeting.

Voted: To substitute for IV-b the following: "It shall be the duty of the Finance Committee to have oversight of the financial affairs of the College, of other receipts and of the custody and disbursement of the funds of the College, and it shall make report and recommendations to the Board of Directors concerning financial matters. The Committee shall have general supervision of the Treasury Department, and of the Treasurer, and the oard and titles of properties belonging to the College. The accounts of the Treasurer shall be audited annually by a chartered accountant.

Voted: To add IV-c: "The powers and duties of such other committees as may be deemed necessary by the Board of Directors shall be defined at the time they are erected."

Voted: To print the Constitution and By-laws as revised and approved.

Faculty Program

Mrs. Thurston, as Chairman of the Curriculum Committee, presented the Faculty Program for 1932-33.

Voted: To approve the Faculty Program as proposed by the Curriculum Committee.

Voted: To extend a hearty and unanimous invitation to Dr. Reeves, Miss Sutherland, and Miss Vautrin to return to the College after their furloughs.

Voted: To ask the Ginling College Committee to fill two vacancies in English to take the places of Miss Tappert and Mrs. Meyer; also one place in Physical Education; and to help in securing, if possible, a visiting professor in Physics to take Mr. Hsiung's place for one or two years from September, 1932.

Voted: Because of the great need, that we also urge the early appointment of a librarian.

Correlated Program

Voted: To approve the action of the Executive Committee of September 18, 1931, reaffirming the action of the Board of Directors of November 1, 1930: "That we accept in general the Correlated Program so far as it affects directly Ginling College in planning its future program. However, we request that the financial program should be given further consideration in view of the fact that Ginling as the only Union College for women in China occupies a unique position in mission educational work."

Treasurer's Report

Miss Priest presented the Financial Statement for 1930-1931, the revised Budget for the current year, and the Tentative Budget for 1932-33.

Voted: That the Financial Statement for the year ending June 30, 1931 be accepted. See page (Page not given in original Minutes).

Voted: To recommend an increase in the Laboratory fee to \$10.00 for each Chemistry course that has more than one laboratory period.

Voted: To approve the construction of an additional tank for the gas plant, with the understanding that the cost shall not exceed three thousand dollars, and that this item shall be included in the budget for 1931-32.

Voted: To approve the Budget as revised for the current year 1931-32.

Voted: To approve the proposed Budget for 1932-1933 with its understanding (a) that definite efforts will be made to secure the necessary funds to balance the Budget before the close of the year 1932-1933;

(b) that if at the end of April, 1932 the funds to balance the Budget are not assured, the Executive Committee will reconsider this Budget. See page (Page not given in original Minutes).

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Voted: To approve the new basis for travel allowance and furlough salary as adopted by the Ginling College Committee in January, 1931.

Voted: That we express our appreciation to the W.F.M.S. for their offer to care for the medical account of Miss Harriet Whitmer who is ill in Peiping at the present time. In accepting this contribution it is understood that the payment will be made on the basis used by the W.F.M.S.

Voted: That the medical account of Miss Ruth M. Chester who is ill in Kuling at the present time, be paid in full, in view of the fact that Miss Chester is not accepting salary from September 1, 1931.

Voted: That in adjusting hospital bills for foreign staff members, a charge of \$2.00 per day be deducted, the same to be paid personally.

Voted: That medical bills for Chinese staff members shall be paid for the present school year (1) for all members who have served for three years or more on the staff, and (2) that the full account in excess of \$20.00 be paid when incurred by prior advice of the physician of the College; (3) providing that in case of prolonged illness the Executive Committee should be empowered to make other arrangements.

Voted: That Miss Emily I. Case be granted a regular furlough with full allowances, the expectation being that she will return to Ginling at the end of her furlough year 1932-1933.

Building Program

Mrs. Thurston gave a report of the year's work on building plans, presenting a revised program for buildings and equipment, which the Board discussed thoroughly.

Dr. Wu reported a gift to the College, to provide a dormitory for the Practice School, from Madame H. H. Kung, Madame Chiang Kai-Shek, and Madame Sun Yat-sen in memory of their mother, Madame Soong. Dr. Wu has talked over the plans personally with Madame Kung and she promises a gift of between \$20,000. and \$30,000. for a building to be begun in the spring of 1932.

Voted: That we accept with deep appreciation the most generous gift of Mme. Kung, Mme. Chiang, and Mme. Sun for a dormitory for the College Practice School, in memory of the late Mme. Soong; and that we ask the Secretary to send a letter to convey to the donors our sincere gratitude.

Voted: That the large central dormitory be given preference over the faculty residence in the use of available funds in the building program, since the need for student growth at the time of erection of new academic buildings is urgent, and the three major buildings should be built at the same time. With the erection of this dormitory, space for resident women faculty would be enlarged and the permanent provision for faculty residences could be postponed. The flood relief demand closes the door to any appeal in China for funds for the new dormitory for at least another year. When such an appeal can be made funds now advanced for the dormitory would become available to provide faculty residences.

Voted: To approve the revised Building Program and authorize the work on the new buildings, numbers 2-4, for which plans are in preparation, in the hope that building might begin in the spring of 1932.

Voted: That the Executive Committee be empowered to appoint a Land and Building Committee.

Dr. Wu reported on the revised estimates of land to be purchased. Maps were shown and the subject discussed thoroughly. Some purchases have been made in the south-east and south-west corners for which \$9,315.45 was paid during the last fiscal year. Prices are rising and there are uncertainties in regard to roads, especially along the north boundary. Seven pieces, totalling about seven foreign acres are needed to straighten boundaries and safeguard our present property. All of them have been previously approved, some as far back as 1925. At present prices this land would cost about \$38,500.

Voted: That we authorize the purchase of all this land when the opportunity occurs and the funds are available.

Elections

The report of the Nominating Committee was presented by Miss McCulloch. The following officers and committees were elected:

Board of Directors: Chairman - Mrs. W. S. New; Vice-Chairman - Mr. Tung; Secretary - Mr. Roberts; Treasurer - Miss Priest.

Executive Committee: Mrs. New, Chairman, Mr. Tung, Mr. Roberts, Miss Deng Yudji, Mrs. Mills, Mrs. Thurston, ex-officio, and Dr. Wu, ex-officio.

Finance Committee: Mr. Tung, Miss Moffet, Mr. Lobenstine, Dr. Wu, ex-officio, Mrs. Thurston, ex-officio, Miss Priest, ex-officio.

Coopted Members: Mrs. W. S. New, Dr. Liu Gien-tsiu, Mr. Roberts.

Voted: To invite Mrs. Thurston to serve on the Executive Committee as ex-officio member in her capacity as Adviser.

Voted: That a standing vote of thanks be extended to the President and Faculty for their hospitality to the members of the Board.

Mary B. S. Mills,
Secretary.