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Minutes, reports, 1937-1947

MINUTES
OF THE
BOARD OF DIRECTORS
OF
GINLING COLLEGE

February 20, 1937

- 3702. *Alumnae Promotional Secy*
- 3708. *Practice Sch. Borm. Deficit*
- 3719-26. *Land & Bldg Program. (Land purchase, Faculty Residences, Swimming Pool)*
- 3727. *Registration of deeds*
- 3731. *Privately owned houses*
- 3732-34. *Retirement Age, Pension, Sabbatical Leave*
- 3735. *College Organization*

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NANKING, CHINA

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GINLING COLLEGE
NANKING, CHINA

BOARD OF FOUNDERS OF GINLING COLLEGE

OFFICERS

Miss Margaret E. Hodge, Chairman,
156 Fifth Avenue, New York City, U.S.A.
Miss Florence G. Tyler, Secretary,
156 Fifth Avenue, New York City, U.S.A.
Mr. Russell Carter, Treasurer,
156 Fifth Avenue, New York City, U.S.A.

MEMBERSHIP

Women's American Baptist

Mrs. John W. Decker
Mrs. Charles H. Sears

United Christian Missionary

Mrs. Emory Ross
Miss Lela Taylor

W.F.M.S., Methodist Episcopal

Mrs. Francis J. McConnell
Mrs. Leon Roy Peel

Methodist Episcopal, South

Miss Sallie Lou MacKinnon
Mrs. J. W. Perry

Presbyterian, U. S. A.

Miss Margaret E. Hodge
Mrs. Charles K. Roys

Smith College

Students-Professor S. Ralph
Harlow

Alumnae-Mrs. William W.
Rockwell

Reformed in the U.S.

Mrs. L. L. Anewalt

Protestant Episcopal

Miss Grace Lindley

Nanking University

Dr. John R. Edwards
Dr. Robert E. Spear

Members at Large

Dr. Harriet Allyn
Mr. Russell Carter
Miss Rebecca W. Griest
Miss Florence G. Tyler

Additional Members

Mrs. James Cushman
Mrs. Henry James
Dr. E. C. Lobenstine
Mrs. George T. Scott

Ex-Officio

Mr. B. A. Garside
Mrs. T. D. Macmillan

ANNUAL MEETING OF THE BOARD OF DIRECTORS
Ginling College, Nanking, China
February 20, 1937

The Annual meeting of the Board of Directors of Ginling College was held at the College on Saturday, February 20, 1937.

The members present were:

Miss Chen Chuh-chün	Miss Anna E. Moffet
Mrs. C. C. Chen	Miss Gertrude F. McCulloch
Dr. Y. C. Chen	Mrs. W. S. New
Miss K. S. Kao	**Miss Louise Robinson
Miss Kao Ren-ying	Mr. T. L. Shen
Miss Kiang Kwei-yuin	Mrs. J. H. Sun
Mrs. Li Lin Fuh-mei	***Miss Leona Thomasson
Dr. Li Tien-lu	Mrs. J. C. Thomson
Dr. Liu Gien-tsin	Mrs. Andrew S. C. Wu
*Rev. Edwin Marx	Mr. T. T. Zee

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

Miss Elsie M. Priest, *ex-officio*

*Alternate for Rev. J. H. McCallum

**Alternate for Miss Miss Eloise Bradshaw

***Alternate for Miss Helen Ferris

The opening devotional service was led by Miss McCulloch. The business session was called to order by the Chairman, Dr. Li Tien-lu.

Dr. Wu introduced all members of the Board.

Nominating Committee

The Chairman appointed the following persons to act as a Nominating Committee: Dr. Liu Gien-tsiu, Mrs. J. C. Thomson, Mr. T. L. Shen.

Reports

1. Dr. Wu presented a printed report of her trip abroad and read the President's report for the college year 1936-37. The report was received.

2. The Secretary of the Board, Miss Moffet, presented the reports of the meetings of the Executive and Finance Committees on April 27th, June 6th, and November 28th, 1936. The reports were received, and items calling for special attention on the part of the Board were acted upon later in the session under their respective headings. All other actions were approved as presented.

3. Dr. Wu reported certain items from the minutes of the meetings of the Board of Founders and the Associated Boards in America.

D3701. Voted: That we record our deep appreciation of the action of the Board of Founders in raising the Endowment Fund in America, and that the Secretary be asked to write to the Promotional Committee expressing our grateful thanks for their efforts and the results of the campaign thus far.

2. That the Secretary write to the Methodist Board, South, expressing our deep appreciation of the increase of \$1,000.00 (U.S. currency) in their annual appropriation to Ginling College.

3. That the Secretary write to Miss Bender expressing our regret that her health has made it necessary for her to resign from the Board of Founders, and our grateful appreciation of her devoted service to the College from the time when the Ginling College Committee was first organized to the present.

Alumnae Promotional Committee

1. Mrs. New reported the inauguration of Miss Kao Ren-ying as Executive Secretary of the Alumnae Association, and the organization of work among the alumnae to keep them in close touch with the College and secure their whole-hearted and continuous support. Mrs. New reported some of the experiences in the promotional campaign, and the results achieved in clearing the deficit at the close of last fiscal year. The report was received with applause.

2. Miss Kao Ren-ying presented a written report of her work during the past seven months and of her trip to visit alumnae in Fukien and Kwangtung. The report was received.

D3702. *Voted:* That the Alumnae Secretary be made an ex-officio member of the Board of Directors and of its Executive Committee.

Faculty Program

The Faculty Program for 1937-38 was presented by Miss Vautrin, Chairman of the Curriculum Committee.

Teaching Program First Semester 1937-1938

Departments with no increases in staff:

	<i>Offerings</i>	<i>Theses</i>
Art	1 course	
Astronomy	1 course	
*Biology	8 courses	6
*Chinese	12 courses	3
Education	5 courses	
*English	10 courses	4
Euthenics	1 course	
Hygiene	1 course	
*History	6 courses	
*Music	14 courses	1
*Philosophy (Religion)	5 courses	
*Physics-Mathematics	10 courses	2-4
Political Science	1 course	
Psychology	3 courses	
*Sociology	6 courses	8

Departments asking for increases:

*Chemistry	7 courses	7
*Geography	5 courses	8
*Physical Education	13 courses	5
Special Physical Education	14 courses	

(Departments offering a major are marked*)

Explanation:

Chemistry: Requesting one full time professor or instructor. The teaching load of the department will be 33.5 credit hours per week. Seven students will be writing theses. The addition will permit one-third of one person's time for departmental administration and research in connection with theses.

Geography: Two-thirds time of a professor will be needed. Teaching load is 20 credit hours. Eight students will be writing theses.

Physical Education: In addition to a substitute for Miss Haight, one full-time college graduate will be needed. This person will teach the work at the University of Nanking, in the Practice School and give one-third time to the Department.

D3703. *Voted: Minimum Needs.* That we receive the Faculty Program as presented and approve it as a statement of the minimum needs of the College for the coming year.

D3704. *Voted: Additional Staff.* That we approve the addition of one fulltime professor in the Chemistry Department; one professor giving two-thirds' time in the Geography Department; and an assistant in the Physical Education Department, in addition to a substitute for Miss Haight.

Finances

The Statement of the Current Account for the year 1935-36, together with the statement of the Auditor, was presented by the Treasurer. These statements showed a deficit of \$8,877.10 on June 30, 1936, which has since been cleared by the gifts of alumnae.

D3705. *Voted: Treasurer's Report, 1935-36.* That we receive the report of the Treasurer, together with the Auditor's statement.

D3706. *Voted: Thanks to Promotional Committee and Alumnae.* That we express our appreciation of the splendid work of the Alumnae Promotional Committee, and our thanks to the alumnae donors whose gifts have made it possible to clear the 1935-36 deficit and are expected to meet the shortage in the budget for 1936-37.

The Statement of the Building Account as of June 30, 1936, together with the Auditor's statement, was presented by the Treasurer, showing a balance on hand for the South Hill Residence of \$23,861.05 Chinese currency.

D3707. *Voted: Building Statement.* That we receive the Building Statement.

D3708. Voted: Practice School Dormitory Deficit. That we ask the Practice School administration to undertake to repay within five years the loan of \$5000.00 Chinese currency made from other College funds to complete the Practice School dormitory.

D3709. Voted: Adoption of Current Rate of Exchange. That in view of the government stabilization of the currency of China, we approve the adoption of the current rate of exchange for all business, and that all accounting be recorded on this basis beginning July 1, 1936.

The Treasurer reported a list of gifts received in China by the College during the year as follows:

Gifts Received in China—March 1936—February 1937

I. Current Expenses:

A. March—June 1936	
Miss Ruth M. Chester	\$ 300.00
Mrs. and Miss Morrow (60-0-0)	984.00
Friends in England (2-12-16)	43.63
	<hr/>
	\$1,327.63
B. July 1936—February 1937	
Prof. and Mrs. Colby	100.00
Miss C. E. Sutherland	100.00
Wood and Kivi	66.60
Miss Theodora Nelson	83.25
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	449.85

II. Designated

A. March—June 1936	
Kalamazoo College (Scholarship)	167.36
Dr. Y. F. Wu (Social Extension Work)	200.00
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	367.36
B. July 1936—February 1937	
Mother Zee Endowment Fund (Social Work \$3,200.00 reported at last meeting)	5,000.00
Hartridge School (Scholarship)	166.00
Miss Blanche Wu (Research)	100.00
Dr. C. D. Reeves	301.43
Mrs. D. Y. Lin (Scholarship)	70.00
Dr. Y. F. Wu (Social Extension Work)	200.00
Kalamazoo College	166.00
Mrs. Sidney Brucker (Library)	83.25

Miss Florence Sprague (Special)	15.00
Lady Hosie (Scholarship)	10.00
Class of 1911 Reunion Smith (Library)	166.00
Dr. D. S. Hsiung (Radio)	200.00
Anonymous (Gymnasium)	1,702.00

\$8,179.68

D3710. Voted: List of Gifts. That we make record of the list of gifts received in China, and express our hearty thanks to the donors.

D3711. Voted: Mother Zee Endowment Fund. That in view of the worthwhile manner of honoring a mother's birthday, we express our special thanks to Mrs. W. S. New, the donor of the Mother Zee Endowment Fund for Social work.

The Revised Budget for 1936-37 was presented by the Treasurer, showing an estimated shortage of \$16,197.17. The Treasurer, however, reported the receipt of U.S. \$2,025.01 (Chinese Currency \$6,662.28) from the Board of Founders toward meeting this deficit, and expressed the expectation that the balance of the deficit would be covered by contributions through the Alumnae Promotional Committee.

D3712. Voted: Revised Budget, 1936-37. That we adopt the revised working budget for the present year, together with the statement of plans for meeting the deficit.

The Proposed Budget for 1937-38 was presented by the Treasurer, showing an anticipated shortage of \$28,959.90.

D3713. Voted: Budget, 1937-38. That we receive the proposed budget for 1937-38 as a tentative budget, and instruct the Executive and Finance Committees to revise it by the first of June, 1937.

D3714. Voted: Request for Government Grant. That the administration be authorized to make application for a government grant for 1937-38.

D3715. Episcopal Mission Co-operation. That in view of the large number of students coming to the College from Episcopal Mission schools, we repeat our request to the Episcopal Board that it renew its annual grant of C.C. \$2,500.00 to Ginling College.

D3716. Voted: Board Members' Support of Promotional Campaign. That the members of the Board of Directors pledge their active support to the Promotional Committee in their campaign for funds both for current expenses and for the Gymnasium.

D3717. Voted: Help to Promotional Campaign in America. That the members of the Board of Directors be urged to furnish to the College administration information about alumnae which would be of use in the promotional campaign in America, together with names of persons who might be interested in giving, or persons visiting in China whose interest might be stimulated by an invitation to visit the College.

D3718. Voted: Summer Overdraft. That we authorize the Treasurer to arrange for an overdraft of not more than \$20,000.00 in order to meet necessary payments for the coming summer months, agreement to be signed by the Chairman of the Board, and by the President and Treasurer of the College.

Land and Building Program

On recommendation of the Executive Committee at its meeting of Feb. 19, 1937, it was

D3719. Voted: Land Needs. That the President be asked to write to the Board of Founders presenting the situation as regards the rapid rise in land values in the growing capital city, and the urgency that the College face the issue of securing the land needed for the campus.

D3720. Voted: Property in Process of Purchase or Erection. That in reply to the cablegram of January 27,

1937, from the Board of Founders stating that there are no funds available for additional land, the President be asked to send to the Board of Founders the following statement of accounts for land and buildings whose purchase and erection have already been authorized and contracted for, and to request that these items be made a first charge against any property funds which become available.

Statement of Accounts for Land and Building February 19, 1937.

1. Land in the process of purchasing:

Gwoh Land:	
a. Already paid down	\$ 1,100.50
b. Contracted—not paid	4,175.00
Liu Land:	
a. Already paid down	2,400.00
b. Contracted—not paid	4,900.00
Tsu Land:	
a. Already paid down	290.00
b. Contracted—not paid	710.00
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	\$13,575.50

2. South Hill Residence:

Paid in full to date	30,692.66
Due on contracts	1,809.53
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	32,502.19
Amount available for this house	30,022.34
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Shortage	2,479.85
Further additions requested	1,020.15
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Amount needed to complete this residence	3,500.00

3. Other property items not cleared:

a. Changes in boiler house and heating channel	3,189.38
b. Architect's fees—other than above building	957.75
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Amount to be secured to clear accounts	4,147.13
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	\$21,222.63

For many years the College has tried to purchase the land at the west of the campus, owned by the Tsu family. Since Hankow Road was built, land values have increased

in this district and the owner is anxious to sell the property. There is no right of way to the Tsu land from Hankow Road except through College property and the College land partially surrounds this lot. It is very important to the future development of the College to have a part of this Tsu land, and there is serious danger that the land will be broken into lots and sold to undesirable neighbors. The administration feels it is important to control this land, and has secured advice from one of the bankers in Nanking, who has had much experience in dealing with real estate. He considers there is no serious risk in the investment as the value of the land will make possible clearing the account as soon as the college is able to sell the surplus land. It is understood that the College does not wish to hold this entire lot as part of the permanent campus, but wishes to gain control of the necessary section and be able to control the sale to desirable neighbors.

D3721. Voted: Tsu Land West of Campus. That in order to gain control of the land at the west of the campus, we authorize the administration to proceed with negotiations to purchase the total lot known as the Tsu land, containing approximately 28 mu, and to approve of borrowing an amount not to exceed \$38,000.00 required to finance the transaction, the loan to be secured by the land.

D3722. Voted: Terrace Houses, Plans and Estimates. That we ratify the action of the Executive Committee of November 28, 1936, approving the following plans and estimates for faculty houses:

Terrace House (five houses)	\$40,000.00
Bungalow	6,000.00
Grading, roads, paths, planting	1,500.00
Removal of graves	500.00
Furnishings	2,000.00
Contingencies	5,000.00
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	\$55,000.00

D3723. Voted: Terrace House Funds. That we ratify the action of the Executive Committee of Nov. 28, 1936, requesting the Board of Founders to make available a total of \$55,000.00 Chinese currency for the above scheme. (Of this amount U.S. \$12,000.00 or C.C. \$39,587.62 has been received in response to the request of the Executive Committee made on June 6, 1936.)

D3724. Voted: Residence for Unmarried Men on the Faculty. That we approve the action of the Executive Committee of Nov. 28, 1936, looking toward the erection of a residence for the unmarried men members of the faculty, and recommend that as soon as funds are available this residence be erected north of the twin houses for married men.

D3725. Voted: Gymnasium and Swimming Pool. That we give general approval to a campaign to raise funds for the erection of a gymnasium and swimming pool; and that we request the Promotional Committee to help the President in raising these funds, and approve the enlargement of the Promotional Committee by the addition of such persons as the Chairman and the President of the College wish to add to the Committee.

D3726. Voted: Gymnasium and Swimming Pool Plans. That we ask the Building Committee in consultation with the Physical Education Department, to proceed with the preliminary plans for the gymnasium and swimming pool.

Registration of Deeds of Land

The President reported the action of the Board of Founders (BF98) and the recommendation of the Executive Committee on Nov. 28, 1936, in regard to the registration of the deeds to College land.

D3727. Voted: Registration of Deeds. That, pursuant to action BF 98 of the Board of Founders authorizing the registration of the property in the name of the

Board of Directors, because of the time needed to work out the formal deed of trust referred to in action B.F. 98, the Board of Directors authorize the administration to proceed with the registration of the College land in the name of the Board of Founders, with the understanding with the Municipal Government that at any time during the process of registration the change may be made from a perpetual lease in the name of the Board of Founders to a deed of ownership in the name of the Board of Directors.

Faculty Housing

On recommendation of the Executive Committee, it was

D3728. Voted: Self-sustaining Faculty Houses. That we approve the policy of having all houses for the Ginling College faculty independent of the College in the matter of service, food, light, heat and water, beginning with September, 1937. It is understood that this does not mean that none of the items specified might be secured from the College, but that the faculty houses would pay in full for whatever service or commodity the College provided.

D3729. Voted: Adjustment of Salary, Western Staff. That as a result of a study of the comparative salary and allowances of western members of the Ginling College staff and those of single women missionaries of the co-operating missions, the Board of Directors would express its judgment that no adjustment in the salary of western staff members is necessary at this time.

D3730. Voted: Adjustment of Salary, Chinese Staff. That, in view of the low salary scale of the Chinese staff members, we approve an addition of \$10.00 per month, beginning with September, 1937, to the salaries of Chinese women living in self-sustaining faculty houses to cover the additional living costs for light, heat, water and service.

D3731. Voted: Privately-owned Houses. That, in pursuance of action BF 83 of the Board of Founders, and in view of the fact that the owners of the two privately owned houses already built on the campus have expressed their intention of giving these houses to the College when they cease to use them for themselves, we ask the administration to make formal agreement with the owners of these houses in line with the above action of the Board of Founders.

Retirement

After consideration of the action of the Board of Founders (BF 86-87) in regard to the age of retirement for members of the faculty, it was

D3732. Voted: Age of Retirement. That we reaffirm action D3628 designating the age of sixty-five years as the age of retirement for members of the College staff, and that no provision for extension of service beyond that time be made.

D3733. Voted: Retirement Grants. 1. *Policy:* That insofar as funds permit, Ginling College will endeavor to make some provision for retirement grants for members of the faculty and staff, or to give some assistance in case of disability or death during service in the College. The provisions as outlined below are recognized as only making a beginning toward the solution of the problem, but they make such provision as the College is able to put into effect at the present time.

2. Retirement Grants:

- a. All staff members are eligible for retirement grants.
- b. The age for retirement from active service in the College shall be sixty-five years. The date of retirement in each case shall be the first day of September nearest the attainment of the age of sixty-five.

- c. In cases where staff members shall have served for forty consecutive years, but shall not have reached the age of sixty-five, the term of forty years of service shall be considered the equivalent, and such persons may then retire from the service of the College.
 - d. The amount of retirement grant made to each staff member eligible for retirement grant shall be one year's salary, the amount to be determined by the salary at the date of retirement.
 - e. No person who has been in the employ of the College for less than ten years shall be eligible for the retirement grant, even though the age of sixty-five may have been reached.
 - f. Retirement grants shall be made to members only if they shall have served the full term of forty years, or reached the age of sixty-five years.
3. *Total Disability or Death in College Service:* In the case of the death or total disability of a staff member during active service in the College, provision shall be made as follows:
- a. After five years of service, but less than ten years, an amount equivalent to salary for 3 months.
 - b. After ten years of service, but less than twenty years, an amount equivalent to salary for 6 months.
 - c. After twenty years of service, but less than forty years, an amount equivalent to salary for 9 months.
 - d. After forty years of service, the usual retirement grant shall be made.
 - e. Any other allowance shall be considered as a special grant, each case to be considered on its merits.
 - f. The College will be the sole judge as to what constitutes total and permanent disability as regards the benefits provided by this plan.

- g. In any case of death or total disability where in the judgment of the College there is a question as to the need for a death or disability grant, the College will be the sole judge concerning the payment.

Sabbatic Leave

On recommendation of the Executive Committee, it was

D3734. *Voted: Sabbatic Leave Policy.* That members of the College faculty with the rank of instructor or above, who have served the College for six consecutive years, and are planning definitely for advanced study, be granted sabbatic leave for one year on half salary, unless the circumstances of budget or program of the College make it impossible to carry out this program in any given year. It is understood that such members of the faculty will continue in the service of the College for at least five years, and will by this sabbatic leave and study be of increased value to the institution.

Organization of the College

The President presented the plan for organization of the College in accordance with the Government Regulations for Colleges and Universities.

D3735. *Voted: College Organization.* That we approve the organization of the College as follows:

1. This College shall be organized according to the Government Regulations for Colleges and Universities, Article 5, Item 2.
2. According to the Government Regulations, this College shall have a Board of Directors and shall be under the management of this Board.
3. This College shall have a President to be elected by the Board of Directors.

4. This College shall have the Dean's Office, Treasurer's Office, Business Office, Dormitory Department, Medical Service and Library.
5. This College shall establish a number of Departments, each having a head and other instructors to be invited by the President.
6. This College shall have a College Council consisting of the President, administrative Officers, Heads of Departments, and a certain number of representatives to be elected by the professors, the President being the Chairman.
7. The duties of the College Council shall be as follows:
 - a. The establishment or abolishing of departments.
 - b. The planning of the curriculum and determining of college standards.
 - c. Making rules and regulations for faculty or student organizations.
 - d. The preparation of an annual budget by departments for current expenses and equipment, and submitting the same to the Board of Directors.
 - e. The consideration of any matter as proposed by the President.

In case the President finds difficulty in the execution of the decisions of the College Council, the President may ask for reconsideration.
8. The College Council shall have an Ad Interim Committee to be elected from members of the Council.
9. Each Department shall have department meetings, with the Head of the Department as Chairman, to plan for the studies and equipment of the Department.
10. For various purposes Standing Committees shall be created by the College Council.

Proposed Amendment to Constitution

After discussion of the procedure in regard to actions of the Executive Committee between annual meetings of the Board of Directors, it was

D3736. Voted: Powers of Executive Committee. That we ask the Executive Committee to consider the question of the power of the Committee to act between meetings of the Board without formal ratification by the Board of Directors, and, if it seems desirable, to propose an amendment to Article VIII of the Constitution of the Board of Directors for consideration at the annual meeting in 1938.

Election of Officers and Committees

On nomination of the Nominating Committee (Dr. Liu Gien-tsiu, Chr.) it was

D3737. Voted: That the secretary be instructed to cast a unanimous ballot for the election of the following officers, committees and co-opted members of the Board for the coming year:

Co-opted Members:

Dr. Y. G. Chen
Dr. C. L. Hsia
Miss K. S. Kao

Dr. Li Tien-lu
Mrs. Lin Bin
Mrs. J. H. Sun

Officers:

President: Dr. Li Tien-lu
Vice-President: Mrs. Li Lin Fuh-mei
Secretary: Miss Anna E. Moffet
Treasurer: Miss Elsie M. Priest

Executive Committee:

Dr. Li Tien-lu, Chairman, Mrs. Li Lin Fuh-mei, Miss Anna E. Moffet, Miss Elsie M. Priest, Mrs. W. S. New, Miss K. S. Kao, Mrs. J. C. Thomson; *ex-officio*, Dr. Wu Yi-fang, Mrs. Lawrence Thurston.

Finance Committee:

Mr. T. T. Zee, Chairman, Miss Anna E. Moffet, Rev. Edwin Marx; *ex-officio*, Dr. Wu, Miss Priest.

Building Committee:

Rev. W. P. Mills, Chairman. Mr. Victor Hanson, Mrs. K. S. Sie; *ex-officio*, Miss Vautrin, Miss Priest, Mrs. Thurston.

D3738. Vote of Thanks:

The Board by a rising vote expressed its thanks to the College for its hospitality extended so generously to the Board and the Executive Committee during the days of the meetings.

Adjournment

The meeting adjourned.

Respectfully submitted

ANNA E. MOFFET, *Secretary.*

REPORT OF EXECUTIVE AND FINANCE COMMITTEES

Ginling College 1936-1937

There were three meetings of the Executive and Finance Committees of the Board of Directors of Ginling College, one on April 27, 1936, one on June 6, 1936, and one on November 28, 1936. The following actions were taken:

Dr. Wu's Trip Abroad. In response to a cabled invitation from Dr. John R. Mott and Miss Margaret Hodge to Dr. Wu to attend the London meeting of the Ad Interim Committee of the International Missionary Council, to discuss arrangements for the 1938 International Missionary Conference in China, it was

1. *Voted* That we approve a leave of absence for Dr. Wu to enable her to make the trip to London to attend the meeting of the Ad Interim Committee of the International Missionary Council on June 4th.

2. *Voted* That we advise the calling of the College Council to make suggestions in regard to arrangements for carrying on the administration of the College during the absence of the President; these suggestions to be presented to the Executive Committee. (April 27)

Finances.

1. *Statement for 1935-1936.* It was voted to accept the audited financial statement for the year 1935-1936 showing a deficit of \$8,877.00 in the current account on June 30, 1936. (Nov. 28, 1936)

2. *Revised Budget for 1936-1937.* It was voted to approve the revised working budget for 1936-1937, indicating the necessity of raising \$16,197.17 during this academic year. (Nov. 28, 1936)

3. *Adoption of Current Official Rate of Exchange.* It was voted that in view of the official stabilization of the currency of China, we approve the adoption of the current exchange for all business, and that all accounting be recorded on this basis beginning with the fiscal year 1936-1937. (Nov. 28, 1936)

4. *Episcopal Board Cooperation.* In view of the large number of students coming to the College from Episcopal Mission schools, and the large number of faculty members who are members of the Episcopal Church, it was voted that we repeat our request to the Episcopal Board that it renew its annual grant of \$2,500.00 Chinese currency to Ginling College. (Nov. 28, 1936)

5. *British Indemnity Fund.* It was voted that we authorize the administration to present requests to the Board of Trustees of the British Boxer Indemnity. Funds for grants for such projects as the administration deems suitable. (Nov. 28, 1936)

6. *Promotion Committee.* It was voted that the following Promotion Committee be appointed, whose first work shall be to raise \$10,000.00 necessary to enable the College to close the year 1935-1936 without deficit: Mrs. W. S. New, Chairman; Miss Ong Hwei-

lan, Mrs. Paul Wang, Dr. Chang Siao-mei and one other member to be selected by the four above named. Dr. Wu and Miss Kao Ren-ying, Alumnae Secretary, were appointed ex-officio members of the committee. (June 6, 1936)

Building.

1. *South Hill Faculty House Contract.* It was voted that we authorize the signing of the contract with Li Hung Gi at a figure not to exceed \$23,800.00, this figure subject to further reduction on the basis of further negotiation. (April 27, 1936)

2. *South Hill Faculty House Revised Plan.* It was voted that we approve in general the revised plans for the South Hill Faculty Residence, the contract for which is \$23,800.00 which together with lighting and plumbing and heating contracts will come to a total cost of approximately \$30,000.00. (June 6, 1936)

3. *Terrace House Funds.* It was voted that we ask Mr. Carter to make available \$35,000.00 Chinese currency for the Terrace Faculty Residences, in order that the building may be started as soon as the plans are completed and approved. (June 6, 1936)

4. *Terrace House Plans and Estimates.* It was voted that we approve the following estimates for Faculty houses:

Terrace House (five houses)	\$40,000.00
Bungalow	6,000.00
Grading, road, paths, planting	1,500.00
Removal of graves	500.00
Furnishings	2,000.00
Contingencies	5,000.00
	<hr/>
	\$55,000.00

(Nov. 28, 1936)

5. *Terrace House Funds.* It was voted that we recommend to the Board of Founders that they make available a total of \$55,000.00 Chinese currency for the above scheme. (Of this amount U.S.\$12,000.00 or C.C.\$39,587.62 has been received in response to the request of the Executive Committee made on June 6, 1936.) (Nov. 28, 1936)

6. *House for Unmarried Men on Faculty.* It was voted that we ask the Board of Founders to add to the above amount the sum of not more than \$12,000.00 Chinese currency for a house for unmarried men members of the faculty, this house to be built back of the twin houses for married men. (Nov. 28, 1936)

7. *Privately Owned Houses.* In pursuance of action D-3620 of the Board of Founders, and in view of the fact that the owners of the two privately owned houses already built on the campus have expressed their intention of giving these houses to the College if they cease to use them for themselves, it was voted that we ask the administration to make formal agreement with the owners of these houses in line with the above action of the Board of Founders. (Nov. 28, 1936)

8. *Gymnasium and Swimming Pool.* It was voted that we give general approval to a campaign to raise funds for the erection of

a gymnasium and swimming pool; that we request the Promotion Committee to help the President in raising the necessary funds for the gymnasium and swimming pool, and approve the enlargement of the Promotion Committee by the addition of such persons as the Chairman and the President of the College wish to add to the committee. (Nov. 28, 1936)

9. *Gymnasium and Swimming Pool Plans.* It was voted that we ask the Building Committee in consultation with the Physical Education Department to proceed with preliminary plans for the gymnasium and swimming pool. (Nov. 28, 1936)

Faculty Housing.

1. *Vacation of Dormitory "500".* It was voted that Dormitory "500" be vacated for student use in September 1936. (June 6, 1936)

2. *College Share of Expenses in Faculty Houses.* It was voted that the College continue to pay the cost of light and water in the East Court Faculty Residence and that it do the same for the new South Hill Faculty Residence. (Nov 6, 1936)

Building Committee.

1. *Mrs. Thurston's Resignation.* It was voted that we accept Mrs. Thurston's resignation as chairman of the Building Committee, and express to her our appreciation of her long and untiring service in this difficult position. (June 6, 1936)

2. *Appointment of Reverend W. P. Mills.* It was voted that Rev. W. P. Mills be appointed chairman of the Building Committee.

3. *Faculty Building Committee.* It was voted that the following faculty sub-committee of the Building Committee be appointed: Miss Chester, Mrs. S. F. Tsen and Miss Vautrin. The subcommittee was asked to elect its own chairman. Miss Priest was asked to act as ex-officio member of this committee. (June 6, 1936)

4. *Chairman of Faculty Building Committee on Building Committee of Board.* It was voted that the chairman of the sub-committee be a regular member of the Building Committee of the Board of Directors. (June 6, 1936)

Registration of Deeds of Land.

1. Pursuant to action BF98 of the Board of Founders authorizing the registration of the property in the name of the Board of Directors, it was voted that, because of the time needed to work out the formal deed of trust referred to in action BF98, the Executive Committee authorize the administration to proceed with the registration of the College land in the name of the Board of Founders, with the understanding with the Municipal Government that at any time during the process of registration the change may be made from a perpetual lease in the name of the Board of Founders to a deed of ownership in the name of the Board of Directors. (Nov. 28, 1936)

Faculty.

1. *Dr. David Hsiung.* It was voted that we ask Mrs. Thurston to prepare a statement of our appreciation of the services Dr. David

Hsiung has rendered to the College both in the Department of Physics and in many other fields of college activity during his six years of service as a member of the faculty. This statement is to be incorporated in the minutes and also sent to Dr. Hsiung. (June 6, 1936)

2. *Miss Ellen Koo.* It was voted that we grant a leave of absence of one year to Miss Ellen Koo, and express to her the great appreciation of the Board of Directors for the nine years of faithful and valuable service she has rendered in untold ways to the College. Miss Koo does not wish to receive a salary during her leave of absence. (June 6, 1936)

3. *Miss Edith Haight.* It was voted that the Committee invite Miss Edith Haight to remain for the year 1936-1937 in the Department of Physical Education. (June 6, 1936)

4. *Return from Furlough, Mrs. Thurston, Miss Whitmer, and Miss Hoffsommer.* It was voted that we extend an invitation to Mrs. Thurston, Miss Harriet Whitmer, and Miss Abigail Hoffsommer to return to the College after their furloughs. (June 6, 1936)

5. *Miss Alice Morris.* It was voted that the appointment of Miss Alice Morris as the librarian of the College for the year 1936-1937 be approved. (June 6, 1936)

6. *Committee on Cost of Living.* It was voted that the following special committee be appointed to study the various factors involved in the faculty living in self sustaining houses, and to bring recommendations to the annual meeting of the Board for action: Miss Moffet (alternate, Mrs. Thomson), Dr. Wu, Miss Priest. (Nov. 28, 1936)

7. *Committee on Retirement, Sabbatic Leave, etc.* It was voted that the following Committee be appointed to study the question of age of retirement, pensions, sabbatic leave, and related questions of policy, and to bring recommendations to the annual meeting of the Board: Dr. Li Tien-lu, Miss Moffet (alternate, Mrs. Thomson), Dr. Wu, Miss Priest. (November 28, 1936)

Alumnae Secretary.

1. It was voted that we recommend to the Board that the Alumnae Secretary be made an ex-officio member of the Board of Directors and of its Executive Committee. (November 28, 1936)

Land.

The Nanking members of the Executive and Finance and Building Committees met on call of the President at the College on January 16, 1937.

The members present were as follows: Miss Mary Chen, Rev. W. P. Mills, Miss Anna E. Moffet, Mrs. J. C. Thomson, and Dr. Yi-fang Wu and Miss Elsie M. Priest, ex-officio. Miss Minnie Vautrin and Miss Helen M. Loomis sat with the committee.

The President put before the committee the situation which confronts the College because of the opening of new roads and the rapid development of the residential district in the Ginling neigh-

borhood, which makes it very urgent that the College secure certain pieces of land as soon as possible, before land values become higher than they are at present, and before the available land is purchased by others.

It was voted that the members of the Executive-Finance and Buildings Committees present at this meeting recommend to the Executive Committee that it request the President to make a comprehensive statement as to the need of the College for further land; and that we suggest that the Executive Committee authorize the President to make an effort to raise funds for the acquisition of the additional land needed, in view of the advisability of acquiring the property at as early a date as possible.

It was voted that with reference to the Tsü land, we suggest that the Executive Committee consider, if necessary, borrowing a sum not to exceed \$25,000.00 to make possible the immediate acquisition of this property, providing, according to the best financial advice we can secure, this procedure will not jeopardize the financial status of the College.

It was voted that, in case the above procedure for securing the Tsü land involves too great financial risk, we recommend that the Executive Committee authorize the administration to negotiate with the Tsü family for the purchase of the east strip of their property, connecting our spur on the northeast with our other piece to the southwest of the Tsü land.

Adjournment.

Respectfully submitted,
ANNA E. MOFFET, Secretary.

EXTRACTS FROM MINUTES GINLING BOARD OF FOUNDERS NEW YORK

ANNUAL MEETING—April 23, 1936

U.S.A. Treasurer. The suggestion was made by Mr. Carter that the accounts of the U.S.A. Treasurer from this time on be carried in the office of the Associated Boards. It was *voted* that this subject be referred to the Executive and Finance Committees with power.

Salaries. BF76 *Voted* That the Committee on Staff and Curriculum of the Associated Boards be asked to make a comparative study of salaries and financial arrangements, including the retirement allowance of the various China Colleges.

BF 77 *Voted* That a study be made of the salaries paid to the missionaries by the various cooperating boards including basic salary, retirement, etc.

Building Plans. BF82 *Voted* that attention be called to the agreement between the Board of Founders and the Board of Directors that housing plans be referred to the Board of Founders for approval. The Board recorded its feeling that heating and water should be provided for faculty members by the institution. D-3619.

Privately Owned Houses. The question of building privately owned houses on the college campus was brought before the Board for discussion and after careful consideration it was BF 83 *Voted* that the Board record its feeling that such a procedure is inadvisable. D-3620.

The Board further urges that the Board of Directors give very careful consideration to the advisability of having any privately owned buildings erected on the campus, and feels that any such buildings already erected should automatically come back to the college when the original builder severs connection with the college.

Attention was called to the fact that the above action is taken in accord with the rulings of the majority of the Boards cooperating in Ginling.

Term of Service. BF 84 *Voted* to ask the Board of Directors to reconsider their request that the term of service for western staff members subsequent to the first term, be lengthened to six years as we feel that at the end of five years of service teachers especially need a year of study. D-3612.

Retirement Age. BF 86 *Voted* to approve the action taken by the Board of Directors that "the retiring age be sixty-five years for all members of the staff." D-3628.

The Board gave careful consideration to the matter of continuing service after sixty-five. It was BF 87 *Voted* that the Board record its unanimous judgment that any provision for extension of service beyond sixty-five was inadvisable. D-3629.

SPECIAL MEETING—May 26, 1936.

Heat and Light. (D 3619. BF 82) The question of heat and light in faculty houses was discussed. Central heating is not deemed practical as the technicians are insufficiently skilled in installation

to ensure success. The faculty now pay for service and heat. The action of the Board at its annual meeting was discussed and the information given by Dr. Wu seemed to alter the situation. It was the opinion of the Board that, if heat and light are not furnished, there should be some salary adjustment.

Privately Owned Homes. (D 3620, 3621; BF 83) The subject of privately owned homes on the college campus was then discussed and though Dr. Wu brought in additional information the Board stood firmly by its action taken at the annual meeting.

Promotional Committee. Miss Griest proposed:

a. An endowment campaign for \$300,000 over a period of three years as follows:

- 100—\$ 1,000 gifts.
- 4—\$25,000 gifts.
- 1—\$50,000 gift.

b. A continuing educational program.

c. Constant effort to secure \$10,000 by June 29, 1937 to balance the two budgets—1935-36, 1936-37.

BF 94 *Voted* that the plan of the Promotional Committee, methods, money, and education be approved.

SPECIAL MEETING—September 25, 1936

Land Registration. After full discussion it was unanimously BF 98 *Voted* that the Board of Founders of Ginling College authorize the Board of Directors of the College to register the property, including both land and buildings, of Ginling College with the Chinese Government in the name of the Board of Directors, with the understanding that the Board of Directors will give the Board of Founders representing the original donors, formal assurance of their acceptance of the trust to carry on the college in accordance with the purpose for which it was founded.

BF 99 *Voted* that Mr. B. A. Garside, Secretary of the Associated Boards for Christian Colleges in China, be authorized to send a cable recording this decision, the wording to be identical with that of Nanking University.

BF 100 *Voted* that the secretary be instructed to send notice of this action to the American Embassy in Nanking and to the State Department in Washington.

BF 101 *Voted* that this action be reported to all of the boards cooperating in Ginling College.

BF 102 *Voted* that in view of the fact that the title of one piece of land is held by the Presbyterian Board, that Board be notified of this specific action and asked to take any action necessary.

Foreign Salaries. BF *Voted* that for the present fiscal year beginning July 1, 1936, the American members of the Ginling faculty be paid the basic salary of \$864 with full benefit of exchange.

BF 119 *Voted* that the Finance Committee in consultation with President Wu and Miss Priest, the field treasurer, study the whole question of foreign salaries and report to the next meeting of the Board of Founders.

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Report of the Promotion Committee. The following report was submitted by the Promotion Committee:

Endowment Fund: Objectives. 1936-39=\$300,000 (1936-37-\$100,000) On the day of the May meeting of the Board of Founders, gifts for the new endowment fund were received amounting to \$1,000 in money and \$1,100 in pledges. Since that meeting, \$250 has been paid on these pledges; \$5,000 has been pledged to be paid in 1937; and a \$500 gift in money has been received. This brings the fund to date to \$1,750 received in money and \$5,950 in pledges, a total of \$7,700, less than one tenth of the total amount amount to be raised in this fiscal year.

Irving F. Wood Endowment has received a number of small gifts amounting to \$132 in the summer months which brings that fund above \$2,000.

The Georgia Grace Thomas Book Endowment Fund has received \$200 during the summer.

REPORT OF TREASURER

Financial Statement at the close of the year ending June 30, 1936

*All amounts in
Chinese currency*

<i>Assets</i>		
Cash on hand	\$ 1,721.61	
In vault		
Shanghai Commercial and Savings Bank,		
No. 1545	67.45	
Shanghai Commercial and Savings Bank,		
No. 230	4,013.66	
Hongkong and Shanghai Banking Corporation	29,222.40	
Bank of China	1,114.58	
Central Hanover Bank and Trust Company	2,363.53	\$38,503.23
<i>Investments</i>		
Shanghai Commercial and Savings Bank		
(Bowen Scholarship Fund)	1,500.00	
Shanghai Commercial and Savings Bank		
(Faculty Fund)	2,000.00	
Shanghai Commercial and Savings Bank		
(Class Organization Deposits)	503.72	
Bank of China (Thurston Scholarship Fund)	2,000.00	
Bank of China (20th Anniversary Scholarship Fund)	2,000.00	
Bank of China (Special)	2,106.22	
Sin Hwa Trust and Savings Bank		
(Faculty Fund)	3,500.00	
Sin Hwa Trust and Savings Bank (Tang Scholarship Fund)	1,000.00	
Sin Hwa Trust and Savings Bank		
(Alumnae Secretary)	1,200.00	15,809.94
<i>Expense Accounts Carried Forward</i>		
Physical Education Loan Fund	50.80	
Student Loan Fund	841.66	892.46
<i>Property Accounts</i>		
Building Accounts (Miscellaneous)	102.10	
Building Accounts (Infirmary, under construction)	1,407.36	1,509.46
		8,877.10
Deficit at the close of June 1936		\$65,592.19

		<i>All amounts in Chinese currency</i>	
<i>Liabilities</i>			
Student Accounts			
General Scholarships	186.65		
Diploma Fund	145.40		
Student Organizations	1,885.80		
Student Deposits	3,298.92	5,516.77	
<hr/>			
Faculty Accounts			
Furniture for Faculty House	376.64		
Residence Account (500)	366.70	743.34	
<hr/>			
<i>1936-1937 Reserved</i>			
General—All Departments	\$ 9,473.58		
Biology Special Fund	382.95		
Physical Education Fund	159.00		
Social Extension Project	140.00		
Suspense Items	827.08	10,982.61	
<hr/>			
FUNDS			
<i>Scholarship Funds</i>			
Bowen Scholarship Fund	1,500.00		
Tang Scholarship Fund	1,000.00		
Thurston Scholarship Fund	2,040.00		
Practice School Loan Fund	166.00		
Faculty Retirement Fund	5,500.00		
20th Anniversary Fund	9,223.48		
Alumnæ Promotional Campaign Fund ...	1,520.00		
Alumnæ Secretary Fund	1,200.00		
Fund for Religious Work	2,106.22	24,255.70	
<hr/>			
<i>Buildings</i>			
Balance in Power House Account	232.72		
South Hill Faculty House—under construction	23,861.05	24,093.77	
<hr/>			
\$65,592.19			

We have audited the above Balance Sheet dated 30th June, 1936 and have obtained all the information and explanations we have required. In our opinion such Balance Sheet is properly drawn up so as to exhibit a true and correct view of the state of the College's affairs according to the best of our information and the explanations given to us and as shown by the books of the College.

THOMSON & COMPANY
Chartered Accountants, Auditors.

Shanghai, 21st October, 1936.

GINLING COLLEGE—NANKING
Detailed Financial Report for the year 1935-1936

RECEIPTS

	<i>U. S. Currency</i>	<i>Chinese Currency</i>	
Mission Boards:			
Baptist	\$1,700.00	\$3,570.00	
Methodist Episcopal South ..	3,400.00	7,140.00	
Presbyterian	3,000.00	6,300.00	
Reformed Church	500.00	1,050.00	
London Missionary Society ..		2,500.00	
United Christian Missionary Society	750.00	1,575.00	
W.F.M.S., Methodist Episco- pal Church (China)		3,723.75	
W.F.M.S., Methodist Episco- pal Church (U.S.A.)	1,750.00	3,675.00	
Protestant Episcopal Church ..	100.00	210.00	
Smith College Alumnae	1,696.00	3,561.60	
Smith College Community Chest	4,000.00	8,400.00	\$41,705.35
Contributions, gifts and grants:			
Grant from Ministry of Education		13,814.00	
Crescent Ave. Presby. church		367.50	
Mrs. Paddock's gift		1,677.15	
Mrs. Morrow's gift		984.00	
Ginling Alumnae		500.00	
Day of Prayer		1,517.27	
Rohrman Estate		112.00	
Practice School—share of light		600.00	
Miscellaneous gifts		3,034.94	
Property upkeep fund		10,346.45	
House rent		1,530.00	
Board from staff and servants		5,833.52	
Interest and exchange		3,213.00	43,529.83
Student fees:			
College:			
Tuition		21,033.80	
Board		12,202.35	
Room and incidentals		9,104.50	
Laboratory, materials, etc:			
Admission		1,163.00	
Biology		546.46	
Chemistry		1,861.26	
Chinese		287.75	
English		336.25	
Geography		202.76	
Music		3,433.91	
Philosophy		583.13	

All amounts in Chinese Currency

Physical education		
Physics	432.32	
Sociology	103.00	
Library	1,082.00	
Medical	1,468.00	
Graduation	126.00	53,966.49
Practice School fees:		
Tuition	5,521.89	
Board	3,390.81	
Room	1,178.00	
Incidentals	1,064.00	
Medical	156.00	
Biology	72.00	
Chemistry	100.00	
Physics	102.00	
Music	733.00	
Library	156.00	
Fine Arts	59.00	12,532.69
Surplus from 1934-1935		64.71
Income available for 1935-1936		151,799.07
Deficit at the close of June 30, 1936		8,877.10
Total		160,676.17

EXPENDITURES

Administration:		
Office of the President:		
Salaries of staff	6,051.40	
Office expense and supplies	587.03	
Cables and telegrams	258.34	6,896.37
Office of the Registrar:		
Salaries of staff	2,240.00	
Office expense and supplies	173.75	
Admission expense	658.64	3,072.39
Office of the Treasurer:		
Salaries of staff	1,890.00	
Office expense and supplies	223.51	
Auditing and bonds	279.00	2,392.51
Office of the Business Manager:		
Salaries of staff	1,018.35	
Office expense and supplies	104.25	1,122.60
Office of Board of Founders:		
Office expense and supplies	475.59	
Share of Associated Boards	3,455.30	3,920.89

All amounts in Chinese Currency

Administration-continued:

General administration:		
Appointment Committee	50.61	
Commencement and Founders' day	583.81	
Diplomas	126.00	
Educational association fees	300.00	
Contributions	14.00	
Hospitality—President	300.00	
" General	126.90	
Travel—Board of Directors	134.17	
" President	80.00	
" Faculty	94.80	
Publicity and printing	974.44	
Lectures	44.40	2,829.13
Operation and maintenance:		
Salary of staff	400.00	
Wages of servants	2,077.90	
Repairs and upkeep	4,886.82	
Fuel	2,679.63	
Light and water	1,959.35	
Care of grounds	841.95	
Materials	242.19	
Equipment—furniture	192.97	
Campus improvement	189.10	
Telephones	123.70	13,593.61

Instruction:

Salaries of instructors:

Biology	4,550.90	
Chemistry	3,697.95	
Chinese	7,140.00	
Education	2,285.45	
English	6,116.75	
Geography	2,580.00	
History	3,150.00	
Home Economics	150.00	
Hygiene	480.00	
Military nursing	232.00	
Music	6,241.94	
Party Principles	150.00	
Philosophy	3,337.72	
Physical Education	7,265.45	
Physics and mathematics	6,210.00	
Psychology	1,400.00	
Sociology	5,145.75	60,133.91

All amounts in Chinese Currency

Departmental supplies and expense:		
General	230.53	
Biology	953.54	
Chemistry	1,975.17	
Chinese	379.27	
Education	39.79	
English	159.15	
Geography	265.46	
Hygiene	55.09	
Music	1,589.23	
Physical Education	904.34	
Physics	231.82	
Philosophy	5.73	
Sociology and Economics	150.42	
Operation of gas plant	168.47	7,108.01
Departmental equipment:		
Administration	605.30	
General	144.00	
Geology	1,784.00	
Chemistry	1,977.73	
Geography	783.12	
Physics	1,117.80	
Physical Education	453.60	6,865.55
Practice School:		
Administration:		
Salaries of staff	480.00	
Office expense and supplies	295.11	
Instruction:		
Salaries of staff	5,369.60	
Expenses and supplies	357.76	
Departmental equipment	176.40	
Boarding department:		
Board	3,390.80	
Wages, supplies, etc.	1,476.02	
Refunds made to college departments		
Medical fees	156.00	
Biology	72.00	
Chemistry	100.00	
Music	659.00	12,532.69
Library:		
Salaries of staff	1,940.00	
Salaries of student assistants	578.81	
Supplies and expense	147.29	
Binding	113.30	
Western periodicals	829.27	
Chinese periodicals	206.53	
Western books	4,096.97	
Chinese books	460.62	8,372.79

All amounts in Chinese Currency

Boarding department:		
Salaries of staff	1,393.00	
Wage of servants	1,332.50	
Fuel for dormitories	1,442.25	
Light and water	1,650.00	
Food, cook wages etc.	14,637.84	
House supplies	330.88	
Special reserves for painting etc.	2,500.00	23,286.47
Non-instructional Student services:		
Medical service		
Salaries of staff	1,506.00	
Medical supplies	916.73	2,422.73
Non-instructional Faculty service:		
Medical	69.30	
Travel U.S.A.	3,659.11	
Language study	129.28	
Insurance for staff	901.08	4,758.77
Special:		
Stationery account	367.35	
Reserve for "500" dormitory	1,000.00	1,367.35
Total expenditures for the year		\$160,676.17

GINLING COLLEGE, NANKING

Property Accounts for the year ended 30th June, 1936

RECEIPTS	Chinese Currency
Municipal Government for Road Account	\$13,545.10
The Yen Sisters for Infirmary (Gift to 30th June)	7,137.94
Practice School—Gift from Madame Kung	5,000.00
South Hill Residence—U.S. \$9,000.00	30,022.34
	<hr/> 55,705.30
Balance due on the Infirmary 1st July, 1936	1,407.36
Balance due on General Building	102.10
	<hr/> \$57,214.84
EXPENDITURES	
Land	\$ 3,212.50
South Hill Residence (under construction)	6,161.29
Infirmary (under construction)	8,545.30
Architect fees—various	1,336.30
Final payment on Library-Music Building	1,504.65
Electrical Fixtures	84.00
Miscellaneous Building Expenses	21.30
Boiler Plant (Changes in main channel)	3,173.38
Furniture	248.79
Fence, Small House, etc.—Emergency due to Road ..	959.15
Laundry House & Changes—Emergency due to Road ..	1,557.39
	<hr/> 26,804.05
Balance due on Building Accounts 1st July, 1936 ...	6,449.03
Balance due on Practice School Dormitory	100.71
	<hr/> 33,353.79
Balance on hand for the South Hill Residence	23,861.05
	<hr/> \$57,214.84

Certified correct in accordance with the books and vouchers.

THOMSON & COMPANY
Chartered Accountants, Auditors.

Shanghai 21st October, 1936.

SPECIAL FUNDS BALANCES

June 30, 1936

Scholarships	\$ 186.65
Bowen Scholarship Fund	1,500.00
Tang Scholarship Fund	1,000.00
Thurston Scholarship Fund	2,040.00
Practice School Loan Fund	166.00
Student organizations	1,885.40
Student bank	3,298.92
Special faculty fund	5,500.00
20th Anniversary Fund	2,561.20
Physical Training Loan fund	\$ 50.80
Student loan fund	841.66
	<hr/> 892.46
Balance of Special funds	17,245.71
	<hr/> \$18,138.17 \$18,138.17

SCHOLARSHIP FUND 1935-1936

Balance 1935-1936 ..	\$ 217.04	Grants to students ..	\$ 510.00
Gifts	299.61	Balance	186.65
Bowen Scholarship Fund	180.00		
	<hr/> \$ 696.65		<hr/> \$ 696.65

LOAN FUND 1935-1936

Balance 1935-6	83.34	Loans to students ..	1,530.00
Loans refunded ...	605.00		
Over expenditure ..	841.66		
	<hr/> \$ 1,530.00		<hr/> \$ 1,530.00

GIFTS TO CURRENT EXPENSES

Received in China	
Mr. E. C. Lobenstine	\$ 100.00
Miss Y. T. Koo	140.00
Miss Ruth M. Chester	300.00
Friends in England	43.63
Mrs. and Miss Morrow	984.00
Mrs. Robert L. Paddock	1,677.15
Mrs. William B. Stimson	45.99
Received from U. S. A.	
Special gifts	2,702.64
	<hr/> \$ 5,993.41

BOARD OF FOUNDERS GINLING COLLEGE
Balance Sheet June 30th, 1936

<i>U. S. currency</i>	<i>U. S. currency</i>
Cash, Irving Trust Company	Woman's Foreign Missionary Society, Methodist Episcopal Church
\$ 1,537.50	\$ 437.50
Cash, Bankers Trust Company	Board of Missions, Methodist Episcopal Church, South
12,172.47	1,100.00
Securities	Income (to cover legal expenses E. 114th St. mortgage)
117,199.90	400.00
Real Estate	Special Fund—Scholarship
27,388.66	1,000.00
Deferred Charges	Permanent Building & Equipment Fund ..
Special Appropriation 1934-1935 Deficit	49,885.68
670.00	
1412-14 Bronx River Avenue (Refrigerators)	Permanent Property Upkeep Fund
160.00	100,798.25
	Furniture and Equipment Insurance of Permanent Property Upkeep Fund
	2,300.00
	Irving Francis Wood Endowment Fund ..
	1,847.10
	Georgia Grace Thomas Memorial Book Fund ..
	160.00
	\$300,000 Endowment Fund
	1,000.00
<u>\$159,128.53</u>	<u>\$159,128.53</u>

**STATEMENT ON THE CHANGE OF BASIS ON WHICH
THE UNITED STATES DOLLARS ARE ENTERED
IN THE COLLEGE BOOKS**

In order to safeguard the interest of the College during the years when the exchange rate for United States dollars to Chinese currency fluctuated widely, all transactions received or expended in United States currency were entered on the books at the fixed rate of exchange of 2.10 for each United States dollar. The difference, or gain in exchange, was placed in a special account and considered as one of the items of income during this period.

In November 1935, the National Government of China fixed the value of Chinese currency to prevent further serious fluctuation in foreign exchange. The United States dollar was fixed at 29½, or in terms of Chinese currency, at 3.33 for each United States dollar. Since that time, the United States dollar has remained stable in China, the rate only varying a fraction of a point from time to time.

In order to express the financial condition of the College accurately and in accordance with the actual value of the dollar at this time, the Executive and Finance Committees voted to eliminate the practice of using the fixed rate of 2.10 and to adopt the current exchange rate from July 1, 1936. In this way the financial statements of the college will show the actual receipts and expenditures in Chinese currency according to the official rate maintained by the Government.

The financial report for the year 1935-1936 was based on 2.10 for all items that were received or expended in United States currency. The budget for 1936-1937 has been based on the new rate, which for convenience has been estimated at 3.30, and all future reports will be given on this basis. It is important that this point be taken into consideration when comparisons are made between the year 1935-6 and 1936-7.

GINLING COLLEGE, NANKING CHINA
Budget proposed for the year July 1937—June 1938

RECEIPTS*All amounts in Chinese Currency***Cooperating Boards:**

Baptist	\$ 4,950.00	
Methodist—south	11,220.00	
Presbyterian	9,900.00	
Reformed church	1,650.00	
United Christian Missionary Society	2,475.00	
W. F. M. S., Methodist Episcopal Church (in China)	4,420.00	
W. F. M. S., Methodist Episcopal Church (in U.S.A.)	5,775.00	
London Missionary Society	3,000.00	
Smith College—Alumnae	6,600.00	
Smith College—Community Chest	13,200.00	\$63,190.00

Pledges, contributions, gifts:

Government grant	12,000.00	
Crescent Avenue church	577.50	
Day of Prayer	2,970.00	
Ginling Alumnae	500.00	
Property upkeep fund	14,595.00	
Mrs. Paddock's gift	1,650.00	
Rent from residences	600.00	
Rohrman fund	88.00	
Interest	500.00	
Income from Mother Zee Fund	500.00	33,980.50

Student receipts:

College:		
Tuition	26,000.00	
Board	14,300.00	
Room	6,240.00	
Incidentals	4,160.00	
Laboratory		
Biology	500.00	
Chemistry	1,400.00	
Chinese	250.00	
English	300.00	
Entrance	1,000.00	
Geography	150.00	
Graduation	300.00	
Library	1,040.00	
Medical	1,300.00	
Music	3,400.00	
Physical Education	1,560.00	
Physics	300.00	62,200.00

*All amounts in Chinese Currency***Practice School fees:**

Tuition	5,740.00	
Board	3,030.00	
Room	900.00	
Medical	328.00	
Incidentals	942.00	
Library	328.00	
Laboratory		
Biology	180.00	
Chemistry	300.00	
Physics	220.00	
Music	864.00	
Mimeographing	164.00	
Application fee	164.00	
Physical education	164.00	13,324.00

Total estimated receipts for 1937-1938 172,694.50

Amount to be raised before June 1938 28,959.90

Grand total \$201,654.40

EXPENDITURES**Administration:**

Office of the President:		
Salaries of staff	\$12,678.00	
Office expense and supplies	600.00	
Cables, telegrams, etc.	200.00	\$134,478.00

Office of the registrar:		
Salaries of staff	2,260.00	
Office expense and supplies	250.00	
Admissions expense	500.00	3,010.00

Office of the Treasurer:		
Office staff salaries:	2,310.00	
Office expense and supplies	250.00	
Auditing expense	100.00	
Bonding expense	135.00	2,795.00

Office of the Business Manager:		
Salaries of staff	1,704.00	
Office expense and supplies	150.00	1,854.00

Office of the Board of Founders:		
Office expense and supplies	1,500.00	
Share in Associated Boards	1,650.00	3,150.00

Office of the Alumnae secretary:		
Salaries of staff	1,080.00	
Office expense and supplies	300.00	
Travel	200.00	1,580.00

All amounts in Chinese Currency

General administration:		
Commencement and Founders day	200.00	
Diplomas	300.00	
Educational association fees	300.00	
Contributions	100.00	
Hospitality:		
President's expense	300.00	
General	200.00	
Travel:		
Board of Directors	300.00	
President	200.00	
Faculty	200.00	
Publicity and printing	500.00	2,600.00
Total for administration		\$28,467.00

Operation and maintenance:		
Office of the supt.	510.00	
Wages of servants	2,100.00	
Repairs and general upkeep	5,000.00	
Fuel	2,500.00	
Light and water	2,000.00	
Care of grounds	900.00	
Materials supplies and expense	300.00	
Equipment—furniture	200.00	
Campus improvement	500.00	
Telephones	300.00	14,310.00

Instruction:

Salaries of instructors:		
Astronomy	475.20	
Biology	9,362.40	
Chemistry	6,700.20	
Chinese	7,500.00	
Education	5,111.20	
English	10,474.80	
Geography	5,040.00	
History	4,120.00	
Hygiene and Euthenics	600.00	
Mathematics and Physics	8,440.00	
Military Nursing	360.00	
Music	16,288.80	
Party Principles	150.00	
Physical Education	9,297.20	
Philosophy	3,801.60	
Psychology	2,440.00	
Sociology	6,001.20	96,163.60

Departmental supplies and expense:

General	100.00
Biology	600.00
Chemistry	1,400.00

All amounts in Chinese Currency

Chinese	300.00	
Education	60.00	
English	100.00	
Geography	500.00	
History	35.00	
Hygiene	25.00	
Music	1,000.00	
Physical Education	800.00	
Physics and Mathematics	300.00	
Philosophy	25.00	
Psychology	50.00	
Sociology	50.00	
Operation of gas plant	300.00	5,645.00

Departmental equipment:

General (to be distributed later)	2,000.00	
Music	200.00	
Physical Education	700.00	2,900.00

Practice School:

Administration		
Salaries of staff	750.00	
Office expense and supplies	345.00	
Travel	40.00	
Student annual (1/4)	60.00	1,195.00

Salaries of instructors:

Chinese	860.00	
English	780.00	
Geography	300.00	
Science (Biology Chemistry, Home Economics)	840.00	
Mathematics and Physics	1,090.00	
Social science	750.00	
Music (Singing)	336.00	
Physical education	300.00	
Drawing	180.00	
Elective	150.00	5,586.00

Departmental expenses:

General	250.00
Equipment	200.00
Operation of building	1,590.00
Boarding expense	3,030.00
Due college departments:	
Medical	328.00
Laboratory	
Biology	90.00
Chemistry	150.00

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<i>All amounts in Chinese Currency</i>		
Physics	75.00	
Music—lessons	700.00	
Music	82.00	
Physical education	82.00	
Repairs to buildings	142.00	6,719.00
Total for Practice School		\$13,500.00
Library:		
Salaries of staff	3,290.00	
Salaries of student assts.	600.00	
Supplies and expense	250.00	
Binding	250.00	
Western periodicals	800.00	
Chinese periodicals	400.00	
Western books (special)	2,000.00	
Western books (general)	500.00	
Chinese books	900.00	8,990.00
Non-instructional:		
Boarding department:		
Salaries of staff	1,740.00	
Wages of servants	1,500.00	
Fuel for dormitory heat	1,900.00	
Light and water	2,000.00	
Food, wages etc.	14,300.00	
Materials supplies and expenses ..	400.00	21,840.00
Student Service:		
Medical service:		
Salaries of staff	1,520.00	
Supplies and expense	1,000.00	2,520.00
Appointment committee		350.00
Faculty Service:		
Medical care	1,000.00	
Travel (U.S.A.)	4,620.00	
Travel (special)	148.80	
Insurance for staff	1,000.00	
Language study	200.00	6,968.80
Total expenditures for year		\$201,654.40

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GINLING COLLEGE

Proposed Budget for the year July 1937—June 1938

SUMMARY

RECEIPTS

<i>All amounts in Chinese Currency</i>	
Cooperating Boards	\$ 63,190.00
Pledges, contributions, gifts	33,980.50
Student fees:	
College	62,200.00
Practice School	13,324.00
	172,694.50
Balance to be raised before June 1938	28,959.90
	\$201,654.40

EXPENDITURES

Administration	28,467.00
Operation and maintenance	14,310.00
Instruction:	
Salaries of instructors	96,163.60
Departmental supplies and expense ..	5,645.00
Departmental equipment	2,900.00
Practice School	13,500.00
Library	8,990.00
Non-instructional:	
Boarding department	21,840.00
Student service:	
Medical service	2,520.00
Appointment committee	350.00
Faculty service	6,968.80
	\$201,654.40

GINLING COLLEGE—STUDENT STATISTICS November, 1936

Total number of students enrolled 259

	Former	New	Total
Students from government schools ..	28	13	41
Students from mission schools	110	70	180
Students from private schools	25	13	38
Total	163	96	259

Students by class in college:

Senior	39	Unclassified	6
Junior	45	Special	5
Sophomore	58	Physical Education ..	19
Freshman	87		

Average age of students:

Senior	23.1	Unclassified	21.1
Junior	21.1	Special	18.6
Sophomore	20.6	Physical Education ..	20.1
Freshman	19.1	Whole College	20.4

Provinces and nationality represented:

	Former	New	Total
Kiangsu	39	28	67
Chekiang	30	11	41
Kwangtung	16	11	27
Hupei	17	9	26
Fukien	15	4	19
Anhui	10	6	16
Kiangsi	12	3	15
Hunan	8	6	14
Hopei	4	4	8
Kwangsi	1	4	5
Mukden	2	3	5
Szechuen	1	3	4
Honan	3	0	3
Shantung	1	2	3
Overseas	1	0	1
Kweichow	1	0	1
Shansi	1	0	1
Shensi	1	0	1
America (United States)	0	2	2
	163	96	259

Occupation of parents:

	Number	Percentage
Government service	74	28.5
Business	70	27.0
Education	44	16.9
Church work	14	5.4
Medicine	13	5.0
Engineering	11	4.2
Communication	5	1.9
Military	3	1.1
Farming	2	0.7
Law	2	0.7
Unrecorded	21	8.1

Church Organizations represented:

	Former	New	Total
Christians	79	42	112
Baptist	2	3	5
Church of Christ in China	16	8	24
Congregational	3	0	3
Episcopal	15	11	26
London Missionary Society	3	0	3
Methodist, North	13	8	21
Methodist, South	4	1	5
Other Societies	1	2	3
Professing Christians	14	8	22
Non-Christians	93	54	147
	163	96	259

Major and Minor Subjects of Seniors, Juniors, and Sophomores:

	Major	Minor
Biology	14	11
Chemistry	22	5
Chinese	15	12
English	14	13
Geography	13	5
History	5	10
Music	7	9
Philosophy and Religion	2	2
Physics and Mathematics	8	9
Physical Education	16	1
Premedical	6	
Prenursing	9	
Sociology	27	6
Education	0	14
Euthenics	0	3
Hygiene	0	4
Psychology	0	9

Freshman major subjects:

Arts	42	Premedical	6
Science	31	Prenursing	7

Schools represented at Ginling

	Former	New	Total
Anhui First Girls' Middle School, Anking (G) ..	4	1	5
Anhui Fourth Girls Normal School, Heulin (G) ..	1	0	1
Anking Girls' Normal School, Anking (G)	0	1	1
Baldwin Memorial School, Nanchang (M)	0	1	1
Besant Girls' School, Shanghai (M)	4	1	5
Bridgman Academy, Peiping (M)	11	3	14
Bridgman Memorial School, Shanghai (M)	5	3	8
Canton Girls' Middle School, Canton (G)	0	1	1
Chi Siu Middle School, Shanghai (P)	0	1	1
Chicago Theological Seminary, Chicago (P)	1	0	1
Chiu Kwang Girls' School, Shanghai (P)	1	0	1
Chung Hwa Girls' School, Nanking (M)	3	4	7
Chung Shan University, Middle School, Canton (G)	1	0	1
Coe Memorial School, Luchowfu (M)	0	1	1
David Hill Girls' School, Hanyang (M)	0	1	1
Diocesan Girls' School, Hongkong (M)	0	1	1
Djou Nan Girls' School, Changsha (P)	1	0	1
Dzi Nan Girls' Middle School, Shantung (G)	0	1	1
Dzin Deh Girls' School, Changchow, Fukien (M)	3	0	3
Dzin Deh Girls' School, Shanghai (M)	0	1	1
Dzin Dji Girls' School, Wusih (P)	0	1	1
Eliza Yates Girls' School, Shanghai (M)	1	0	1
Ewha College, Korea (M)	1	0	1
Fuh Tan University, Middle School, Shanghai (P)	1	0	1
Fu Shih Girls School, Kiangyin (M)	1	1	2
Fuh Siang High School, Changsha, Hunan (M) ..	2	3	5
Gi Nan University, Shanghai (G)	0	1	1
Ginling College, Practice School, Nanking (M) ..	6	5	11
Hangchow Girls' Middle School, Hangchow (G) ..	5	0	5
Hsiao Shih Girls' School, Ningpo, Chekiang (P) ..	1	0	1
Hsien Ih Girls' School, Hinghwa, Fukien (M) ...	0	1	1
Hwei Yin Girls' Normal School, Kiangsu (G) ...	1	0	1
Hwai Si Girls' School, Hwai Yuan (M)	1	1	2
Hwei Ling Girls' School, Soochow (P)	1	0	1
Hwei Wen Girls' School, Nanking (M)	3	3	6
I Fang Girls' School, Changsha, Hunan (P)	1	0	1
Kai Feng Girls' Normal School, Kaifeng (G)	2	0	2
Keen School, Tsientsin (M)	3	3	6
Kuling American School, Kuling (P)	0	1	1
Kun Kuang Girls' School, Mukden (M)	1	3	4
Kwang Hwa University Middle School, Shanghai (P)	0	1	1
Kwangsi University, Kwangsi (G)	0	2	2
Kwangtung First Normal School, Canton (G)	1	0	1
Knowles School, Kiukiang (M)	0	1	1
Laura Haygood Normal School, Soochow (M)	2	1	3
Mary Farnham School, Shanghai (M)	4	4	8
McTyeire School, Shanghai (M)	7	7	14
Ming Deh Girls' School, Nanking (M)	1	0	1
Ming Hsien Middle School, Shansi (P)	1	0	1

Ming Lih Girls' School, Shanghai (P)	1	0	1
Morning Star School, Shanghai (M)	2	1	3
Nanking Girls' Middle School, Nanking (G)	0	1	1
Olivet Memorial School, Chinkiang (M)	5	1	6
Pei Dao Girls' School, Canton (M)	1	4	5
Pei Hwa Girls' School, Peiping (M)	1	0	1
Pei Ming Girls' School, Shanghai (P)	1	0	1
Pei Ying Girls' School, Chuanchow, Fukien (M) ..	1	0	1
Riverside Academy, Ningpo (M)	1	0	1
Rulison High School, Kiukiang, Kiangsi (M)	6	1	7
S.M.C. Secondary School for Girls, Shanghai (G)	6	2	8
Shanghai American School, Shanghai (P)	0	1	1
Shanghai College, Shanghai (M)	0	1	1
Shanghai Girls' Middle School, Shanghai (P) ..	1	0	1
Shanghai Middle School, Shanghai (G)	1	0	1
Soochow Girls' Middle School Soochow (G)	2	1	3
Soochow Girls' Normal School, Soochow (G)	1	0	1
Swatow Academy, Swatow (M)	1	0	1
St. Faith's Middle School, Peiping (M)	4	2	6
St. Hilda's School, Wuchang (M)	12	6	18
St. Joseph's School, Tsingtao (M)	1	0	1
St. Mary's Hall, Shanghai (M)	4	1	5
Ta Tung Univ., Preparatory Course, Shanghai (P)	1	0	1
Tiong Hoa Hwei Koan, Java (P)	1	0	1
True Light Middle School, Canton (M)	2	1	3
Tsi Chin Girls' School, Amoy (P)	1	0	1
Tsingtao Municipal Girls' School, Tsingtao (G) ..	0	3	3
Tsiu Wen Girls' School, Wuhu (M)	0	1	1
Tsung Hwa Girls' School, Soochow (P)	10	8	18
Union Girls' School, Hangchow (M)	7	2	9
Virginia Girls' School, Huchow (M)	1	0	1
Wen Deh Girls' School, Tsingtao (P)	1	0	1
Wen Shan Girls' School, Foochow (M)	1	0	1
Wu Ben Girls' School, Shanghai (G)	1	0	1
Wu Djeng Girls' Normal School, Wudjang (G) ..	1	0	1
Yenching University, Peiping (M)	1	0	1
	163	96	259

GINLING COLLEGE FACULTY 1936—1937

Administration

Dr. Wu Yi-fang	President
Loomis, Helen M.	English Secretary
Ming Hsia-ching*	Chinese Secretary
Hsü Chao-piao	Assistant in President's Office
Wu Mou-i	Registrar
Chan Gi-tung	Assistant in Registrar's Office
Li Dze-djen	Adviser to Freshmen and Student Counsellor
Priest, Elsie M.*	Treasurer
Chen Er-chang	Assistant Treasurer
Morris, Alice E.	Librarian
Tung, Mrs. Wu Yuen-ching	Assistant Librarian
Kao Ren-ying	Executive Secretary, Alumnae Association
Tsen, Mrs. Shui-fang ²	Dormitory Director
Gale, Dr. Ailie S. (Mrs. F. C.)*	College Physician
Zee Veng-tsai	College Nurse
Chen, Francis F. J.	Business Manager

Instruction

Chang Siao-sung	Psychology
Chang Tuh-wei	English
Chen, Mrs. Cheng En-tsi	Physical Education
Chen Chung-fan	Chinese
Chen Chung-hao*	History
Chen, Mrs. Hwang Li-ming	Physical Education
Chen Pin-dji	Biology
Chester, Ruth M.	Chemistry
Djou Han-ching	Physical Education
Dju Ao	History
Dju, Mrs. Sie Wen-chiu* ²	Physical Education
Gin, Dzo-mou* ²	Party Principles
Graves, Stella M.	Music
Haight, Edith C.	Physical Education
Han, Mrs. Chen Yueh-mei*	Physical Education
Hsü, Mrs. Chang Gin-o* ²	Euthenics
Husemann, Mrs. Katrin* ²	Anthropology
Hu Fen	Chemistry
Hu Shih-tsang	Music
Hwang Dzün-mei	Chemistry
Kao, Mrs. Yang Bao-yü*	Hygiene
Kirk, Florence A.	English
Lan Chien-bih	Assistant in Physical Education

Li Hwei-lien	Assistant in Physics
Lin, Mrs. Chen Ying-mei* ¹	Physical Education
Lin Yu-wen	Assistant in Sociology
Liu En-lan	Geography
Lu Shuh-ying	Mathematics and Physics
Lung Chen-fu	Sociology
Miao Feng-ling*	Chinese
Miao Ting-lian	History
Mossman, Merv E.	Sociology
Reeves, Cora D.	Biology
Rhead, Mrs. Mabel Ross	Music
Shen Nai-sheng	Assistant in Chemistry
Shoup, Louise	English
Spicer, Eva Dykes	Philosophy and Religion
Sutherland, Catharine E.	Music
Tappert, Esther E.	English
Vautrin, Minnie	Education
Wang Ming-chen	Mathematics and Physics
Wu Dzing-hsien	Biology
Yen En-wen	Chinese
Yuen, P. T.	Education
Yeh, Mrs. Lucy Leng	Music

Practice School

Dzo Gin-ru	Dean
Chang Yu-ying	
Sung Ging-hsiung	
Sze, Mrs. Swen Shu-gin* ²	
Tseng, Mrs. Li Su-ying* ¹	

*Part-time

¹ First semester only

² Second semester only

GINLING COLLEGE BOARD OF DIRECTORS

A.B.F.M.S.

Miss Gertrude F. McCulloch
Mrs. C. C. Chen

Baptist Mission, Hangchow
University of Shanghai

W.F.M.S.

Miss Helen Ferris
Mrs. Li Lin Fuh-mei

Rulison School, Kiukiang
Hwei Wen Girls' School, Nanking

M.E.S.

Miss Eloise Bradshaw
Miss Kiang Kwei-yuin

Laura Haygood School, Soochow
Laura Haygood School, Soochow

P.N.

Miss Anna E. Moffet
Mrs. Andrew C. Y. Cheng

Presbyterian Mission, Nanking
Nanking Theological Seminary,
Nanking

U.C.M.S.

Mr. Edwin Marx

United Christian Missionary
Society, Nanking
University of Nanking

Mrs. Wei Liu Yin-bao

A.C.M.

Mr. W. P. Roberts

American Church Mission
Nanking

L.M.S.

Mr. T. L. Shen

Medhurst College, Shanghai

Smith College, U.S.A.

Mrs. J. C. Thomson

University of Nanking, Nanking

R.C.U.S.

Miss Gertrude B. Hoy

Reformed Church Mission, Yochow,
Hunan

Alumnae

Miss Mary C. C. Chen
Dr. Liu Gien-tsiu

68 Mo Tsou Lu, Nanking
Concord Women's Hospital,
Shanghai
Bank of China, Shanghai

Dr. Djang Siao-mei
Co-opted

Mrs. W. S. New

Orthopedic Hospital of Shanghai,
Shanghai

Mr. T. T. Zee

Sin Hua Trust and Savings Bank,
Nanking

Dr. Y. G. Chen

Dr. Li Tien-lu

University of Nanking, Nanking
Nanking Theological Seminary,
Nanking

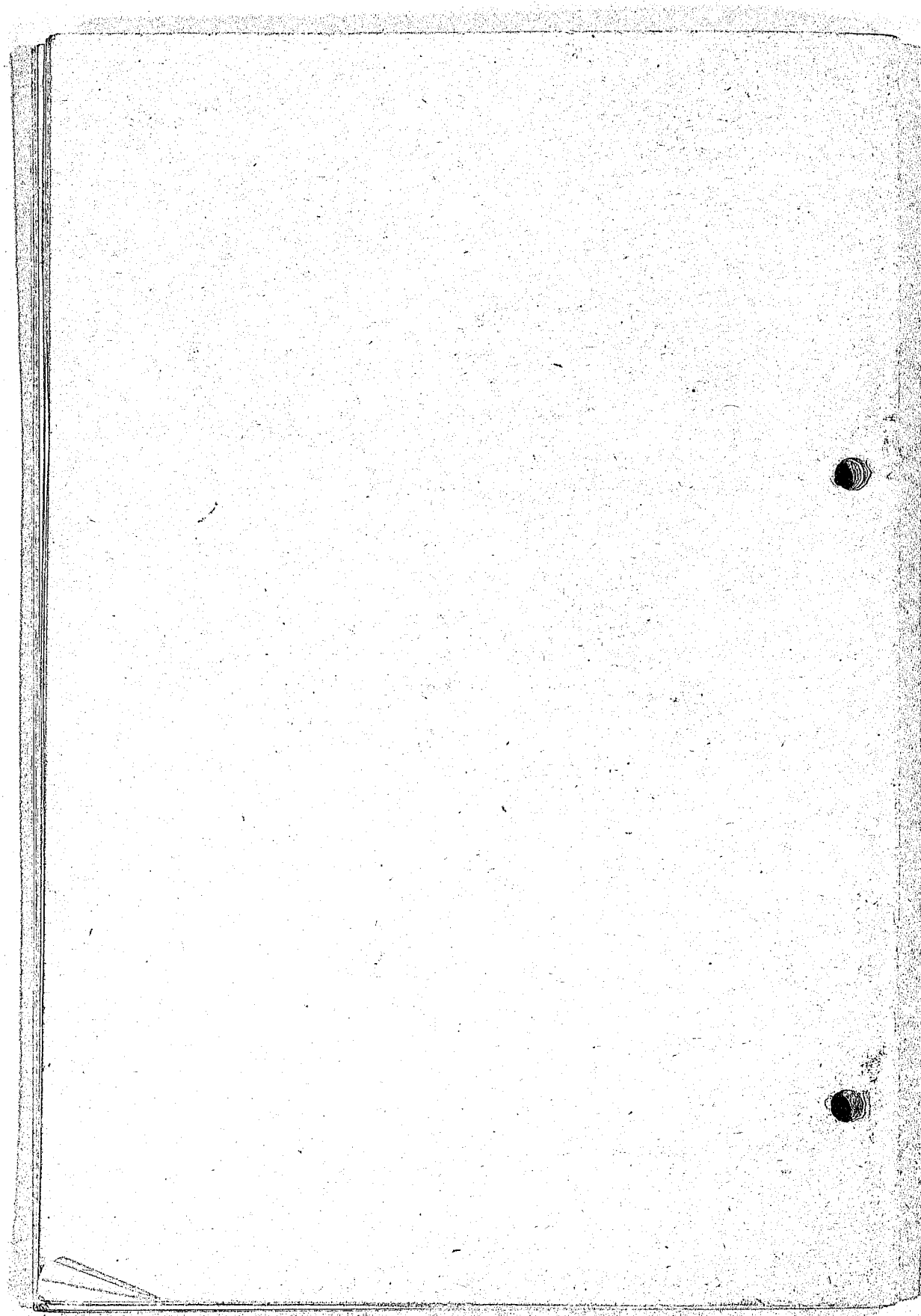
Dr. C. L. Hsia

Miss K. S. Kao

Connaught Road, Shanghai
College of Education, Central
University, Nanking
Department of History, Great
China University Shanghai
Executive Secretary, Alumnae
Association, Ginling College

Mrs. J. H. Sun

Miss Kao Ren-ying



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President's Report to the Board of Directors

November 29, 1939

For the first time since the war, the year 1939-40 had a normal beginning. The scattered units were together, and the fall term started at the usual time, with registration on September 15th, and classes starting on September 18th. We had a three-day Freshman program to help them know the College, and its environment. Senior students had a two-day Retreat, and it proved to be very profitable for they have shown a fine spirit both as a class and in student leadership this autumn.

Student Body. In the summer, Entrance Tests were given on the same dates by the University of Nanking, Cheeloo University, West China Union University, and Ginling College, in Chengtu, Chungking, Hongkong, and Shanghai. In addition, Ginling gave tests in Fu Hsiang Girls' School in Hunan, at the Y.W.C.A. in En-shih, and in Kweiyang where from 5 to 10 students applied for entrance. The final enrollment is one hundred and fifty-five. This is about twenty more than we estimated in the summer, and it has, therefore, crowded our dormitory, and several of the women faculty had to move out in order to accommodate all the girls. Student statistics show that 31 are from Szechuan, representing one-fifth of the student body. Hupeh comes next with 23 students, Kiangsu with 17, and then Hunan with 16. Because many students came from far away, and it was difficult to secure means of transportation, girls kept arriving during the first few weeks. The last two came from Hongkong after having spent two months making the journey.

Faculty. We are very happy to have Dr. Ruth Chester return to Chengtu from furlough, Miss Hu Shih-tsang to the Music Department, and Mrs. Tung Wu Yuen-ching to the Library. We have invited Mrs. Esther Stockwekk, of the Methodist Mission, to teach advanced piano students while Miss Sutherland is home on furlough. Mrs. Lucy Yeh went with Miss Sutherland to have a year at Westminster Choir School at Princeton. We are very fortunate to have secured Mrs. Kwan Yu I-shuen to take care of the vocal training. She is a graduate from the National Music Conservatory in Shanghai, and during the last four years she was with her husband in Cornell taking further training in Music. In connection with our Founders' Day celebrations early in November, Mrs. Kwan gave a recital. The whole audience greatly appreciated her beautiful voice, and admired her as the most accomplished soloist in China. For Physics and Mathematics, we invited Mr. Li Hsu-wen, a graduate from Central University who has had ten years of teaching experience in Boone Middle School and Hua Chung University. For Chinese History we invited Mr. Liu Dzung-i, a graduate from Tsing Hua University with two years of research work in that field. In addition, we have four part-time people teaching English, Education, Economics, and Hygiene. There are also four graduates who have returned to assist in different offices and departments.

Reorganization of Administrative System. In the spring of 1936, the College Council was organized to be the voting body of the faculty, but when we started together in Chengtu in 1938 the faculty was much reduced, so we had our faculty meetings of the whole group and the different standing committees were carrying on as formerly. We began to be aware last spring that the administration was not efficiently organized, and it happened that before the summer vacation the Ministry of Education issued regulations requiring Colleges and Universities to standardize their organization for administrative duties. We started

consideration at once, and got ready for the reorganization at the beginning of the school year. Briefly, I may say, that the administration is divided into the following offices: (1) President's office, (2) Dean of Studies, (3) Dean of Discipline and Guidance, (4) Director of Business Affairs, (5) the Treasurer's office. There are: (1) The College Council with the President as chairman, and consisting of the heads of administrative offices, heads of departments, and representatives from professors. This Council is the voting body of the faculty acting on the policies and general affairs of the College. (2) The Council of Discipline and Guidance which takes charge of all matters dealing with student life and extra-curricula activities. It consists of the President, Dean of Discipline and Guidance, and tutors. (3) The Academic Council, consisting of the Dean of Studies, heads of departments, registrar, and librarian, takes charge of all matters pertaining to academic work. Dr. Chester is the Acting-Dean of Studies, Dr. Chang Siao-sung, the Dean of Discipline and Guidance, and Mr. Ming, the Chinese secretary, is the Acting-Director of Business Affairs. I am very happy to report that after this reorganization, the administration has certainly been more efficiently carried out.

College Curriculum. During the last few years the Ministry of Education has been working on a standardized curriculum for Colleges and Universities. It was for the main purpose of raising the academic standing, especially of some private, rather commercialized Universities, and also to give more uniform requirements for the majors in the various subjects. The first step was taken in the summer of 1938 when the general required courses for Freshmen and Sophomore years were issued. There are only two divisions during the Freshmen year, that is, the Arts and the Sciences, and the whole program is required. In Sophomore year, the students start in their major subject. Last spring the preliminary lists for the various departments were circularized to the institutions for suggestions and criticism. In August the official lists were issued, and the Ministry of Education expected the institutions to follow them starting from the Sophomore year. The requirement for graduation in most departments is quite heavy, with the total credits of required courses varying from 50 to 66. The remaining credits are to be chosen from elective courses in the major field, with the exception of one-quarter which may be taken in other subjects. From this it is clear that the program is rigid, and there is no freedom for an institution to work out their own program, nor is there time for the students to take a minor. Presidents of various institutions, including the National Universities, have presented the general reaction from the teaching faculties, and the Ministry of Education expressed clearly that this published curriculum is tentative, and they are ready to receive comments and suggestions. This is the time, therefore, when the faculties of institutions must consider this question seriously, and make good use of this experimental period by offering constructive suggestions with the definite aim of improving this curriculum. At the last session of the People's Political Council in September, the division on Education also took up this question, and definitely asked for elasticity in the program, and to have the required program set at the minimum, leaving the institutions the freedom to work out their own emphasis. In the institutions on the West China campus, the departmental heads of several subjects have met together, and rearranged the courses in a more closely cooperating way. This is quite necessary when the offering in each subject is to be considerably increased in accordance with this list issued by the Ministry. The need for joint consideration will be more acute a year from now when the majors in various subjects start on their third year.

Physical Education in Shanghai. At the Presidents' meeting in Hongkong last April, the Associated Christian Colleges in Shanghai proposed to start a joint department for Physical Education. Since Ginling has given this training for women for the last fourteen years, and since Ginling is permanently located in East China, it seemed to me that we ought to have a share in this new department in Shanghai. Through careful considerations between Mrs. Chen Hwang Li-ming, our representative in Shanghai, Vice-President William Z. L. Sung, of St. John's University, and President Y. C. Yang of Soochow University, it was finally agreed upon that the Associated Christian Colleges give a Physical Education major in which Soochow University is responsible for men students and Ginling College takes charge of women majors. At graduation those students receive their A.B. degree from their own institution, and in addition the Physical Education certificates from Soochow University for men, and from Ginling for women. On the staff of this new department, Mrs. Chen Hwang Li-ming gives her valuable service in planning and directing the program for women. With her are four women teachers, three of whom are graduates of our own Physical Education department.

Rural Service in Jenshow. Our request to the W.F.M.S. for Miss Irma Highbaugh was granted, and she arrived in Chengtu early in September. From the class of 1939, I had asked two Sociology majors to join the staff, so early in September we had a conference with Miss Highbaugh, Miss Phoebe Hoh, and three College graduates on the work program in Jenshow this year. The work was to be carried on along three main lines: (1) Clinic for mothers and babies. (2) Promotion of homecraft. (3) Mass Education. Miss Highbaugh has written enthusiastically about the splendid spirit among the group, and the favorable conditions for the extension of the work. For the home industry, in addition to the linen embroidery, they plan to introduce an improved spinning wheel. This is in co-operation with the Agricultural College of the University of Nanking for they plan to promote cotton production and weaving by introducing a new loom. It is unfortunate that the Szechuan Highways Bureau has not been able to start the bus service between Chengtu and Jenshow, so it takes two days by ricksha to get there. This situation has made it impossible for faculty and senior students to take trips out to Jenshow during the school term, but we hope to arrange for groups of students to be at the Station for two weeks in the winter vacation, and carry out special projects of service around the lunar New Year holidays.

Application for Grant from the British Boxer Indemnity Fund. Last spring Ginling College, and the West China Woman's College, worked out a plan for establishing a joint department of Home Economics and applied to the British Boxer Indemnity Fund for a grant. Their Board did not meet until September, and because of the much reduced income they did not grant our request. However, our application to the Ministry of Education for starting this new department was formally granted, and there are several girls in the Sophomore class that wish to major in it. Since we have no Home Economics teacher to offer courses, these girls are advised to take the fundamental Sciences, such as Chemistry, Biology, and Psychology. By next fall it will be absolutely necessary to have a Home Economic staff, and in the meantime we must arrange to place the order of books and plan for the necessary equipment.

The College also applied for a chair in the Sociology Department for a period of two years, and this was granted. We are in urgent need of an additional member on the Sociology staff, and we hope to be able to secure a well-qualified person by next term.

Religious Life. Besides the College Chapel every morning, there are the joint Sunday services on the campus. There is one in the morning managed by a joint committee from the University of Nanking and Hart College, the Canadian unit of the West China Union University. In the evening, West China Union University used to have a service for students, but recently this service is arranged in cooperation with the Five Universities' Student Christian Movement. In addition, there is the English service in the afternoon, and the regular Church services in the city, which some of the students attend. As for student discussion groups, Miss Spicer, with the cooperation of the devotional section of the Hao Sen Twan, has organized three freshmen groups which meet every Sunday. For the upper classes, they join the discussion groups sponsored by the Five Universities' Student Christian Movement. About twenty students have joined these groups and the majority are in Dr. Lautenschlager's group.

Student Activities. The whole student body is organized in the Hao Sen Twan with various activities divided into four sections, namely, the devotional, intellectual, health and recreational, and residential. The devotional section takes charge of what was formerly in the hands of student Y.W.C.A. They cooperate with the College in arranging for morning chapel, send representatives to the joint S.C.M., take charge of the servants' night school, and the Sunday-School for children. In addition they organize groups for wartime service, such as, first-aid, comfort corps, etc. Recently these activities have been more formally organized through the formation of a Ginling team under the New Life Movement Women's Committee in Chengtu, with the faculty and students as two divisions. The faculty has a sewing group, a first-aid group, and one for promotion of home industries for poor women. The student division is preparing to give an entertainment after the New Year holidays to raise a fund for the families of the soldiers at the front.

Last spring the National Spiritual Mobilization Movement initiated the holding of Monthly Citizens' Meetings on the first of every month. When the College conformed to this practice, we also decided to make a monthly offering as a concrete expression of our concern for the national struggle. The contribution was voluntary as to the amount given, but every member of the faculty and student body must have a share in the offering. The spirit has been splendid and the offerings met urgent needs. Last June the offering was spent for medical supplies after the air raid; in July it was contributed toward the expenses of the student team that went to the north-west under the auspices of the National Christian Committee for Service to the Wounded Soldiers. The October offering was given for warm clothing sponsored by Madame Chiang, and the November offering was for the Ginling team to carry out their activities.

Social Education. In connection with services to the community, we have organized a faculty committee on Social Education with Miss Liu Shu-yuen giving two-thirds time as secretary. This is quite similar to the work we were doing in Nanking from our Community Center, and it was started here because of the requests from the Ministry of Education asking Colleges and Schools to give active service to the community, particularly in mass education. Miss Liu has organized classes for children and women, but found the small laboratory building of our Sociology Department quite inadequate. Plans have been drawn up to put up another simple building on the Baptist land which Dean Bye kindly permitted our Sociology Department to use. With the additional facilities, we hope to have more students give their time to serve others, and through

actual contact with the poor they may understand more the life and problems of these people. The Tutors' Committee have been working on a system of honor points to be granted to students for their service either to the student body or to the community. It is our hope that in the near future when a satisfactory system has been worked out, and more facilities available, we shall require a certain amount of service for graduation.

Ginling Graduates. The total number of graduates in 1939 was 37, with 22 finishing in Chengtu, and 15 in Shanghai. For the group in this region, we had about seventy openings, and even recently I have received several inquiries for our graduates to fill vacancies. Eleven have gone into teaching in middle schools, seven into social organizations, such as our Rural Station, and the New Life Movement. Several became office or editorial secretaries, and one Chemistry major joined the laboratory staff of a tanning factory. In October when Madame Chiang was in Chengtu, she happened to visit our College when the students were giving a welcome party to the new faculty and students. She talked to them about the splendid work of the students from her Short Training Courses, and about the great need of well-trained College women to be supervisors of those teams in rural service. She then said, smilingly, that the fault with Ginling is that we should have fifteen hundred students instead of one hundred and fifty!

The Alumnae Associations in the various cities have been quite active. The Association in Chungking organized a Ginling team last spring, and did their share in the raising of funds for the offering to the National Treasury last March, and also in the making of hospital supplies. The Shanghai Alumnae Association supported a social worker in a refugee camp, and contributed \$1000 to the Homecraft Course in Nanking. The Hongkong Alumnae also gave \$400 to Miss Vautrin's work last spring, and raised \$150 for a scholarship in College at their Founders' Day meeting in November. The class of 1919 made a gift of \$1000 to the College on the 20th anniversary of their graduation year. In presenting the gift, the Class Secretary wrote: "In 1919, we took as the emblem of our class the motto 'The Pioneer.' The goal has not yet been realized in 1939. Our dream will come true when every daughter of Ginling is willing to be armed with the fortitude of that Great Pioneer, Jesus Christ, who has set an all-inclusive purpose for all his followers, 'The Kingdom of God on Earth.' As a token of our deep gratitude, we are sending a gift of one thousand dollars for whatever kind of Rural Service you would think best for carrying on the spirit of 'The Pioneer.'"

The Nanking Campus. On our campus in Nanking, Miss Vautrin carries on the two projects she began last year. The Experimental Course for Middle School girls has a total enrollment of 171, and the Homecraft Course for destitute women has 65. The expenses for the former were included in the current budget for the College, while the support of the Homecraft Course is from special gifts. Miss Vautrin is very happy to have Miss Ellen Koo and one additional Ginling graduate to help her this year. During the summer Mrs. Thurston stayed on the campus while Miss Vautrin and Miss Whitmer went to Tsingtao for their vacation. In the hot weather Mrs. Thurston attended to the difficult task of sorting out books and equipment which the various departments in Chongtu had asked to have shipped from Nanking. She delayed her vacation until September when she went with Miss Choster as far as Hongkong, and then to Manila for a few weeks. She is getting ready the materials for the writing of the Ginling history, and she has also taken over the treasurer's work in Nanking, and is often called upon to serve the Christian community in various ways.

Ginling Office in New York. Our Board of Founders and the Associated Boards continued to give most loyal and devoted support to the College. The Joint Emergency Campaign for last year was carried out successfully, and Ginling received the full appropriation. This year the campaign is for "special funds", but because of the war in Europe the total amount had to be much reduced from that of last year. We fully realize the difficult circumstances in which funds are to be raised for the third year for China Colleges, so we are all the more grateful to all those who work strenuously in order to carry on the campaign. Furthermore, we appreciate deeply the work of our Promotional Committee which has greatly increased the number of College friends. It is upon their keen interest and intelligent understanding that Ginling looks for continued support. The Smith Alumnae Clubs have readily responded to our appeal and have increased generously their gifts. We are most grateful and happy that the contributions from the undergraduates and from the Alumnae of our Sister College are now equal.

My Trips. Personally, I received a generous and unexpected gift from the Board of Founders for my summer vacation. It enabled me to take a trip to see Mrs. New in Hongkong, my family in Shanghai, and to have a conference with Miss Chester, Miss Vautrin, and Mrs. Chen Hwang Li-ming in Shanghai. I also met with Alumnae groups in these cities. I thoroughly enjoyed this opportunity, and it gave me the complete change that I needed. If it had not been for this trip, I might not have stood the busy months of September and October. Just after College opened, I went to Chungking for ten days to attend the fourth session of the People's Political Council. In October when Madame Chiang Kai-shek was in Chengtu, I was called upon to help her in meeting with various women's organizations in the city, and in pushing the activities along various lines. The latter part of October I was in Chungking again attending the Conference of the Superintendents of the Homes for War Orphans. Right after my return, we celebrated the 24th anniversary of the Founders' Day which was also observed on the same date in Nanking, Shanghai, and by Alumnae Associations in other places. So far as I know now, there will not be meetings to call me away until next spring, and I am very glad to be right in College for a few months. I value this chance, and hope to know more of the students, and to spend more time with the faculty. We have already started planning for next school year, and thinking ahead into the future of the College.

Future Plans To carry on College work satisfactorily in Chengtu in 1940-41, we need to plan for increases in (1) physical plant and (2) faculty. For lecture courses we have now used our classrooms in Vandeman to capacity, so by next fall we must provide at least 2 more rooms. For laboratory work we are looking forward to the completion of the new Chemistry building which should provide enough space to take care of our Chemistry and Physics laboratory work. The present Chemistry room in the basement of Hart College may then be used for Geography. Our Music staff are able to give their full teaching program this fall, only because Mr. Walmsley has kindly permitted the use of two rooms with pianos in the Canadian School. If they should return, or when the Music students increase, the department will need more teaching studios and practice rooms.

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The dormitory is now overcrowded with 155 students and 20 women faculty. If we estimate from 180-200 students next fall, the women faculty will have to give up their rooms for the girls. We are, therefore, planning to put up a simple house for the faculty women, and to include two classrooms and a large common room for daily chapel and student gatherings. The Property Committee of West China University is giving sympathetic consideration to our request for a site for this proposed house.

In regard to academic needs, the much reduced faculty since the war should be strengthened in order to take care of the increasing curriculum. I wish to make it clear that I do not mean expansion but strengthening. And it is to be done from two viewpoints. First, from the viewpoint of a Christian Women's College, we must endeavor to strengthen those departments specially suited for women and in which Christian organizations and schools expect us to train women leaders. Secondly, from the viewpoint of cooperation among the institutions on this campus, Ginling should contribute her share in the offering of advanced courses. It is only through such exchange and mutual help that real cooperation may be carried out and high academic standard may be maintained.

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REPORT TO BOARD OF DIRECTORS IN CHENG TU
FOR PERIOD OF DR. WU'S ABSENCE - MAR. 1943-MAR. 1944

by DR. RUTH CHESTER
April 11, 1944

During the year when Dr. Wu was away the administration of the college was placed in the hands of the faculty executive committee with different aspects of the work divided among several members of the committee. Dr. Djang represented Dr. Wu on the President's Council and other more or less public occasions, while Dr. Chester, as chairman of the executive committee took the main responsibility for the internal administration of the college. All important matters were discussed by the committee itself and it is due to the support and cooperation of that committee that we were able to carry through the year without any serious changes. Our main purpose was just that - to carry on and be able to turn back to Dr. Wu's hands a college as much as possible like the one she left, with only such minor changes and developments as a year must inevitably bring. We avoided as far as possible the larger and more far-reaching problems and postponed as many issues as possible to be dealt with after her return. The main events of the year and the present condition of the college are here briefly reported.

One very obvious change is in the housing for the women faculty and the second student dormitory. Because the hospital had need of the sections of their building which we were occupying, they asked if we would be willing to move into the Canadian School. We agreed to so if the hospital could make the arrangements and the Canadian Mission at their request assigned the School premises, with a few very minor reservations, to the hospital for the use of Ginling. The move was made in July which allowed a comfortable time to make necessary adjustments in the building before students were moved in in September. The actual housing accommodation for students and faculty is almost exactly the same as what we had in the hospital building, but the chapel, the large dining room and especially the grounds have added considerably to our convenience and pleasure and I think the opinion now is quite unanimous that we have benefitted by the move, although the size and arrangement of rooms is in some ways less satisfactory.

The most serious problem which faced us during the year was the very discouraging financial prospect in June which made it seem necessary to try to make some cuts in the faculty. Our efforts in this direction were handicapped by the fact that we took action before any of the other institutions and therefore seemed to our faculty to be the only ones that were taking it seriously. Joint meetings of various departments which were intended to further cooperation between different institutions had very little result and in the end we found that for Ginling very little actual retrenchment was possible. If Dr. Wu had been here the whole matter could certainly have been handled much better.

The most important developments of the year have been in connection with the social service work of the college, whose function is the double one of service and the training of students in practical work. Our former

rural station had been closed down because the increasing difficulties of transportation made the Jenschow center almost useless for student training and more and more difficult in other ways. When Dr. Wu left Miss Tsu Yu-dji, of the class of 1934 was on her way to take charge of our rural program and to open a new center. Miss Tsu has had good experience in this type of work, both in Kiangsi and with Jimmy Yen and as soon as she arrived she and the other members of our rural staff began investigations of possible new centers which ended with the choice of Djung Ho Chang. This has proved in every way a happy choice. The enthusiastic cooperation of the Canadian Mission church there provided a building and some equipment and the staff have also been very successful in getting the cooperation of a local vocational school and of other local organizations and leading people. They moved out there in May and for the summer had a splendid group of about 20 students working for about two months on a varied program. Except for two medical students the others were all Ginling students and the work they did there is a part of their training. In the winter a smaller group of 10 or 12 went out for about 10 days and put on a New Year exhibit and program. As the trip is less than two hours by ricksha, and one can walk in about 2 1/2 or 3 hours it is very accessible and this has been a great help in keeping the work and the workers in close touch with the college. They have a fine nursery school largely supported by the Chengtu Bureau of Social Affairs, and after the head of the bureau recently visited the school he very readily allocated more money for its enlargement. Dr. Wu also left plans and personnel ready to develop a children's center for poor children in connection with the neighborhood service center on Tang Hong Dze, but the practical difficulties faced there were much greater. Months were spent in a fruitless search for either a building or a piece of ground on which to erect one, but only when the long delay and constantly rising prices brought the necessity of greatly reducing the scope of the original plan were we able to find a small spot on which to erect a building. This was completed just at the beginning of this term and is situated just over the wall behind the education building. The location is ideal and a small piece of work has been started which should be a valuable laboratory for majors in Child Welfare Course and in Home Economics as well as a help to the children of the neighborhood. The cramped quarters in which they have to work place very definite restrictions on the program, but they are making excellent use of the available space. One of the main activities at this center is a social service nursery school which is one of the two main training centers supported by the UCR under the joint Child Welfare Training Course. The nursery school for faculty children in the Canadian School was started as a temporary means of providing a laboratory for the students in the Child Development Course, when it was found that it would be impossible to get the social service school started in time for this fall. It is planned to discontinue that school after this term.

The annual Founders Day celebration in November was centered this year around our first president, Mrs. Thurston who returned to America on the first trip of the Gripsholm and was officially retired on Jan. 1st 1943. It was also the 30th anniversary of the official organization meeting of the board of directors and the election of Mrs. Lawrence Thurston as president. It was a happy occasion and helped to give students and new faculty members a better idea of the history of the college, but it was a double regret that neither the first nor the

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second president could be with us for that occasion. A gift of \$10,000 was presented by alumnae as scholarship fund in honor of Mrs. Thurston.

In the spring we had word that one of our graduates of the class of 1941 had received one of the first prizes distributed by the Ministry of Education for her senior thesis in English Literature. These are submitted for seniors in place of the competitive examinations which are set for sophomores and juniors. At the same time a junior in sociology was awarded a third place in the competitive examinations. In Dec. four of our graduates passed the examinations given for students wanting to go abroad for study, two in English, one in music and one in Chemistry.

In closing I should like to add a few statements about the college as it is at present.

The official registration for the fall term was 283 and this term is 299. This fills both dormitories and includes a very small number of students who are living at home for various reasons. A new class of 42 freshmen was admitted this term, together with a few transfers. During the last three terms there has been a steady improvement in the type of students admitted in academic standard and in Christian character. The percentage of Christians in the student body is considerably higher than it was two years ago and is now somewhere between 35 and 40% probably. The exact figure for this term has not been determined and I think the 42.5% counted for last term included professing Christians who have not been baptized. But what is more significant than numbers is the fact that among the freshmen are a number of girls who already stand out as leaders in religious life and activities. There is a small but definite increase in the vitality of the religious life of the student body as a whole. Very few new students in the last three classes are having any serious difficulty with their studies and as a whole they are more alert and more responsive than previous class or two. As the time approaches for a probable move back to East China we are also increasingly interested in the sources from which our students come, as presumably very few of the Szechuan students will go down river with us. At one time we had 38.2% of our student body from Szechuan, but it has now dropped to 28.6% as the last year has brought a large number of refugee students from north, east and south China, most of whom come from provinces from which we have always drawn a fair number of students. This will mean a much less serious disruption of the student body when it comes time to move.

Sociology is still by far the most important major and includes about one third of total and for the present term English is second and Home Economics third. The Child Welfare majors are included either under sociology or under Home Economics.

In spite of the well known difficulties of obtaining as high a degree of cooperation as seems desirable there is actually a considerable amount of exchange of students among the five universities and it is increasing term by term. For the fall term Ginling received students from other universities in 41 different courses, totalling 663 student credits, while a 738 student credits were elected by Ginling students in 99 courses in other institutions. The largest number of our students took courses at Univ. of Nanking with W.C.U.U. a close second, while our courses were elected mainly by Yenching and Univ. of Nanking students, with smaller

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numbers from the other institutions. This degree of interchange does mean a considerable saving in faculty and also enlarged opportunities for elections for the students. Much more might be done along these lines with more careful joint planning, but it is worth remembering that so much has already been achieved.

To summarize, I think it is fair to say that the year has been on the whole one of normal development with no outstanding changes either good or bad, and in view of the difficult times in which we are living and the long absence of our president it is with real gratitude and relief that this report is presented. Her return has already stimulated us in many ways and gives reason to hope that the year that lies ahead will be one of renewed vitality.

11/29/46

REPORT TO BOARD OF DIRECTORS OF GINLING COLLEGE

NOVEMBER 9, 1946

The last meeting of the full Board of Directors took place in the spring of 1937. After the war started on July 7th, the Executive Committee held several meetings to meet the emergency. The last of such meetings was held in mid-November, when the defense line for this area was broken by the landing of the enemy in Hangchow Bay. Now, nine eventful years have passed, and we are thankful indeed that today the Board can once again meet here in Nanking to consider the affairs of the College. Before I report on the present conditions, permit me to review briefly the events of our war years.

GINLING OFF CAMPUS.

During the first year of the war, the College work was carried on in three centers. The first was at Wuchang, in cooperation with Ewa Chung College, for the girls in the Central China area. This unit moved to Chengtu during the winter after Nanking was occupied. The second and largest unit was established in Shanghai, together with the other Christian Colleges in East China. The third and smallest unit was started, without our planning for it, at West China Union University, by a few girls and Dr. Reeves, who had gone to see Mt. Omei during the summer vacation.

In April, 1938, I met with the members of the Board in Shanghai. By this time, the Government had adopted the policy of carrying on resistance until victory should be won, and the war was evidently to be a long one; so it was decided to move the Shanghai unit to Chengtu after the term was ended.

After I returned to Chengtu, we applied to the Szechuan Provincial Government for a subsidy to erect temporary buildings. A grant of CN\$25,000 was made, which enabled us to build a dormitory (which housed 200 girls by 1940), a small gymnasium, and a dormitory for men faculty members. Offices, classrooms, and laboratories were loaned to us by West China Union University.

When the College opened in September, we had a student body of 90 girls. From then on, the enrollment gradually grew to 350 last fall, and the last graduating class numbered over 40. In addition to courses offered by our own faculty, the students elected courses at West China Union University or at the University of Nanking, which had also migrated to Chengtu.

In accordance with the Government policy of furthering education during the war of resistance, we added a few new projects.

(1) The Rural Service Station was opened in the spring of 1939. It has rendered a real service both to the local people and, as a field laboratory, to students interested in welfare work. (2) A new Department of Home Economics was established in 1939. (3) The 5-Universities Child Welfare Training Program was started in 1943 to meet the need for workers among children; it was financed by the grant from UCR.

During these long ^{war} years, the faculty showed a wonderful spirit, working without adequate books and equipment, living under difficult conditions and with much reduced salaries. The College became well-known and much appreciated because of the active interest of our faculty and students in the community and the record of our alumnae in various fields of work.

The ability and devotion of our faculty is shown by the way the College was admirably carried on during my frequent and sudden absences from Chengtu. In addition to short trips to Chungking for various meetings, including those of the People's Political Council, I went to Madras, India, in the winter of 1938 to attend a meeting of the International Missionary Council; to the United States, from April, 1943, to February, 1944, as one of six scholars sent by the Government to do informal publicity work; and, finally, in 1945, to the San Francisco Conference. Because of necessary hospitalization, I did not return until January of this year. During these absences, the administrative responsibilities fell on the shoulders of Dr. Ruth Chester and Dr. Djang Hsiang-lan. Personally, and for the College, I am much indebted to them for their untiring labors in carrying the College through these difficult times. And we owe a great deal to West China Union University for the use of their facilities and the hospitality they extended to the College throughout our refugee days.

ON THE CAMPUS

When I left the campus on December 1, 1937, a committee was formed, under the leadership of the late Miss Minnie Vautrin, to take charge of College property. The record of her noble and sacrificial work is well known. It is suffice to record here how a refugee camp for women and children was organized in cooperation with the International Relief Committee, and how over ten thousand women and children were sheltered from the Japanese military. By the following spring, a vocational training course was given to the women who had lost their husbands and sons, and a middle school organized for the teen-age girls who were not able to leave Nanking. Miss Vautrin's selfless devotion to the women in need earned for her the title of "The Living Goddess of Mercy". She gave herself in service to others; and her death, in May, 1941, was as much a war casualty as if she had died at the front.

Mrs. Thurston and Miss Whitmer carried on the work until after the attack on Pearl Harbor. When they were repatriated, in June, 1942, the campus was occupied by the Japanese Military. It was used as the Headquarters of the Garrison Commander of Nanking until the surrender on September 5th, 1945. Because it had been used by an enemy military command, the campus was then taken over by the Chinese Military Authority.

As soon as the formal instruction came from the College in Chengtu, Miss Blanche Wu, Mrs. S. F. Tsen, and Mrs. Chen Awang Li-ming went to see the Chinese Commanding General, who turned over the campus to them. Very soon they started a middle school in order to use the buildings and avoid requests from

organizations seeking housing to resume their work. Miss Wu and Mrs. Tsien were faithful co-workers with Miss Vautrin and Mrs. Thurston, and were the very people from whom the Japanese had taken over our buildings in June, 1942. They had remained in Nanking, waiting patiently, but confidently, for the downfall of the aggressor; so we can easily imagine their rejoicing as they reclaimed possession of the campus they dearly loved.

DAMAGE AND LOSS

We were thankful indeed to see the College buildings left intact; structurally, no buildings were destroyed. However, the Japanese were very free in their use of our buildings and in the many changes they made inside them. For instance, the Peking lanterns and pearl shell screens were removed from our beautiful Reception Hall in the Smith Building, which they used as a storeroom. In the beautiful library, they tore down the partition walls on the north end and put up a new wall separating the south end from the main hall, and the librarian's office was smelly and smoked black. One of the dormitories had been used as the club room for the enlisted men, and the restoration of that alone cost more than CN\$6,000,000.

The biggest loss was in science equipment, pianos, books, furniture, electric engine, gas plant, and heating system. In regard to books, we were fortunate enough to have recovered 20,000 volumes which were sold by the Japanese after August 12th and before the Chinese received the surrender on September 5th. All the furniture was gone from the student dormitories which had served as barracks, and there remained only the built-in tatamies and shelves on the walls. The same was true of faculty houses. Desks were the only kind of furniture which we found more of than we had had before, which showed that a large number of officers had been working in our academic buildings. They left several wooden houses, work sheds, and horse stalls on our athletic grounds, and many toilet buildings. A boundary wall of red brick was built along the east side, and, for a short distance, along the west and north sides of our property. This wall enclosed one small piece of land at the south-east corner of our property which we had previously been unable to buy.

REHABILITATION

Dr. Chester visited Nanking in December, and I stayed on the campus for a week in January. The Faculty Executive Committee in Chenctu studied the difficult question of rehabilitation, and considered the necessities for College work in relation to funds available. This guiding principle was adopted: to do only the minimum essentials, and, wherever possible, to spend money on things of a permanent nature. For example, library chairs, classroom chairs, dining-room furniture, the kitchen, and student bathrooms were the first things attended to. The students' social rooms and the big

Order lists for minimum science equipment
were sent in the winter, and the first two shipments
of freight finally arrived in College in Oct.

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Reception Hall in the Smith Building have been furnished only with odd pieces left on the campus. In regard to the laboratories, new tables were made only for chemistry, because lockers were necessary for the safe-keeping of chemicals and glassware. For biology and physics, rough wooden tables available on the campus were used. Inside the buildings, where the ceilings were smoked black, they were calcimined to give more light; but the walls, which were originally sand-finished, were only thoroughly washed.

We are thankful to have had Dr. David S. Hsiung to plan and supervise this tremendous task of rehabilitation. Mrs. S. F. Tsen and Miss Harriet Whitmer, who arrived from America in March, helped a great deal in getting the buildings and grounds ready for the opening of the College. The work was made more difficult by the unavoidable waiting for materials, money, and workers.

The expense of rehabilitation to date is CN\$202,752,000. ^{188 902 392}
The earliest funds for the repair work came from the sale of some small wooden buildings, horse stalls, etc., left on the campus. By last March, we had to borrow US\$20,000 from other College funds in New York. Then, in June, we received a rehabilitation grant of CN\$100,000,000 from the Ministry of Education. Later on, US\$6,000 was appropriated by the Associated Boards. We have already over-spent the total funds available, and must ask for an appropriation from the Associated Boards' Rehabilitation Campaign Funds to repay what we have borrowed, to finish payments on contracted work, and to do other repairs during the winter. For instance, the roofs have to be thoroughly repaired and the woodwork of the windows should be painted. In regard to replacing the heating system and constructing more faculty residences, we will have to postpone these until building costs become normal.

RETURN TRIP

The students and faculty started to make the return trip in April. A few members of the faculty with small children finally came by air, and a few by river. But the majority of faculty and students came by the hard, but more dependable, overland route. From Chengtu to Pao-Chi they came by chartered trucks, taking from five to thirteen days, depending upon the condition of the motor. From Pao-Chi to Hsuehowfu, on the Lung-Hai Railroad, tickets were bought by sections, including a distance of over 150 kilometers to be covered by trucks or mule-carts. The last change brought them to Pukow. The time required for the different truckloads to make the trip varied from thirteen to twenty-nine days. They looked like weary, dusty refugees when they arrived, but how happy and excited they were to be back on the campus!

USC made grants for travel to faculty and those students in need. Our estimate of freight costs was too low, partly because of the delay in securing shipping space, and partly because of the tremendous increase in rates. Mr. Ming took charge of this difficult task, and the last shipment of books and supplies arrived here the latter part of October.

THE NEW YEAR

The long-anticipated event happened! College work started once more on our own campus! Registration was on September 25th and 26th, and classes began September 30th. Even though this was later than the usual beginning of the fall term, we were one of the very first rehabilitated refugee colleges to open.

The faculty had a very helpful retreat on September 15th, facing the problems of rehabilitation, ~~academic standards~~, and in morale. During the registration week, the senior class had their retreat, and the freshman training program was carried out at the same time. There were more applications for entrance than ever before, and we have admitted a good freshman class this fall. It was a delicate task for me and the new Dean to disappoint many fathers and mothers, among whom were some imposing generals and high officials in the Government. We considered it important to keep up the entrance standard, and we were also limited by housing facilities.

In 1936, the enrollment was 259--we considered that the maximum capacity of the dormitories. This fall, by putting three girls in every room, we have been able to house 300. The total registration is now 332, with some girls living at home. This year, we have the largest senior class in Ginling history, numbering 59.

On the faculty, there are some necessary absences and other changes. When the College received an invitation from the U. S. State Department to send a professor for a year of refreshing and research, Dr. Liu En-lan was elected by the faculty to accept this invitation. Dr. Ruth Chester went on furlough, after having carried a full program and heavy responsibilities for seven long years. Dr. C. L. Lung, head of the Sociology Department since 1935, resigned to take charge of the Sociology Department at Sun Yat Sen University in Canton. Miss Chen Yu-chin, of the Biology Department, was awarded a State Department fellowship, the only woman among a group of 25 receiving such an honor. Miss Hsiung Ya-na, of the Rural Service Staff, received a UCR scholarship for Child Welfare workers. Miss Hu Shih-tsang and Miss Chang Tsai-i, of the Music Department, and Miss Tu Lei-lin, of the Biology Department, have gone to America for advanced study. Miss Chen Shih-dzung, of the Chemistry Department, who has been serving as temporary Business Manager since June, will take up study in Institutional Management at Purdue University in the spring term.

We are most happy to welcome back Miss Z. N. Loh, to be the acting Dean of Studies, and Dr. Mary Treudley, to spend her sabbatical leave from Wellesley at Ginling. She came in good time, and was asked, as she landed in Shanghai, to take charge of the Sociology Department.

In regard to new staff, I wish to mention Miss Helen Plaum, filling admirably the position of English Secretary, vacant for too long a period; Dr. Tsao Gien-yu in Chemistry; Dr. Chen Sin-kuoh, Biology; Mrs. Chang Wu Yu-chen, Sociology; Mr. Tung Mei-kan, Chinese; Mr. Wang Shih, returning to History; Dr. Karl Chen, English; and Dr. Lu Gwei-djen, Nutrition Chair in the Child Welfare Training Program. In Dr. Liu's place, we have

During

leave of absence

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secured Dr. Lin Chao, of the Geography Research Institute, for part-time, and we have invited Miss Tsai Deh-tsui to return to take charge of Department Administration. Miss Chen Hwang Li-ming has assumed the chairmanship of the Physical Education Department, but has to assign various duties to the staff, because she was not able to resign from the Ming Deh Girls' School. The Methodist Board has appointed Dr. Mary Reed to Ginling, and we are eagerly waiting for her to join the Home Economics Staff and strengthen the Child Welfare Training Program.

Principalship?

COOPERATION WITH THE UNIVERSITY OF NANKING.

The Associated Boards appointed a commission on higher education for women, headed by Mrs. Ada Comstock Notestein, the retired president of Radcliffe College. Last March, this commission recommended that, in the program for Christian Higher Education in China, there should be one college for women, and that Ginling should be that college. At their annual meeting last May, the Associated Boards adopted this recommendation that Ginling continue as an independent college for women, and also recommended that there should be a close collaboration between Ginling and the University of Nanking. Then Dr. Van Dusen and Dr. McMullen visited China last June, they explained that this collaboration was for the purpose of strengthening the program of Christian Education in the Capital by having each institution preserve its distinctive contribution and yet achieve efficiency by avoiding duplication. It was suggested that cooperation be worked out in the following areas: (1) curriculum, (2) library and science equipment, (3) business office, and (4) extension projects.

Representatives from the two institutions met many times during the summer, and this Joint Council prepared a draft agreement on cooperation. It has not been possible to do much this fall, and it will take time to have the plans fully carried out. One practical difficulty is the distance between the two institutions, for it takes at least 15 minutes to make the trip. Until we can run a bus service for students between classes, it will be difficult to expect much increase in the number of students ready to elect courses in the other institution. However, on the important questions of student fees and salary increases, the Joint Council made decisions for the two institutions.

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ALUMNAE

In the midst of rehabilitation and other work, Dr. Chester and I had to spend some time writing recommendation letters and College transcripts for many graduates, going abroad. During the war years, I had discouraged students from going abroad; so this year I was not surprised by so many requests for my help. On the S. S. General Meigs, there were 24 Ginling people, including Dr. Chester and two other former members of the faculty, and three under graduates.

Miss Hsiung Ya-na, of the College Rural Service Staff, and Miss Chen Siu-djen were two of the six chosen for UCR Child Welfare Scholarships. Earlier in the summer, UNRRA sent about 35 welfare workers to America for further training. Only five were women, and two of those five were Ginling graduates: Miss Wang Yin-an, who started the Child Welfare Center in Ginling in 1943, and Miss Li Djoh-i, who worked for a number of years under Miss Eleanor Hinder in the Welfare Division of the Shanghai Municipal Government and did especially fine work with problem children. Within the last year in America, four graduates completed their work for the doctorate: Miss Li Gwan-yuen, in psychology, at the New College in New York; Miss Li Mei-yuin, in Rural Education, at Cornell; ~~Miss~~ Chang Wu Suen-i, in Rural Extension work, at Oregon State College; and ~~Miss~~ Ma Dju Gieh-fang, in Child Welfare, at the School of Social Administration, Chicago University. I have heard that Dean Helen D. Wright was much pleased with *Miss* Ma's thesis and is planning to have it published. Similarly gratifying reports have come about the work of *all these other three* alumnae.

The loyal spirit of their devotion to the College was demonstrated by the alumnae in their financial campaign, launched last November for the Thirtieth Anniversary. The Branch Association in Chengtu started it, and was able to raise CN\$10,000,000 before Founders' Day was celebrated. Branches in Chungking, Tientsin, Nanking, and Shanghai, and in other cities followed their lead. The total contributions now have come to over CN\$50,000,000. It is through the continued efforts and achievements of the alumnae that Ginling has gained the interest and support of many friends.

FINANCIAL CONDITION

When Miss Priest made tentative estimates for the budget for 1946-47 last April, the total expenditure was CN\$199,000,000. By this time, however, the tremendous increase in prices has exceeded what we experienced during the last few years in Chengtu. For the month of September, the living index was 630,000% ~~in Nanking~~ *in Nanking*. Now, the tentative budget for six months, July-December 1946, is over CN\$280,000,000. This budget was made on the basis of actual payroll in September, and a 20% increase each month was added to take care of inflation. But,

6300 times that of pre-war,

there has been such a sudden jump in prices that the salary subsidy for October increased by 25%.

However, since such increases vary with the living index, the purchasing power of the total salary remains only 20% of that of pre-war salary. When the presidents of Christian Colleges met with Dr. Van Dusen and Dr. McMullen last June, it was decided that salaries should be increased ~~from~~ 50% to 65% of pre-war salaries. Recently, the Associated Boards approved Dr. William Fenn's recommendation to increase the present salary scale to 40% of pre-war, and presented a request to USC to increase their grants accordingly. No matter how much more the USC may grant, it has become a necessity to make salary increases if we wish the faculty to be able to live and work whole-heartedly for the institution. This is one of the important questions I wish the Board to take up at this meeting.

At least part of the answer to the problem of securing additional funds to meet the shortage lies in the following possible sources of income:

(1) We have made a big increase in student fees. While in Chengtu last year, the student fees constituted only 5% of the total expenditure; this term, they represent 21% of the estimated expenditure.

(2) The appropriation from the UCR last year amounted to CN\$23,185,000. This year, we requested a considerable increase in their grant.

(3) British United Aid to China made a grant to the College last year, and we are hoping their grant may be increased this year. *(total amounted to CN\$ 3,520,000)*

(4) The Ministry of Education made ^{an annual} grant of CN\$20,000 before the war. Recently, a notice has come that this grant has been increased to CN\$2,000,000. This is only 100 times the pre-war grant. Actually, the living costs have increased 6300 times. We plan to make application for an increase in this grant, if not as the cost of living implies, as least as the multiple which the Ministry allowed in their appropriations for the Government universities.

(5) Mission support for Ginling is on a different basis from that of most Christian universities in that the annual contributions are in the form of cash, and not in mission personnel. This system has worked very well in normal times, because it is best for the College to have one integrated budget. However, if the supporting Mission Boards were sending a missionary staff to our faculty, they would have to meet the increased living costs with corresponding increases in salary. Therefore, it seems to me we could ask the supporting Mission Boards to increase their cash grants to the College.

(6) In regard to campaigns in China, I have already mentioned the Alumnae Campaign. During the past summer, I started a campaign in Shanghai--not a general appeal to many people, but only, through friends, to a few individuals and corporations who are in a position to give and are interested in education for women. Through the help of Mrs. New's brothers and Dr. K. M. Tsu (a former member of the faculty), and other friends, I have

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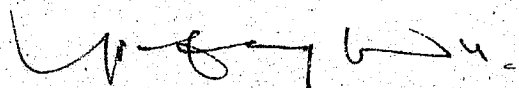
pledges for CN\$180,000,000, of which CN\$120,000,000 have been paid in. Through this first attempt I have ever made in money-raising, I was much encouraged to find how such people recognize the prestige of Ginling.

WHAT OF THE FUTURE?

A question may be raised on the justification of spending so much money on merely 332 girls. From the standpoint of purely economic efficiency, the answer may be negative. If, however, other values are considered and the abnormal inflation reckoned with, the reply cannot be a simple one. The Commission on Women's Higher Education pointed out that the unique contribution of a woman's college is the training of women for leadership. If the Board considers that Ginling Alumnae have shown a creditable record and that the College prestige has increased in spite of the war, then the question should rather be how to further develop the College in order to realize more fully this purpose of a woman's college. Furthermore, when we face the desperate need for strong men and women in the gigantic task of up-building after the deterioration of all values, we must recognize the duty of a Christian college to do more than ever before to meet this need. Frankly, I have become more humble and sober through recent experiences--humble, because higher esteem than due us is accorded to Ginling; and sober, because, while we regret the standards of our recent graduates are lower than before, they still are considered better workers than most.

There are special projects to which Ginling should give attention, such as the re-establishment of the Education Department, a course in Personnel Guidance, extension work into homes through the Home Economics Department, and the Child Welfare Program. But the immediate tasks of rehabilitation have kept me from giving such projects sufficiently thorough thought and time. Yet it is now time to start to plan seriously for a long-range program for the College. Therefore, I wish to ask the Board to consider creating a Committee on Policy-making to give me counsel.

The College was founded during the first World War, and it has overcome many crises in its history of thirty years. In 1937, when the remnant of our College family left on the campus observed Founders' Day early in November, the congratulatory message from our Wuchang unit had these words: "Dispersed but not dissipated." Now, with our convictions of the importance of spiritual values deepened by the experiences of our refugee days during the war, we must face with courage the challenge to develop leadership for the gigantic task of rebuilding. As we unite today to celebrate the Thirty-first Anniversary of Founders' Day, let us resolve, as did the Apostle Paul, to forget those things which are behind, and, reaching forth to those things which are before, press forward to achieve our goal--the abundant life.



President of Ginling College

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MINUTES

BOARD OF DIRECTORS OF GINLING COLLEGE

Nanking, China
November 9, 1946

The Annual Meeting of the Board of Directors of Ginling College was held at the College on Saturday, November 9, 1946.

The members present were as follows:

Dr. Lewis Smythe (Christian Mission)
Miss Ellen Peterson (Baptist Mission)
Miss Marian Bih (Baptist Mission)
Miss Margaret Frame (Presbyterian Mission)
Mrs. Andrew C. Y. Cheng (Presbyterian Mission)
Miss Marie Brethorst (Methodist Mission)
Miss A. Eloise Bradshaw (Methodist Mission)
Mr. T. L. Shen (London Missionary Society)
Dr. Hyla Watters (Smith College)
Miss Mary C. C. Chen (Alumnae Representative)
Dr. Liu Gien-tsiu (Alumnae Representative)
Mr. T. T. Zee (Co-opted Member)
Dr. K. M. Tsu (Co-opted Member)
Miss Cora Deng (Co-opted Member)
Mr. King Chu (Co-opted Member)
Mrs. Arthur Sherman (Special Guest - Board of Founders)
Dr. Wu yi-fang (ex-officio)

The meeting was called to order at 9:00 a.m. Following the introductions by President Wu, the opening devotional was led by Miss Margaret Frame.

ELECTION OF OFFICERS PRO TEM

B46-1. Dr. King Chu was elected Chairman and Miss Eloise Bradshaw, Secretary.

REPORTS

President Wu read the report covering the years 1937-1946, the years the College spent as one of the refugee colleges on the campus of West China Union University.

B46-2. Thanks. It was voted unanimously to extend a vote of thanks to President Wu and the Ginling College Faculty for their excellent work during the past nine years, since the last Board meeting.

FINANCES

B46-3. The Financial Report. The financial report for the year July 1, 1945, through June 30, 1946, was read. It was voted to accept this report, subject to further auditing.

B46-4. The Tentative Budget. The tentative budget for the six-month period, July 1, 1946, through December 31, 1946, was presented. It was voted to refer the tentative budget, as presented, with its shortage, to the Finance Committee, in consultation with President Wu and the President of the Alumnae Association.

B46-5. Government Grant. It was voted that the College apply to the Ministry of Education for a grant of CN\$50,000,000 for the year September 1, 1946, to September 1, 1947.

B46-6. Endowment Funds. It was voted that, of whatever endowment funds may be received, 50% be kept in CN Currency and invested, the interest to be used for the current budget; and 50% be held in U.S. Currency. This procedure is subject to the approval of the Finance Committee.

B46-7. Rehabilitation. President Wu reported on the Rehabilitation of the College, stating that a total of CN\$177,851,022 was received and a total of CN\$188,902,392 was spent to November 1st, 1946.

It was voted to accept the report on Rehabilitation and to approve a request to the Associated Boards for Christian Colleges in China for a grant of CN\$11,051,370 to cover the deficit.

B46-8. Subsidies to the Faculty. It was voted that the principle of increasing subsidies to the Faculty be approved and the revision of the subsidy system be worked out with the University of Nanking and referred to the Executive Committee for approval.

B46-9. Policy on Middle School. It was voted to accept the recommendation of the Faculty that the Middle School be maintained for its original purpose as a practice school, keeping the numbers small, on the basis of self-support, and that, as soon as possible, quarters be provided for it separate from the College.

NOMINATING COMMITTEE

The following Nominating Committee was appointed:

Dr. Lewis Smythe, Chairman
Miss Eloise Bradshaw
Miss Mary C. C. Chen

The Board adjourned for lunch at 12:30 p.m.

It reconvened at 2:00 p.m. with Dr. K. M. Tsu acting as Chairman.

JOINT AGREEMENT WITH THE UNIVERSITY OF NANKING

President Wu reported that, after the visit of Dr. Van Dusen and Dr. McMullen a Joint Council was organized with three representatives from the University of Nanking and three from Ginling College; that several meetings had been held and a proposed form of Agreement on Cooperation had been prepared. This proposed form was presented to the Board for approval.

B46-10. Agreement on Cooperation. It was voted to approve the Agreement on Cooperation between the University of Nanking and Ginling College.

MATTERS CONCERNING FACULTY

B46-11. Committee on Ranking. It was voted that two members of the Board of Directors be invited to serve on the Committee on Ranking.

B46-12. Retirement Allowance. It was voted that the tentative plan for retirement allowance for the Faculty be referred to the Executive Committee for further study, their report to be made at the spring meeting of the Board.

B46-13. Medical Aid. It was voted that, until a special fund for medical aid can be established, medical cases of Faculty Members requiring serious financial aid be referred to the Executive Committee.

B46-14. Honoraria. It was voted that the question of an honorarium for those Faculty Members who remained in Nanking without salary, after Pearl Harbor, be referred to the Executive Committee.

B46-15. Invitations. It was voted to send cordial invitations to Miss Catherine Sutherland and Dr. Ruth Chester to return to Ginling College after their present furloughs for 1946-47.

ELECTIONS.

The Nominating Committee presented its report and the following Officers and Committee Members were elected:

Executive Committee

Mr. King Chu, Chairman
Miss Margaret Frame, Vice-Chairman
Miss Marian Bih, Secretary
Mr. T. T. Zee, Chairman of Finance Committee
Miss Cora Deng, Chairman of Alumnae Association
Mrs. J. H. Sun, Member-at-large
Dr. K. M. Tsu, Member-at-large

Finance Committee

Mr. T. T. Zee, Chairman
Dr. K. M. Tsu
Mr. Li Sun-peh

ADJOURNMENT

The meeting adjourned at four o'clock.

Respectfully submitted,

Eloise Bradshaw

Secretary Pro Tem

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MINUTES
BOARD OF DIRECTORS
GINLING COLLEGE

June 14, 1947

The annual spring meeting of the Board of Directors of Ginling College was held at the College on Saturday, June 14, 1947.

The members present were:

Dr. King Chu, Chairman	Mrs. L. C. Hylbert*
Miss Marian Bih, Secretary	Miss K. S. Kao
Miss Eloise Bradshaw	Miss Mary G. Kesler
Miss M. Althea Bremer	Dr. Liu Gien-tsiu
Miss Mary C. C. Chen	Miss Ann MacKeith
President Y. G. Chen	Dr. Lewis Smythe
Mrs. Andrew C. Y. Cheng	Mrs. Kwoh-siu Wong Sun
Miss Margaret A. Frame	Dr. Wu Mao-i**
Dr. K. M. Hsu	Mr. T. T. Zee

President Wu Yi-fang, ex officio

Guests: Mrs. W. S. New, Dr. William P. Fenn

*Alternate for Miss Gertrude F. McCulloch

**Alternate for Miss Cora Deng

The opening devotional service was led by Miss Frame.

The business session was called to order by the Chairman, Dr. King Chu.

President Wu introduced the members of the Board.

Reports

1. President's Report. President Wu reported to the Board on the student enrollment and activities; the gift of CN\$7,000,000 raised by the students for Smith College for her 75th Anniversary Campaign; the changes in the faculty; the progress of the work at the Rural Service Station and the contributions received for that project from CNRRA, U.S.C., and the Chinese Government; the activities of alumnae; and the problems concerning the program of cooperation with the University of Nanking - the distance between the two institutions making acute the need for a classroom building midway between them.

B47-16. Voted: That the President's report be accepted with appreciation and gratitude.

2. Report on Meeting of Board of Founders. President Wu reported on the results of the meetings of the Board of Founders in New York, and the warnings received from both Dr. Fenn and Dr. McMullen, that, due to the failure of the U.S.C. campaign, there is every likelihood that funds will be cut and, therefore, a curtailment of the College program is recommended.

3. Mrs. New's Report. Mrs. New reported on her activities in America and of her work as the representative of Ginling College. She spoke of her work as the China delegate to the Commission on the Status of Women of the Social and Economic Commission of the United Nations. She also spoke of her interest in personnel administration and her attendance as a faculty adviser at the Vassar Summer Institute for three years, the National Deans' Conference in Columbus, Ohio, and the Smith College Conference on Education, held in connection with the 75th Anniversary of Smith College.

4. Dr. Fenn's Report. Dr. Fenn, Field Secretary of the Associated Boards for Christian Colleges in China, reported that, from July 1st, the Associated Boards for Christian Colleges in China will be changed to the United Board for Christian Colleges in China. He said that plans have been made to provide money and staff so that the services of the libraries of the University of Nanking and Ginling College may be better coordinated and strengthened, and that duplication in purchasing, etc., may be avoided. Speaking of the possibility of a building midway between the two institutions, Dr. Fenn said that the project is listed as one of first priority, and recognized as necessary to make the program of cooperation effective. He said it is difficult to justify the necessary expenditure under present conditions. He reported that the U.S.C. campaign was going badly and that a drop in their income from 7 million dollars to, at best, 3 million dollars was predicted. Hence, the reallocation of funds and the planning of minimum programs has been recommended for the 13 Colleges. Dr. Fenn said it was recognized by the Board in New York that salaries have been hopelessly inadequate, and if more funds than are expected should become available, the institutions whose programs have been trimmed will be able to turn over their additional funds to increases in salaries.

Finances.

The financial report for the 11 months from July 1, 1946 through May 31, 1947, together with estimates for the month of June. No deficit was anticipated.

B47-17. Voted: That the tentative report be received and that the final report for the fiscal year 1946-47 be subject to auditing. An expression of appreciation was extended to the President for the excellent administration of finances.

Plans for 1947-48.

1. College Program. President Wu reported that careful consideration had been given to the request to curtail the program. She presented an analysis of the services and departments where curtailment might be considered possible, and showed that the whole college program was already at a minimum and that further curtailment would definitely impair the significant contributions the College is making and result in a sense of insecurity on the part of both faculty and students. Questions from the Board members brought out that there is hope to increase the income in China, and that it is possible to increase the number of students and hence the income from student fees.

B47-18. Voted: That the College program be continued throughout the coming year as during the past year, without curtailment; and that if the appropriation from U.S.C. is decreased and funds do not come in, the Finance Committee will seek ways and means to make up the possible deficit.

Rehabilitation.

The rehabilitation account of receipts and expenditures and the estimates for further rehabilitation were presented.

B47-19. Voted: That the reports on rehabilitation be accepted.

Practice School.

President Wu presented the problem of housing the Practice School created by the increasing need of the College for the facilities now used by the Practice School. She said that the Principal of the Practice School has made plans to build a building in memory of Miss Minnie Vautrin, the funds to be raised by a campaign.

B47-20. Voted: Board Committee on Practice School. That a committee of five be appointed to act as the Board for the Practice School and to consider all

matters of policy affecting the relation between the College and the Practice School. The following committee was appointed.

Miss Mary C. C. Chen
Miss Mary G. Kesler
Dr. Lewis Smythe
Miss Bih Hao-ying
Mrs. W. S. New
Dr. Wu Yi-fang, ex-officio
Miss Chen Yu-djen, ex-officio

B47-21. Voted: That this Board Committee on Practice School be responsible to the Board of Directors and report their investigations and recommendations to the Board of Directors or to the Executive Committee of the Board of Directors for final decision.

B47-22. Voted: That the campaign for the Practice School Building be approved, subject to the approval of the findings of the Board Committee on Practice School.

Land.

President Wu showed a map of the College and indicated the pieces of land that it would be desirable for the College to purchase, including land to be used for the proposed Practice School Building.

B47-23. Voted: That the College be authorized to proceed with purchasing the land as proposed.

Matters Concerning Faculty.

B47-24. Voted: That a letter of appreciation be sent to the Methodist Board of Missions for sending Miss Mary Frances Reed to the College for a three-year period.

B47-25. Voted: That a letter of appreciation be sent to the London Missionary Society for sending Miss Marjory Causer to the College with salary.

B47-26. Voted: That a letter of appreciation be sent to Wellesley College and to Dr. Mary B. Treudley for Dr. Treudley's help to the College faculty during her sabbatical year.

B47-27. Voted: That an invitation be extended to Miss Eva D. Spicer to return to the College after her furlough in 1947-48.

B47-28. Voted: That an invitation be extended to Miss Catherine Sutherland to return to the College in the fall of 1948.

B47-29. Voted: That Mrs. Lucy Yeh be granted a sabbatical leave for the year 1947-48.

B47-30. Voted: That Dr. Djang Hsiang-lan be given a study grant of US\$500 as recommended by President Wu.

B47-31. Voted: That the College underwrite Dr. Liu En-lan's medical bill as recommended by President Wu.

B47-32. Voted: That Mrs. W. S. New be invited to resume her previous position as a coopted member of the Board of Directors.

B47-33. Voted: That Miss Elsie M. Priest be invited to resume her previous position as Treasurer of the College when she returns from her furlough.

Adjournment.

The meeting adjourned at one o'clock.

Respectfully submitted,
Marian Bih, Secretary

Mr. Corbett [11]

MINUTES
BOARD OF DIRECTORS
GINLING COLLEGE

November 8, 1947

The annual meeting of the Board of Directors of Ginling College was held at the College on Saturday, November 8, 1947. Sessions were held from 9 to 12:30 and from 2 to 2:30 o'clock.

Attendance:

Christian Mission

Dr. Lewis Smythe

a Miss Wei Sui-djen

Baptist Mission

Miss Gertrude F. McCulloch

a Miss Marian Bih

Presbyterian Mission

Mrs. Andrew C. Y. Cheng

a Miss Margaret A. Frame

Mrs. Stanley Smith, Substitute

Methodist Mission

Miss Mary G. Kesler

Miss A. Eloise Bradshaw

Mrs. Lee Ling Fu-mei

a Miss Kiang Kwei-yun

London Missionary Society

Miss Ann MacKeith

Episcopal Mission

a Miss M. Althea Bremer

Smith College

Mrs. Claude Thomson

Alumnae Representatives

Miss Mary C. C. Chen

Dr. Liu Gien-tsiu

Coopted Members

a Mr. T. T. Zee

Dr. King Chu

Dr. K. M. Hsu

Miss Cora Dong

a Mrs. Sun Wong Kwoh-siu

a Miss K. S. Kao

Dr. Y. G. Chen

Mrs. W. S. New

Ex-officio

Dr. Wu Yi-fang

Miss Elsie M. Priest

Guest

Miss Pearl Fosnot, West China Union University

The opening devotional service was led by Mrs. W. S. New, who read from the address by Miss Sarah Chakko, President of Isabella Thoburn College in India, to the World's Y.W.C.A. Council Meeting held in Hangchow in October.

The business session was called to order by the Chairman, Dr. King Chu.

Dr. Wu introduced the members of the Board and welcomed Miss Pearl Fosnot, a former member of the Board Executive Committee in Chengtu.

Nominating Committee

The Chairman appointed the following persons to act as a Nominating Committee: Dr. Lewis Smythe, Dr. Liu Gion-tsiu, Miss Mary C. C. Chen.

Reports:

1. President's Report. Dr. Wu reported to the Board on the conditions of the College, saying that the year 1946-47 had been completed without a deficit. She said that the present enrollment of 440 students, the largest in the history of the College, made it necessary to have four students in each room of the four dormitories and to house the remainder on the porches. She explained the Student Counseling Program that has been set up this term under the Office of the Dean of Students. She also reported on changes in the faculty, including the return of Dr. Ruth Chester, who has resumed her position as Dean of Studies. The following gifts were reported:

- A. CN\$250,000,000 from CNRRA - CN\$200,000,000 for research and training of social welfare workers, and CN\$50,000,000 for work with rural children.
- B. CN\$10,000,000 from Dr. Ting Mei-ing of Tientsin, as a scholarship endowment fund in honor of Miss Purrington and Miss Turner, her professors at Mount Holyoke College.
- C. CN\$10,000,000 from Mrs. Daisy Yen Wu and Mrs. Lily Yen Zee, for the rehabilitation of the Infirmary.
- D. US\$200 from the Lucius and Eva Eastman Fund, toward the Student Counseling Program.

Mimeographed reports were submitted by the Practice School, the Rural Service Station, the Child Welfare Training Program, and the Child Guidance Service. The Registrar's report on Student Statistics and the Alumnae Secretary's report on Alumnae Statistics were also submitted.

B47-34. Voted: That the President's Report be accepted with thanks.

B47-35. Voted: That expressions of thanks be extended to Miss Chen Yu-djen for her good work in directing the Practice School and to Miss Tsü Yü-dji, Mrs. Wei Wang Ren-tze, and Mrs. Hsueh Tang Ming-sin for their work and their reports.

B47-36. Voted: That a vote of thanks be extended to Miss Hwang Shu-han for the excellent work she has done within one year as Executive Secretary of the Alumnae Association.

2. Report of Meetings of Board of Founders. Dr. Chester reported that she had attended two meetings of the Board of Founders in New York - the luncheon meeting held in February and the annual meeting in May. She said at both meetings there was a genuine spirit of loyalty to the College and interest in its progress. She said that, up to the time of these meetings, the Methodist Board was the only one that had agreed to increase its annual contribution to the College, and that further increases were to be requested from the other supporting boards. Dr. Chester also spoke briefly of her visits to Smith College for the Education Conference held in April and the Ginling Breakfast in June. She said that the gift from Ginling for the 75th Anniversary of Smith College had made a splendid impression, and that she felt sure Ginling can count on the loyal support of Smith College and other friends in America.

Faculty Program

Dr. Chester presented the Faculty Program for 1948-49, pointing out that it involved no plan for expansion, but only the addition of sufficient personnel to fill the vacancies in the present staff, and to provide for additional sections in the freshman and sophomore classes which will be needed to take care of the increased enrollment. After discussion of the proposed Faculty Program, it was

B47-37. Voted: That a request be made to the United Board for 2 English teachers, 1 physical education teacher and 1 librarian for 1948-49.

B47-38. Voted: That the Board renew the invitation to Miss Rosa May Butler to come to Ginling to join the Music Department next year.

Finances

The Financial Report for 1946-47. Miss Priest presented the financial report for 1946-47, showing a surplus on June 30, 1947, of CN\$1,666,295.57. She explained that the College was able to complete the year with this small surplus instead of a deficit because of (1) the increase of US\$5000 in the contribution by the Methodist Board and (2) the endowment interest in China of CN\$96,364,900 resulting from the careful management by Dr. K. M. Hsu and Mr. T. T. Zee of the funds from the campaign in China.

B47-39. Voted: Financial Report, 1946-47. That the financial report be accepted, subject to audit.

B47-40. Voted: Thanks to Methodist Board. That a letter of appreciation be sent to the Methodist Board for increasing their contribution by US\$5000.

The Revised Budget for the First Term of 1947-48. Miss Priest submitted the revised budget for the first term of 1947-48. Discussing this budget, she pointed out that word had been received from Mr. Allen P. Lovejoy, Treasurer of the China Office of the United Board, that no more funds could be counted upon from U.S.C. The estimated contribution from U.S.C. in the budget was CN\$360,000,000; only CN\$104,724,300 has been received. It was hoped that the College would receive funds from the campaign being conducted by the United Board sufficient to cover the interval of several months, when it is hoped that the American Overseas Aid will be organized and will contribute to the projects formerly supported by U.S.C.

B47-41. Voted: Revised Budget for First Term of 1947-48. That the revised budget be received as a working budget for the first term of 1947-48.

Miss Priest also reported that there is a deficit in the account for the Child Welfare Training Program because U.S.C. has paid nothing beyond a portion of their August appropriation for this program, and that, at present, there is no source of funds to cover the items in the budget for the Child Welfare Training Program.

B47-42. Voted: Funds for Child Welfare Training Program. That Dr. Wu be asked to appeal, in the name of the Board, to the Child Welfare Committee of U.S.C. to continue their support of the Child Welfare Training Program through the academic year 1947-48.

Salaries for Western Staff. Miss Priest explained the method of calculating salaries for the western staff during the war years and expressed the advisability of restudy and revision of the method.

B47-43. Voted: Salaries for Western Staff. That the United Board be asked to restudy salaries, allowances, and furlough periods for the western staff.

The Joint Campaign. Dr. Wu reported on the progress of the plans for the Joint Campaign to be conducted by the 13 Christian Colleges in China to raise a total of CN\$15,000,000,000. She said that, through the special help of President Chang Chun and Dr. Han Li-wu, the Central Government granted CN\$6,000,000,000 as a response to the campaign conducted by the Associated Boards for the support of Christian Higher

Education in China. The Joint Campaign Committee has given careful consideration to the assignment of percentages of the remaining CN\$9,000,000,000 to the different areas and assigned the sum of CN\$6,000,000,000 to the Shanghai-Nanking area. The Committee in this area will work under the chairmanship of Dr. W. W. Yen. Dr. K. M. Hsu, a member of the Committee, reported on the plans for the Campaign.

B47-44. Voted: That thanks be extended to President Wu Yi-fang and President Y. G. Chen for their efforts in securing from the Government a grant of CN\$6,000,000,000 to the Joint Campaign.

Building Needs

Dr. Wu reported that, in view of the fact that the four student dormitories were planned to house 200 students, and that the student body now numbers 440 and is still growing, the present dormitory accommodations are inadequate. She said that the Faculty Executive Committee had given careful study to the classroom, laboratory, and library facilities, and considered them adequate for an optimum number of students between 500 and 550. In order to house this number of students, the Faculty Executive Committee recommends to the Board that the funds from the Joint Campaign be used to construct a dormitory similar in style to the Practice School dormitory, and that it be located on the land to the west of the Infirmary.

B47-45. Voted: Student Dormitory. That the funds received by the College from the Joint Campaign be used to build a new student dormitory as proposed above.

Practice School

The minutes of the meeting of the Board Committee on Practice School, held July 1st, 1947, were circulated.

Dr. Wu referred again to the two-fold relationship between the College and the Practice School: The Practice School needs more classes to support its budget and more space in which to carry on its work; the College needs the Practice School to provide experience in directed teaching for the College students.

At present, the Practice School is using the west wing of the Arts Building and the Wooden House which was previously assigned to the Physical Education Department; the Physical Education Department is using the north end of the Social Hall in the Central Building for its rhythmic work. These arrangements are unsatisfactory for both the Practice School and the Physical Education Department. Furthermore, an increased enrollment will make it necessary for the College to use both the Wooden House and the west wing of the Arts Building for its own work by next fall.

In discussing the problem of space for the Practice School, Dr. Wu reported that the Land Bureau of the Nanking Municipality had been approached concerning the land that the College was considering for purchase, but the Bureau replied that the sale of the land could not be required for a private institution; and the market price of the land was too high for the College to pay. She said that the Practice School had requested the use of the space now occupied by the Poultry Project, and explained that this proposal could be considered only after other space could be provided for the Poultry Project, and that there may be a possibility of removing it to Shwen Hwa Cheng in the future if land can be secured there near the Rural Service Building.

Dr. Wu further reported that only CN\$40,000,000 has been received to date for the Vautrin Memorial Hall. Mrs. New stated that she had heard expressions of interest in a memorial for Miss Vautrin from people in the Disciples Church and other sources

in America, and suggested that funds for the Vautrin Memorial Hall might be sought from these sources.

B47-46. Voted: That, in order to release for the use of the College next fall the second Wooden House and the space now occupied by the Practice School in the Arts Building, the Board considers the need for the Vautrin Memorial Hall urgent, and authorizes the Board Committee on Practice School to help Miss Chen Yu-djen to proceed with the campaign for funds and to seekways and means of securing funds in America for the Vautrin Memorial Hall.

B47-47. Voted: That the Board Committee on Practice School be asked to consider the whole question of location for both the Vautrin Memorial Hall and for the athletic and playgrounds for the Practice School students, and to make recommendations to the Executive Committee of the Board for the designation of College property for these purposes.

Retirement Plan

Dr. Wu presented for the consideration of the Board some suggestions made by the Faculty Executive Committee for the revision of the Temporary Plan for Retirement Allowance, adopted in Chengtu by the Board Executive Committee on November 22, 1940.

B47-48. Voted: That the Temporary Plan for Retirement Allowance be continued in the same form for the present.

Composition of the Board of Directors

B47-49. Voted: That, in order to establish the composition of the Board according to the Constitution and By-Laws of the Board, the Mission Boards and the Alumnae be asked to designate half of their membership to serve for a one-year term and half for a two-year term, and that the Executive Committee of the Board make the same designation for the coopted members of the Board.

Rehabilitation

Dr. Wu reported that the College has overspent the rehabilitation fund of CN\$200,000,000, but that CN\$185,000,000 is expected to come from the Central Bank according to a special agreement made in June for Mission and U.S.C. funds; and that this amount is expected to cover the amount overspent and some of the additional needs for rehabilitation. In regard to the whole plan of rehabilitation that was submitted to Dr. Fenn last June, it was

B47-50. Voted: That a request be made to the United Board to make an appropriation for those items on the list which should be attended to in the early spring of 1948.

Planning Committee

B47-51. Voted: That the Committee on Educational Problems (appointed on July 9th by the Executive Committee) shall henceforth be known as the Planning Committee; that the President shall be an ex-officio member; and that the Committee shall have power to coopt other members.

The resignation of Miss Margaret Frame from this Committee was accepted with regret. Miss Cora Deng was appointed to act as alternate for Miss K. S. Kao while Miss Kao is in America. The membership of the Committee is as follows: Mrs. W. S.

New, Chairman; Mrs. Sun Wong Kwoh-siu, and Miss K. S. Kao (Alternate - Miss Cora Deng).

Election of Officers

The Nominating Committee presented its ballot for the coming year.

B47-52. Voted: That the secretary be instructed to cast a unanimous ballot for the election of the following officers of the Board, the Board Executive Committee and the Finance Committee:

Officers of the Board:

Dr. King Chu, President
Mrs. Sun Wong Kwoh-siu, Vice-President
Mrs. Lee Ling Fu-mei, Secretary
Miss Elsie M. Priest, Treasurer

Executive Committee:

Dr. King Chu, Chairman
Mrs. Sun Wong Kwoh-siu
Mrs. Lee Ling Fu-mei
Miss Elsie M. Priest
Mrs. Claude Thomson
Chairman of the Alumnae Association (Mrs. W. S. New)
Chairman of the Finance Committee (Dr. K. M. Hsu)
Dr. Wu Yi-fang, ex-officio

Finance Committee:

Dr. K. M. Hsu, Chairman
Mr. T. T. Zee
Mr. Li Sung-peh

Adjournment

The meeting adjourned at 2:30 o'clock.

Respectfully submitted,

Helen Plaum
Secretary pro tem