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UBCHEA ARCHIVES
COLLEGE FILES
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Giving
Administrative
Board of Directors
Executive Committee 1929-1948

MAR 25 1929

Those present: Mrs. New (Chairman), Miss Wang Mei-o, Miss Kelly, Dr. Wu, Mr. Roberts.

1. Constitution and Agreement with Founders.

Miss Bender's letter of Jan. 12, 1929, reporting on the actions of the Ginling College Committee meeting of Jan. 7th and explaining the suggested revisions in the provisional Constitution and Agreement, was read and carefully noted. The proposed revisions were then discussed in detail. Most of these were readily agreed to by the Executive Committee but in a few cases a slight change was thought wise. The G.C.C. revisions or proposals, and the actions of this committee were these:

CONSTITUTION: Article III. The G.C.C. accepted this statement of purpose and requested that application for registration with the phrase "Under Christian auspices" be made. If this application were refused and if registration were deemed "indispensable", Miss Bender's letter seemed to infer that the G.C.C. would consent to a statement of purpose without the direct use of the word "Christian". Hence it was voted to prepare an alternative statement of purpose to be sent to the G.C.C. for approval and to be used for registration if absolutely necessary. This alternative statement was accepted as follows by the Exec. Committee:

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

(Note: it was thought possible that the words in parenthesis might be accepted as a simple statement of historic fact and that these should be retained if the government would permit.)

Article IV. Composition of the Board of Directors. The G.C.C. wished to change the words "a majority shall be professing Christians" to "at least three-fourths shall be Christians of evangelical faith". The Executive Committee considered the "three-fourths" to be a good change, especially since, by the nature of the case, it must be so, owing to the fact that the major and minor cooperating bodies which appoint members to the Board of Directors, are Christian bodies. The word "evangelical", however, was found very difficult to translate into Chinese and seemed to carry a wrong idea when the propagating idea was brought into it. Hence it was voted to propose a change in the G.C.C. revision to read as follows: "at least three-fourths shall be professing Christians". That these will be "evangelical" Christians seems assured by the nature of the cooperating bodies in the Board.

Article V. (Duties of the Board of Directors). The G.C.C. requested that a clause be put in which would assure the Christian character of the College staff. Hence it was voted to add the following clause to the first sentence of Art. V: "and to this end, shall see that the President and Treasurer, and so far as possible all others holding positions of authority in the College, shall be professing Christians."

It was pointed out by the G.C.C. that the clause referring to American degrees might need revision, in view of the fact that the Regents of New York State had not been consulted in the revision of the Ginling Constitution. Since the Univ. of Nanking had not suffered in this respect up to the present it was thought unnecessary to take any action at the present.

Concerning endowments, the G.C.C. wished it understood that any funds raised in the U.S.A. would be kept in the U.S.A. but that funds raised in the Orient by the Board of Directors, would be kept in China. No action was taken, as the understanding was mutual on this point.

Concerning Miss Bender's question "as to the source from which the power to acquire and hold property would be secured.", the Executive Committee

was not aware of any law or regulation on this point in China and presumed that it was not necessary to make a statement to cover the matter in the Constitution.

Article VII (Officers of the Board of Directors) The G.C.C. requested that the word "the" was unnecessary before the word "Secretary". This committee entirely concurred and deleted the word.

Article IX. (Finance Committee) The G.C.C. asked that, if it was our thought that the members of this Finance Committee should be members of the Board of Directors, a clause should be added stating so. As it was the will of the Board of Directors (at its Nov. 1-2 meeting in 1928) that the committee should not necessarily be members of the Board of Directors, no action was taken to change this article. p. 12

AGREEMENT WITH BOARD OF FOUNDERS.

The suggested changes by the G.C.C. were, with one small exception, accepted by this committee. These were as follows:

Section I (Historical Statement) At the end of the first sentence add the words: "and the development of the Christian community made possible."
Before the word "equipment" in the twelfth line, add the word "land,"

In the second paragraph, fourth line, change "The money" to "The major part of the money".

In the third paragraph, fifth line, omit the parenthesis "(which...Directors)", and in the tenth line change "entitles them to" to "forms the basis for".

In the last paragraph, next-to-last line, add the words ~~since 1921~~ "since 1921" after the word "and".

Section III (Property Lease). In paragraph "4" fill in the blanks to read "not less than one-half of one percent" "amounting to about \$5,000. Chinese currency".

Section IV (Staff.) The G.C.C. suggested that the opening clause read "The Board of Founders shall appoint and provide for the support of missionaries". The committee could not wholly agree to this change because in the Constitution Article V paragraph two, the power of appointment is said to rest with the Board of Directors. Since the full power of appointment is diffused over the two bodies, the committee proposed changing the clause in the Agreement Sec. IV to read, "The Board of Founders shall provide for the appointment and support of".

Section VI (Finance). This section was by mistake omitted from the copies of the Agreement sent to members of the G.C.C. It was, however, in one of their copies and received their approval, as printed in the July, 1928 draft. This should be included in all future drafts of the Agreement.

At what time does the "Board of Control" become the "Board of Directors"? This question was asked by Miss Bender and this committee expressed its opinion that not until the final revisions had been accepted by both the Board of Directors and the Board of Founders could the new Constitution and Agreement become fully effective.

Translation of the Constitution and Agreement into Chinese. It was voted to ask Dr. Wu, Mr. Liew Ling-sung, and Dr. Chen Yu-gwan to attend to this important work.

Vote of Board of Directors on the Revisions proposed. The secretary was asked to take a correspondence vote on the proposed revisions, as it was not thought that sufficient difference of opinion existed to warrant the calling of a special meeting of the Board.

2. Finance.

Dr. Wu called the attention of the committee to several statements in a recent letter from Mr. Carter, and the following actions were taken upon them:

a. The annual contribution from the Mission Board of the American Church Mission.

Voted: that Dr. Wu and Mr. Roberts write separately to the authorities of this Mission asking that the contribution for 1929-1930 be continued in spite of Miss Buse's intended absence from the College.

b. Reduced contribution from the W.F.M.S.

Voted: that Dr. Wu and Miss Merrill write separately to the authorities of this mission, asking that the contribution be not reduced.

c. 1929-1930 Budget. (Mr. Carter stated that this budget could be approved if the anticipated increase in expenses, that is, about \$7,000., could be used ^{applied to} for non-recurring items.)

Voted: that Dr. Wu be asked to state the financial problem to the Finance Committee, with the request that the committee make plans for increasing the income to meet the needs of 1929-1930.

(It was agreed that Dr. Wu, in replying to Mr. Carter's letter, should mention the reasonableness of the increased running-expense, owing to the natural growth of the college, and should also state that there are very few non-recurring items on the budget.)

3. Faculty Needs.

a. English: in view of Miss Buse's absence next year, it was

Voted: to authorize Dr. Wu to invite Miss Anna Billie, formerly of Tsinghua, to head the department of English, according to the usual salary regulations.

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

b. Music. Dr. Wu read a letter from Miss Sutherland in which she stated the urgent need of a vocal teacher.

Voted: that we express to Miss Sutherland our hearty appreciation of her service in the music department and her ideals for it, and that she be asked to present her request through the regular channels of the Curriculum Committee.

c. Librarian.

Voted: to emphasize again the urgent need for a trained foreign Librarian, and to request Dr. Wu to appeal to the Ginling College Committee for such.

4. Purchase of Land.

In view of the most probable increase in land values in Nanking, it was thought wise to purchase as soon as possible those small pieces which jut into the present Ginling area. Since, by vote of the G.C.C., the \$5,000. asked for by the Board of Directors last year for this purpose, are available, it was

Voted: that Dr. Wu and Miss Vautrine be asked to proceed with the purchase of this property.

5. Secretary of Executive Committee. Mr. Roberts presented his resignation, inasmuch as he was planning to leave on furlough in May.

Voted: to accept Mr. Roberts resignation as from May first.

Voted: to nominate Mrs. J.C.Thomson for election to the Executive Committee.

Voted: to nominate Mrs. J.C.Thomson as Secretary of the Board of Directors.

6. By-Laws. The report of the special committee to prepare the By-Laws for the Board of Directors was presented but it was thought best to hold ^{carry over} these over till a later date.

7. Next Meeting. It was voted to hold the next meeting at Shanghai on Saturday April 20.

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

Respectfully submitted

W.P.Roberts, Sec'y.

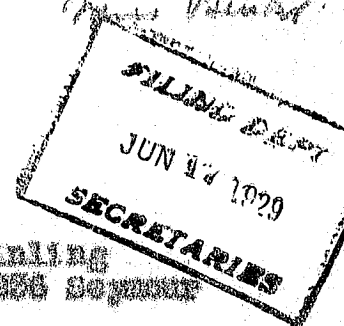
Coming letter

May 16

Dr. Spahr
Mr. Carter

Please return to
Miss Bunker

Minutes
Executive Committee of Ginling College
Shanghai, May 4, 1929



The Executive Committee of the Board of Directors of Ginling College met at the home of the chairman, Mrs. W. S. Row, 256 Szechwan Road, Shanghai, on Saturday, May 4th, 1929.

Committee members present were:

Mrs. W. S. Row, chairman
Dr. Wang Ede-tung
Mr. W. P. Roberts
Miss Mary Frances E. Kelly
Miss Wang Mei-o
Dr. Yi-fang Wu, ex-officio

The Minutes of the meeting of February 23rd, having been circulated to the members of the Committee, were accepted without reading.

1. Elections:

A letter from Mrs. J. Claude Thomson was read, declining her election as secretary of the Executive Committee, as she is to go on furlough shortly. It was, therefore

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

Mr. Roberts' absence on furlough causing a vacancy on the Executive Committee, it was

Resolved: that the Executive Committee recommend accepting Mrs. S. J. Mills to the Board of Directors to serve until and including the next annual meeting and electing her to the Executive Committee, the vote to be taken by correspondence.

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

2. Registration:

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

The Committee then took up the recent action of the Executive Committee of the Ginling College Committee in New York (March 26, 1929) and after much discussion it was

Resolved: that we inform the Ginling College Committee that in view of the deprivation of privileges of non-registered institutions, all except one of the Executive Committee deem registration now necessary for the development of Ginling.

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

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

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

3. East China Federated University:

A vote of thanks was extended to Miss Catherine Robertson for having served in Mrs. Rydberg's place at the meeting of the Board of Trustees of the East China Federated University in Shanghai on April 18th and 19th and for having acted for Mrs. W. S. New at the meeting of the Executive Committee of the Federated University on April 20th.

Mrs. Rydberg's death having left a vacancy, it was
Yoted: that Dr. Wang Zeh-tung be elected our representative on the Board of Trustees of the East China Federated University.
Mrs. W. S. New presented a request for instructions as follows:

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

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

The meeting adjourned for luncheon.

Executive Committee Minutes
May 4, 1929

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The meeting was called to order at two o'clock and Dr. Roberts opened it with prayer.

4. Constitution:

Article IV: In regard to the revision of the phrase in Article IV "at least three-fourths shall be members of the cooperating Christian bodies" as proposed by the Ginling College Committee, it was

Voted: that the Executive Committee record its preference for the phrase "at least three-fourths shall be professing Christians."

Article V: In regard to Article V it was

Voted: that the words "teaching and administrative positions" be substituted for "positions of authority" as being more definite.

In regard to the addition of the words "raised in China", as proposed by the Ginling College Committee, at the end of Article V, it was

Voted: that the Executive Committee approve the adding of the words "raised in China" at the end of Article V.

5. Agreement of the Board of Directors with the Board of Founders:

In regard to the Historical Statement it was

Voted: that the proposed substitute for the first sentence, as suggested by the Ginling College Committee, be adopted:

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

It was, further,

Voted: that the working out of the Chinese form of the Constitution be left to Dr. Wu and the Translation Committee.

6. Finance:

In connection with the financial situation of the College, it was Voted: that we authorize Dr. Wu to present a statement of our financial needs to the Council of Higher Education for reference at their meeting in Shanghai in July.

In order to facilitate proceeding with the construction of the buildings approved by the Board of Control for the special one-year course in Physical Education, it was

Voted: to authorize Dr. Wu to cable New York for the additional Three Thousand Dollars (Mex. \$5,000) necessary for the construction of buildings for the special one-year course in Physical Education and for the Seventeen Hundred Dollars (Mex. \$1700) for equipment for the same.

It was also

Voted: to authorize Dr. Wu to cable for the Three Thousand Dollars (Mex. \$3,000) for the residences of the men faculty.

Executive Committee
May 4, 1950

7. Faculty

Miss Mary B. Trendley's resignation was reported. It was Voted: that we recommend that Miss Trendley's resignation be not accepted, but that, for health reasons, her furlough be extended one year and she be immediately invited to return to Cialing in the autumn of 1950.

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

Since the faculty have unanimously voted for Miss Whitmer's return it was

Voted: that we recommend to the Board of Directors that Miss Harriet M. Whitmer be extended an invitation to return to Cialing after her year of furlough, the votes of the Board of Directors to be taken by correspondence.

In conclusion, it was

Voted: that the question of by-laws and the nominating of accepted members of the Board of Directors be made the first item of business in the agenda for the next meeting.

Respectfully submitted,

(signed) Mary Frances A. Kelly
Secretary

APR 7 1930

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Minutes
Executive Committee Meeting
Ginling College, March 8, 1930

The Executive Committee of the Board of Directors of Ginling College met at the College on Saturday, March 8, 1930, at 9 a.m., Dr Liu presiding. The following members were present: Dr G. T. Liu, Chairman, Mrs S. J. Mills, Secretary, Dr Djang Fang, Mr John Magee, Dr Y. F. Wu, ex-officio. The meeting was opened with prayer by Mrs Mills.

I. Ginling College Committee Meeting

The report of the Annual Meeting of the Ginling College Committee on January 18th, 1930, was given by Dr Wu.

The following increases in the annual contributions of the supporting mission boards were reported, together with some other items of income, the deficit in the budget for 1930-31 being reduced from approximately M\$24,000 to approximately M\$4000.

G\$500 from the American Baptist Society, making total \$2000
G\$750 " " Methodist Episcopal Board South, " \$2500
Salary and travel expenses of two faculty members in addition to G\$2500, the regular annual grant.

In view of Miss Bender's report of the action of the Ginling College Committee regarding registration, stating the favorable attitude of the Committee toward the recommendation of the Executive Committee, but awaiting the final decision of the mission boards before authorizing a change in the composition of the Board of Directors, it was VOTED that a cable be sent to New York asking the Committee to cable when a majority of votes from the mission boards had been received.

II. Report of the Meeting of the Council of Higher Education, Jan. 27-31

A report of the meeting of the Council of Higher Education held in Shanghai from January 27th to 31st, was given by Dr Wu. Two questions were considered regarding the correlated program and the joint financial campaign proposed by the Council: (1) Whether Ginling shall approve of the programme in general, and (2) Whether we approve the figures assigned to Ginling in the proposed financial campaign. The following resolutions were passed:

1. That we approve in general of Ginling's cooperating with other Christian colleges and universities in China in planning its future programme, taking into consideration, however, our feeling that Ginling, as the sole union woman's college in China, occupies a unique position in Christian educational work.

2. That, regarding the advisability of entering into a joint financial campaign in America as proposed by the Council of Higher Education, the ultimate decision be left to the Ginling College Committee, which is in a position to know the possibilities of such a large campaign's being a failure and of there being another campaign exclusively for women's colleges in the Orient, such as the one which was successfully carried out a few years ago. We question if in the end it would be better to cultivate the interest and help of those especially interested in women's education rather than lose our individuality in so extensive a campaign as the one proposed. We are not prejudiced one way or the other about such a joint financial campaign, but would wish to leave the final decision to the Ginling College Committee.

3. If it seems wise to enter into such a programme, we should feel that an increase should be made in the amounts allotted to Ginling by the Council of Higher Education both for current endowment and for capital, taking into consideration the fact that as a small independent college for women it will of necessity be comparatively more expensive, during the next ten years at least, if we are to maintain a high standard.

Cooperation with the University of Nanking

VOTED that we approve in general of the plan for closer cooperation with the University of Nanking in instruction in advanced elective courses, referring the details to the Faculty.

III. Recommendations of the Finance Committee

In view of Miss Bender's letter of February 10th, stating that it has been the policy of the mission boards cooperating in Ginling to transfer funds to the various mission fields only as there is need of them, and they have consequently disapproved of speculating in exchange by sending out funds when exchange seemed to be unusually favorable, it was VOTED that with due respect to the action of the Ginling College Committee, we would urge that a study be made of the present peculiar situation in regard to gold with a view to considering the recommendation of the Finance Committee that the building fund for Ginling College be transferred to China.

Committee to study salary problem

Dr Wu, in presenting the recommendation of the Finance Committee, reported the salary situation in various mission colleges in comparison with the salaries at Ginling, and mentioned a few instances of members of the Ginling faculty who had been offered higher salaries elsewhere. The following committee was appointed to investigate the situation and to bring in a report to the Committee: Miss Elsie Priest, Miss Anna Moffet, Miss Ni Sueh-mei, and Mr Tung Teh-fu.

Salaries of Foreign Members

VOTED that in view of the present high rate of exchange, foreign faculty members having obligations which must be paid in gold in the United States, be allowed to draw against their salaries, on a 2 to 1 basis, ^{in New York}

IV. Land Purchase

Voted that if government regulations make it impossible for Ginling College to purchase land, we authorize Dr Wu to purchase ^{in her own name} land approved by the Board of Directors, or to designate some other person in her place, at the same time preparing a legal document showing that it is held in trust for the College.

W. Repair of Road

VOTED that Dr Wu be authorized to pay for the cost of repairing the road if necessary, after first trying to get the city to pay for all or a part of it.

Meeting adjourned.

Respectfully submitted
Mary B. S. Mill, Secretary

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

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

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

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

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

Recommendations to the Board of Directors

Constitution and By-laws (May 23, 1931)

Voted: That the matter of these insertions in the Agreement between the Board of Directors and the Board of Founders, with quotations from correspondence between the Ginling College Committee and the President of the College, be referred in a covering letter to the members of the Board of Directors, to be acted on at the Board meeting in the autumn.

Voted: To accept the changes in the By-laws as suggested by the Ginling College Committee, except under IV-d, where the last sentence should read: "The accounts of the Treasurer shall be audited annually."

(October 16, 1931)

Voted: To insert the original statement of Purpose in the Historical Statement in Section I of the Agreement with the Board of Founders.

Voted: To insert "At least 3/4 of the Board of Directors shall be Christians" in Section II of the Agreement.

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

Voted: To appoint a committee to go over the Agreement and to correspond with the Ginling College Committee about its final preparation.

ectors in 1932. ... at the meeting of the Board of Dir-

Faculty Program (May 23, 1931)

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

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

Building Program (September 18, 1931)

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

Finance (January 29, 1931)

Voted: To recommend an increase in the Laboratory fees to ten dollars for each Chemistry course that has more than one laboratory period.

(October 15, 1931)

Voted: To recommend to the Board the following actions of the Finance Committee, October 13, 1931:

1. Voted: That the financial statement for the year ending June 30, 1931 be accepted.

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

Voted: To approve the budget as revised for the current year 1931-1932.

Voted: To approve the proposed budget for 1932-33 with the understanding that definite efforts will be made to secure the necessary funds to balance the budget before the close of the year 1932-1933.

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

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

Voted: That in adjusting Hospital bills for the foreign staff members a charge of two dollars per day be deducted, the same to be paid personally.

Voted: That medical bills for Chinese staff members shall be paid on the following basis: (1) for all members who have served for three years or more on the staff; and (2) that the first \$20.00 shall be a personal charge to be deducted from the account, the balance to be paid by the College.

Voted: That Miss Emily I. Case be granted a regular furlough with full allowances with the expectation that she will return to Ginning College at the end of her furlough year 1932-33.

GINLING COLLEGE COMMITTEE
1930-1931

FILED
NOV 23 1931
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MISS M. S. HIG

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

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

Constitution and By-laws

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

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

(1) Under III c-2 - Treasurer: add "and to be responsible for amounts made available for land purchases and building operations."

*Omit
already in Constitution.*

(2) Under III c add #7 - "To act as a member or as secretary of the Finance Committee."

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

(4) Under IV - Substitute for b the following:- "It shall be the duty of the Finance Committee to have oversight of the financial affairs of the College, of other receipts and of the custody and disbursement of the funds of the College, and it shall make report and recommendations to the Board of Directors concerning financial matters. The Committee shall have general supervision of the Treasury Department, and of the Treasurer and the care and titles of properties belonging to the College. The Committee shall recommend to the Board of Directors from time to time a firm of chartered accountants, who shall audit the accounts of the Treasurer."

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

Finance

salaries are increased from \$900. to \$984. Field salary

ing the College and furlough salary to be given on arrival at home by the most direct route, and allowance of \$1.50 per day to be made while en route.

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

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

A basis for payment of furlough medical expenses is approved - 4/5

of the balance in excess of \$25, when incurred by prior advice of the Medical advisor of the Committee.

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

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

Land and Building

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

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

Candidates

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

71 40

A SUMMARY OF ACTION
TAKEN BY THE EXECUTIVE COMMITTEE OF GINLING COLLEGE BOARD OF DIRECTORS

April 25 and June 22 at Nanking; May 8 at Shanghai
.....

1931

A. BUILDING PROGRAM.

- I- Advisers on Building Program: Resolved, that the following be asked to serve as advisers on the Building Program:
Mr. Victor Hanson, Mr. E. C. Lobenstine, Mr. C. T. Gee, Mr. John G. Magee, and Mr. C. Stanley Smith
- II- Dormitory Drawings: Resolved, that Mr. Murphy be requested to go ahead with his construction plans for the dormitory, even though the building may not be built for some time to come.
- III- Construction of Library-Administration Building and Chapel-Music Building.

Because the future of gold as the standard is uncertain, because the exchange rate is favorable and the cost of construction comparatively low at present, and because there is enough cash available for two buildings in New York without the need of selling any bonds,

Resolved, that we proceed with the construction of the Library-Administration Building and the Chapel-Music Building in summer, but postpone the erection of the dormitory.

(Note: The Advisers on the Building Program, at their meeting on 9th gave their approval to the above resolution.)

B. FACULTY PROGRAM.

- I- Reduction in Staff for 1932-1933
Resolved, that because of the large deficit in the budget, the following reductions in staff for 1932-1933 be approved:
Education..from two to one
English...from four to three
Music.....from five to four
Physical Education.. from five-and-a-half to four-and-a-half
Psychology.from two to one
Home Economics.. from one-third to none.
- II- Return of Faculty Members
Resolved, that Miss Chester, Miss Case, and Miss Tappert be requested to return to Ginling after furlough this year.

C. FINANCIAL

- I- Revised Budget for 1932-1933
Resolved, that the revised budget as presented by the treasurer be approved. (Note: this revision was made on the basis of 160 students and no reductions by the home boards. It struck off \$13,732.05 from the estimated shortage of \$39,723.30, leaving but \$25,991.25 to be raised.)
- II- Salary Increases
Resolved, that no general increase in salaries be made except the automatic increase as covered by previous action of the Finance Committee, or except in certain individual cases.
(Note: the individual cases referred to above, are as follows:
Mr. Chu Hai-ju in Biology is raised from \$150 to \$170 per month, and Mr. C. Tsu, formerly registrar and for the past two years a student in medicine, is to receive \$160.

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in 1933 even w

boards; and that it may be necessary to reduce
income from Tuitions is, lessened, or if the home boards force any
reductions.

IV- Permanenct- Equipment Account

Resolved, that in ordering the equipment for 1932-1933 only one-
third of the budgeted amount be used now.

V- Miss Vautrin's Study Grant

Resolved, that the regular study grant of two hundred gold dollars
be made to Miss Vautrin for her work at the University of Chicago.

(Concluded on page 2)

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SUMMARY OF ACTION OF GINLING BOARD OF DIRECTORS EXECUTIVE COMMITTEE
PAGE TWO

C.- (concluded)

VI- Recommendations of Finance Committee

Resolved, that approval be given to the recommendations of the Finance Committee that

- (1) if Miss Tappert is returning to Ginling in the fall of 1933, she be granted the regular salary and study grant while on furlough after her three years of work at Ginling;
- (2) evacuation expenses be allowed to the western staff members who left the campus upon the advice of the consul, on the following basis: full travel to Shanghai or Peiping (2nd class), and living expenses in excess of \$90. per month, but not to exceed \$4. per day for Peiping, or \$5. per day for other places;
- (3) for the present all staff members be requested to travel by tourist or special class on steamers on the Pacific, all other travel expenses to be as usual.

In the special case of Miss Scharle of the Music Department who did not return after evacuation, it was agreed to let President Wu and the treasurer arrange for the salary settlement on the basis of eight or nine months, as seemed best.

In the special case of Mrs. Bowles, who was married at the time of the evacuation and who went to Peiping, hoping to return to Ginling, and who had eye-trouble at Peiping and was advised by the doctor to rest the eyes for six months, it was agreed that President Wu should arrange for the salary payment to be made, but that it did not seem wise to pay the hospital bill for one on such short-term service. (Mrs. Bowles came out in the fall of 1931 for one year.)

D. GINLING COLLEGE COMMITTEE

I- A Part-time Secretary

Resolved, that in view of the great need for promotional work on behalf of Ginling in the United States, approval be recorded of Miss Hodge's proposal that a part-time secretary for the Ginling College Committee be secured, with salary, and that the possibility of joining with the other union institutions in the Ex Central Office at New York be considered.

The Executive Committee
per W. P. Roberts, Secretary

Please return to M. E. Hodge
Ack. M. E. H.

GINLING COLLEGE
Meeting of the Executive Committee
May 23, 1931

FILING DEPT.
MAR 25 1932
HOME BASE

Rec'd. M. E. Hodge [1]
July 6, 1931

The Executive Committee of the Board of Directors of Ginling College met at the College on Saturday, May 23, 1931, at 9 o'clock. Dr. C.L.Hsia, Chairman, presided, and the following members were present: Dr. Z.T.Wang, Mrs. M.S.Bates, Mrs. S.J.Mills, and Dr. Wu, ex-officio. Mrs. Thurston and Miss Priest attended the meeting upon unanimous invitation of the Committee.

The Minutes of the Ginling College Committee meeting in New York, January 8, 1931, were discussed, especially the sections dealing with the insertion of certain phrases in the Agreement between the Board of directors and the Board of Founders.

CONSTITUTION

Voted: That the matter of these insertions in the Agreement between the Board of Directors and the Board of Founders, with quotations from the correspondence between the Ginling College Committee and the President of the College, be referred in a covering letter to the members of the Board of Directors, to be acted on at the Board meeting in the autumn.

Voted: To accept the changes in the By-laws as suggested by the Ginling College Committee, except under IV.a., where the last sentence should read: "The accounts of the Treasurer shall be audited annually."

FACULTY FURLOUGHS

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

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

FINANCE

Voted: To approve the revision of the Budget for 1931-1932 as recommended by the Finance Committee.

Voted: To ask the Finance Committee to study further the question of salaries and to report to the Board of Directors in the autumn.

Voted: That we approve the President's making a formal appeal to the China Foundation for a grant.

Voted: That we approve the President's making a renewed appeal to the Hall Estate for a grant.

Voted: That the President ask the Promotional Committee to meet and consider the need for securing increased income.

BUILDING

Voted: To approve action 2 of the Finance Committee authorizing the Treasurer to write to the Ginling College Committee, calling to their attention the statements which need to be corrected to prevent future misunderstanding.

Voted: To ask Mr. Murphy to revise the estimates on the buildings to the lowest possible figure.

Voted: To seek to raise as much as possible in China for the new dormitory.

Voted: That we approve of appropriating a maximum of \$24,000. Mex. to erect two small bouble houses for Faculty

Respectfully submitted,
Mary s. Mills
Secretary.

Copy

Rec'd M. E. Hodge [27]
July 6, 1931

June 4, 1931.

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

My dear Mr. Carter:

We enclose a copy of the minutes of the meeting of the Finance Committee meeting held on April 30th. Inasmuch as the Executive Committee was meeting on May 23d we decided to hold this letter until after that date.

The minutes of the annual meeting of the Ginling College Committee were read in part at both meetings, and much interest was shown in the report under "Land and Building." This letter is written today with the hope that we shall be able to give you the attitude of the field committees and in a measure to clarify the thinking both here and at home concerning this problem of buildings. Therefore, we are repeating the action taken last October by the Board of Directors and indicating the 1925 estimate as well as a rough estimate for 1931:

"Voted to approve the following as a complete building program for 300 students which is the same as that approved by the Board of Control in 1925 with the addition of a student dormitory and the covered ways:

	1925 estimate	1931 rough estimate
1. Chapel and Music	75,000 00	140,000 00
2. Library and administration	75,000 00	150,000 00
<i>new</i> 3. Student dormitory		300,000 00
4. Faculty residences	80,000 00	160,000 00
5. North kitchen & dining room	6,000 00	10,000 00
6. Fuel storage	1,000 00	2,000 00
7. Lighting new unit	30,000 00	30,000 00
<i>new</i> 8. System of covered ways		50,000 00
9. Infirmary	5,000 00	10,000 00
10. Practice school	?	?
	<u>272,000 00</u>	<u>852,000 00</u>

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

In the original plans, no provision was made for a student dormitory. However, as the college is growing, we are convinced that it is one of the greatest needs of the school. The building now planned by Mr. Murphy will be located directly west of the present central building and is planned to accommodate 154 students as well as a number of teachers. In other words, it has three times the capacity of our present dormitories and would solve once and for all the problem of dormitory space if we carry out our plans for the student body of three hundred. Mr. Murphy has estimated the building as planned will cost three hundred thousand dollars at present, and until we know more definitely concerning plans, etc. we are using this figure. The second reason for building the dormitory is that it will be more economical to have it constructed at the same time the other buildings are under

construction than to wait and have the campus torn up for one building later. The third and most important reason for including the dormitory is the need.

In our discussions the question that is asked repeatedly is:- "Is the college justified in building the chapel and library unless there is some provision made to provide for a larger student body?" With the present number of students, the need for these two buildings is not very great. It is true we are crowded for space in a few instances, but generally speaking unless dormitory facilities are provided for more students, the present buildings will be adequate. Are we justified in adding academic buildings and increasing maintenance expense without increasing our income through student fees? In your minutes the estimate for this dormitory was given as Mexican \$50,000 00 but even if we should duplicate the present dormitory it could not be built for this amount. If you will refer to page 36 of the 1928 printed minutes and financial statements, you will see the lowest cost for any one dormitory was Gold \$33,521 00 while the average cost was Gold \$43,899 50. Naturally all building costs have increased since that date.

In reviewing the situation the Executive Committee felt that the following buildings were necessary at this time:

1. Chapel and Music	140,000 00
2. Library and Administration	150,000 00
3. Student dormitory	300,000 00
4. North kitchen & dining room (including fuel storage)	12,000 00
5. Lighting new unit	30,000 00
6. Small faculty residences (2)	24,000 00
	<u>656,000 00</u>

Mr. Murphy was hoping to begin building operations in October and was planning on this date in making his arrangements. Inasmuch as funds are insufficient to provide for these buildings, it was voted to postpone building until next spring - hoping to have the funds available at that time in order to insure having the buildings ready for use by the fall of 1933. In the meantime the promotional committee is to be asked to meet and to try and start a campaign in China to raise funds for this dormitory. This means that the whole program is deferred for the present with the exception of items No. 5 and 6. We must have the new lighting unit immediately, as the present inadequate plant is injuring the eyesight of both faculty and students, and the need for residences for faculty members is becoming a serious problem. As the population is increasing faster than the new houses are being added, many people live in hotels, and since our salary scale is lower than government and other mission universities, we have to provide residences if we wish to secure strong men for our faculty.

We realize that this means a postponement of permanent provision for faculty housing. It does not mean that the staff would not be provided with adequate living accommodations as they could continue to be housed in the present building. It does postpone indefinitely building this one section of our plant as originally planned, but we have faith to believe that it may be possible to secure special gifts for this specific project, although we realize it is not an opportune time to attempt to secure funds for any purpose. In planning this new larger dormitory, plans are made to include certain rooms for the use of staff members, and in this way we shall have ample space to provide for all the faculty on the campus for a few years at least. We must have the small faculty residences for some of our families

but as you know provision has been made for these and we are hoping to start building before long. We assume that you have had in mind the building for faculty housing and have been planning definitely for it. In making your report concerning the use of the funds, we have assumed that the balance you were holding represented the funds needed for this purpose.

The part of your report that has caused us all some uneasiness is the statement: "The Ginling College Committee make available to the field \$415,466. Mexican with the understanding that only such buildings are to be projected as can be built and completely equipped within this sum." In the same statement the committee authorizes the sale of one hundred thousand gold dollars for the building program. Of course conditions changed very radically after this action was taken and although it was a true statement in January, it is contradictory today. The amount of gold listed in the report was \$124,639 00 of which we understood this item of \$100,000 00 was a part. If we should sell it today, we would receive approximately Mexican \$470,000 00 or considerably more than the limit authorized by your action representing the equivalent of Gold \$124,639 00, - the amount fixed in January of this year. Does this not show that it is impossible to fix any maximum in Chinese currency today? What is true today may be false tomorrow! Would it not be better to fix a maximum in gold for the following reasons:

1. Nobody can predict the future of exchange - it changes radically from month to month.
2. Much of the building material will be paid in gold. Many of the contractors are insisting that their accounts be guaranteed in gold instead of Chinese currency. Therefore, we shall require a much larger proportion of the fund in U.S. currency.
3. It is a recognized fact that whenever silver is low, prices are much higher and they seldom are lowered in proportion to the increased value of silver.
4. On account of the fluctuating value of silver, it is almost impossible to keep within any fixed amount.

It has been impossible to secure any working plans for these buildings. From the information we have been able to secure from other institutions, the increase in building costs is nearly 100% instead of 30% used in making your estimates. Although we made certain estimates last autumn, conditions have changed just as they are very likely to change in the next few months. In other words, we are in a period of changing values and feel it is impossible to fix any amount in Chinese currency. It is better to fix our amounts in U.S. currency and keep all expenditures within that amount - depending on exchange we are able to secure.

This gives you in general the situation as we see it on the field. We have given you a good deal of detail as we felt it was important to let you know the problems we are facing. We shall await with keen interest your reply, and feel very sure you will be able to give us some help in solving the problems.

Sincerely yours,

Elsie M. Priest, Treasurer.

GINLING COLLEGE
Chengt'u, Szechwan

Minutes of Executive Committee in Chengtu, Board of Directors
October 13, 1938

The second meeting of the Executive Committee in Chengtu met on Thursday morning, October 13, 1938, in the guest room of Vandeman Hall. There were present the following members whose names are starred:

#Mary C.C. Chen	#Bishop R.A. Ward
#Li Lin Fuh-mei	Miss Pearl B. Fosnot
#Mrs. D.S. Dye	#Dr. Y.F. Wu
	#Miss Elsie M. Priest

Dr. Lewis S.C. Smythe was invited to be present as a representative of the United Christian Missionary Society.

The meeting was opened with prayer led by Bishop Ward.

EC-16 VOTED to approve of the minutes as circulated of the meeting held June 15, 1938.

EC-17 VOTED to invite Dr. Ovidia Hansing to serve on this committee in place of Miss Fosnot, who has now returned to America.

EC-18 VOTED upon the recommendation of Bishop Ward to invite Miss Grace Manley of the Woman's Foreign Missionary Society to serve as an alternate for Bishop Ward during his absence from Chengtu.

The president made a brief report giving the present plans and conditions in the College.

EC-19 VOTED to express our appreciation to President Wu for her splendid report and to assure her of our very earnest hope that she will be able to attend the Madras Conference, and to pledge the cooperation of this committee in every way during her absence from Chengtu.

EC-20 VOTED to recommend that an English secretary to the administration be provided at the earliest possible date, and to leave all details in the hands of the administration.

The treasurer presented a summary statement showing the condition of the finances of the College at the close of June 1938.

EC-21 VOTED to receive the report of the treasurer with appreciation.

In January of 1937, before the outbreak of the war, negotiations had been made to purchase the large tract of land west of the College campus, and the necessary loans were made with the Sin Hwa Trust and Savings Bank to finance the purchase, with the plan that this land would be sold at a later date excepting for the piece needed to straighten the campus boundary. A first payment of \$20,000 was made, and as it was impossible, due to the war, to complete the transaction, personal loans were made from friends of the College to meet the note at the bank. This seems to be a legitimate item to charge against available emergency funds for there would have been no problem in clearing the account had it not been for the outbreak of war.

EC-22 VOTED to refund with deep appreciation the loan of £1,000 to Miss Eva D. Spicer, and of US\$1,000 00 which was received through Miss Rebecca W. Griest.

In view of the increased cost of living in Chengtu as well as the comparatively low scale of salaries for Ginling staff, it was

EC-23 VOTED to approve of an increase in salaries for all staff members from 70% to 80%, leaving the basic salary \$20 00 as formerly, this change to be effective from September 1, 1938.

EC-24 VOTED to pay \$200 00 to each member of the Chinese staff who made the trip from Shanghai to Chengtu during the summer.

EC-25 VOTED to pay an additional amount of \$50 00 to all staff members who came to Chengtu during the winter and spring to cover more adequately the cost of travel and extraordinary expenses enroute, this same allowance to be granted to the staff who left Wuchang in January to join the Shanghai unit.

EC-26 VOTED that in view of reduced salaries and due to the fact that the College has no college physician or infirmary in Chengtu, to allow all medical bills to staff members during the period the College is in Chengtu, excepting that a personal charge of \$2.00 per day, for Western staff, and \$1.00 per day for Chinese staff be made for hospitalization, with the limitation that all hospital bills shall be at the rate of second class rooms.

EC-27 VOTED to approve of the payment of sabbatic leave salaries for the following staff members, under the regulations of the Board of Directors:

Miss Liu En-lan	C\$960 00
Miss Wang Ming-chen	720 00

Word has been received from Miss Vautrin, now on the campus in Nanking, that plans are being made to open a secondary school for girls on the campus. After careful consideration of the budget prepared by Miss Vautrin it was

EC-28 VOTED to appropriate \$8,000 00 for the secondary school project in Nanking, and to agree to underwrite a further amount, not to exceed \$2,000 00, should the fees that are anticipated prove impossible to collect, and to ask the administration to point out clearly to the staff in Nanking the possible, very important implications for the future that may result from such a project.

EC-29 VOTED to appropriate \$1,000 00 for the year 1938-1939 for the Poultry Project being conducted under Miss Blanche Wu on the campus at Ginling College.

It has been planned to carry a rural project in Szechwan and the necessary details are being worked out by the staff engaged for this purpose.

EC-30 VOTED to advance \$5,000 00 for the Rural Service project in Szechwan, this amount to be returned to general funds when the special grant is received from America for this work.

As the College is starting with a full program on the campus of West China Union University several changes and additions must be made to accommodate the work.

EC-31 VOTED to approve of the erection of a small building to be used for the Music Department, and to appropriate an amount not to exceed \$1,500 00 for this purpose.

EC-32 VOTED to approve of an appropriation not to exceed \$500 00 for furniture and for changes in the basement room in Hart College which has been assigned to the College for a Chemistry laboratory.

EC-33 VOTED to appropriate not more than \$4,000 00 to be used for the construction of a simple building to serve as a gymnasium and not more than \$500 00 for the necessary tennis courts and athletic grounds required by the Physical Education Department in carrying the special course as well as the majors in this department.

EC-34 VOTED to appropriate not more than \$3,000 00 for the construction of a building to house the men staff, further details to be left in the hands of the administration.

During the spring and summer the staff and students in the Woman's College were very gracious hostesses to our large group, and the College realizes the heavy burden that we caused the college during those days.

EC-35 VOTED to express our deep appreciation to the staff and students of the Woman's College and to assure them of our desire to cooperate in every way to make possible the continuance of our cordial relations.

It is of importance to note the very splendid cooperation of individuals as well as the University and missions during these days that we are trying to become established into an united unit on this campus. It is impossible to express to each one personally, but an effort is being made to make known to the missions and the Cabinet of the University our gratitude for all they have done for us.

EC-36 VOTED to send a letter expressing our appreciation and deep gratitude both to the Cabinet, and to the various missions, especially the Friends Mission and the Baptist Mission, for all the assistance that has been given to us during these months.

There being no further business the meeting adjourned to have luncheon with President Wu in the new dormitory dining hall.

GINLING COLLEGE
Chengtu, Szechuen

*Rec'd attached to
letter fr. Dr. Hu
+ Mrs. Priest 3/31/39*

Minutes of Executive Committee in Chengtu, Board of Directors,
March 21, 1939

The fourth meeting of the Executive Committee in Chengtu met on Tuesday afternoon, March 21, 1939, at the Ginling College dormitory. There were present the following members whose names are starred:

#Mary C.C. Chen	#Grace Manly
#Mrs. D.S. Dye	#Mrs. Li Fang-hsuei
#Ovidia Hansing	Y.G. Chen
#L.S.C. Smythe	J.C. Thomson
#Elsie M. Priest	#Y.F. Wu

The meeting was opened with prayer led by Mrs. Dye.

EC-42 VOTED to approve of the minutes of the last meeting which were circulated to all members of the committee.

President Wu gave a brief report of the third National Education Conference held in Chungking recently, outlining to the committee the principle points covered by the conference especially as they related to college education.

President Wu brought to the attention of the committee a letter from the Associated Boards which has been received by all presidents of the Christian institutions urging for closer cooperation among the schools. It was also reported that a grant has been received from the Council of Higher Education to be used jointly for the teacher training course, library and science laboratories. A copy of the appeal for funds to aid the Library of West China Union University was also brought to the attention of the committee.

EC-43 VOTED to express our deep appreciation to the Council of Higher Education for their timely contribution which makes possible closer cooperation in planning for the course for teachers' training and better facilities in the library and science laboratories.

EC-44 VOTED to approve and support the appeal being made by West China Union University for funds to strengthen their Library, with the provision that any appeal sent to the Associated Boards for this purpose shall be considered a special item and shall not be considered as having precedent over such funds as may be required for the individual running expenses of any of the cooperating institutions.

A letter was read from Mr. Robertson, Vice-Chancellor of West China Union University, requesting the college to share in the cost of a Social Center to be erected on the campus to serve the students of all institutions. It is proposed that $\frac{2}{3}$ of the necessary funds will be furnished from the Student Relief Fund and the rest shall be provided proportionately by the colleges on the campus.

EC-45 VOTED to approve of the plan to erect a Social Center on the campus to serve the students of all institutions, and to agree to provide 10% of \$2,000 00, or \$200 00 as requested, to meet the necessary cost of such a center.

Ginling College
Minutes of Executive Committee, March 21, 1939

[27]
2.

The question of transportation of freight is becoming increasingly difficult and the Joint Committee on Transportation has decided to cooperate with the International Red Cross in the purchase of trucks which will serve this area. It is proposed that one truck be purchased by the institutions and missions in Chengtu, the cost to be covered by a proportional charge. It is estimated that the total amount required will be nine hundred sterling, and of this amount the share for Ginling College is estimated to be 5%, or £45-0-0.

EC-46 VOTED to approve of the proposal to join with the International Red Cross in providing for regular transport service between Kunming and Chengtu, and to approve of the charge of 5% of the purchase cost of one truck, this share to amount to forty-five pounds.

The budget proposed for the year 1939-1940 was presented by the treasurer, showing that although staff salaries are figured on the present basis of only 80% normal salaries, there is estimated a shortage of C\$ 42,715 19.

EC-47 VOTED to approve of the proposed budget for 1939-1940 which calls for an expenditure of C\$174,494 44 as a working basis and to request the Board of Founders to include the anticipated shortage or C\$42,715 19 in their request for funds to be raised in the financial campaign of the Associated Boards.

The treasurer of the Board of Founders has requested the field treasurer to prepare and present not later than April 15th a list of the special needs of the college, this list to be considered by the Associated Boards when they plan for their campaign for the year 1939-1940. After careful discussion it was

EC-48 VOTED that the President and treasurer be authorized to prepare and present to the Associated Boards for Christian Colleges in China a list of the most pressing needs of Ginling College for the year 1939-1940, the total not to exceed C\$70,000 00.

President Wu presented two important needs for next year as far as housing facilities are concerned. The first one is the need for teaching studios for the Music Department as the small building erected last fall is only sufficient to meet the need for practice rooms. The second need is to provide accommodation for the additional faculty and staff for living quarters. Although no plans or estimates are available at this date, it was thought that a total of \$12,000 00 would be sufficient to meet these two needs.

EC-49 VOTED to approve of the plan to erect or provide suitable accommodations both for studios for the Music Department and living quarters for staff and faculty members, if and when funds are available.

Recently there have been informal conferences among the faculties of the Woman's College of West China Union University and Ginling College to consider the possibility of starting some work in Home Economics. The plan is to work out the department cooperatively and to seek funds to support it.

Ginling College
Minutes of Executive Committee, March 21, 1939

3.

EC-50 VOTED to authorize the president to appoint a committee to meet with a similar group from the Woman's College of West China Union University and to work out plans for a department in Home Economics to be started as soon as possible, the extent of the work to be guided by the amount of funds that may be available for the course.

EC-51 VOTED to approve of "social education" projects with the understanding that funds will be secured for this purpose.

President Wu reported that Miss Catharine Sutherland of the Department of Music had already delayed her furlough twice and it was advisable for her to take it this summer.

EC-52 VOTED to approve of a regular furlough for Miss Catharine E. Sutherland, to be dated from July 1939 and to recommend to the Board of Founders that Miss Sutherland be invited to return to the Department of Music after her leave of absence of one year.

Miss Minnie Vautrin has also postponed her furlough and has expressed her desire to remain in Nanking for one further year before taking a regular furlough. It is difficult to plan for the work being carried in Nanking without Miss Vautrin and it was

EC-53 VOTED to approve of the postponement of the regular furlough for Miss Minnie Vautrin until the summer of 1940 if after a medical examination it is considered advisable for Miss Vautrin to remain in Nanking for another year, it being understood that provision will be made for a satisfactory holiday during the coming summer.

Dr. Cora D. Reeves will reach the regular age of retirement from Ginling College this summer, and her regular furlough is overdue. However, after consideration of the unusual circumstances due to the war situation, which is keeping two members of the Biology staff in Nanking, it was suggested that Dr. Reeves be invited to remain in Chengtu for one more year to carry on the work of the Department of Biology.

EC-54 VOTED to request the Board of Founders to allow Dr. Cora D. Reeves to extend her term of service to Ginling College by one further year, and to recommend that subject to medical approval, to ask her to continue her regular work in the Department of Biology for the coming year.

Dr. Wu reported to the committee that Mrs. Thurston had arrived in Shanghai on March 7th and was planning to make a visit to Nanking on or about April 10th. No details of her plans for the next few months have reached Chengtu.

Minutes attached - Mar 21, 1939 07
Exec. Com. of Bd. of Directors, Chengtu
Ginling College, Chengtu
March 31, 1939

Dear Miss Hodge:

Your good letter of February 11 was received some days ago, and I wish to thank you very much for explaining to me the actions of the Executive Committee Meeting of January 26. In regard to the Chemistry Building for the West China Union University, we have taken action to support the plan and to give our share of \$2,000. U.S. Currency. As you wrote, because of the high exchange value of the American dollar, we think it will be possible for Ginling to contribute this much to a building which will facilitate the teaching of science of all the institutions on this campus.

In regard to Ginling students coming to America to study, we shall follow your instructions and send information to you. As for next summer, we do not know at all who may be able to go although several graduates have applied for scholarships. Not only the fact that we have not yet received word if these applications have been granted, but also the difficulty the girls will have in arranging for travel expense, makes it uncertain who will actually sail.

Enclosed I am sending you a copy of the minutes of the West China Executive Committee of our Board, and I wish to write briefly commenting on some of the actions taken

EC-43. This is a grant from the Council of Higher Education to help the project undertaken jointly by the four Christian institutions here. The most important is the Teacher Training Course. Recently the Ministry of Education has emphasized the training of Middle School teachers, and followed the English system of requiring one year's special training after college graduation. This is to take effect five years from last summer, but in order to help graduates from Christian institutions to qualify for teaching, we thought it important to open next Fall this fifth year course of normal training. The Education Departments of the four institutions will work together in the management of this Course.

EC-44. This project from the West China Union University to strengthen their library was worked out when Mr. Fahs was here. We fully support their appeal for funds to make this possible. The only caution that we wish to express at this time is that the money for this should be drawn from special funds and not taken out of the joint campaign funds which are meant to meet the running expenses of the cooperating institutions.

EC-46. The need for providing transportation of freight is stated clearly in the minutes. I wish to add only that this question was given very careful consideration by the Mission representatives as well as representatives from the institutions. We are asked to share now in the cost of the truck. In the future when freight is shipped, it is to be charged according to the tonnage each institution orders.

EC-47 and 48. This proposed budget for 1939-40 was worked over very carefully by Miss Priest and myself, and we tried to keep the figures as low as possible. In the Current Budget there is a shortage of C\$42,715. to be raised in the financial campaign of the Associated Boards. When we analyse the expenditures of the Budget, it becomes clear that the running Budget for the College proper is well within the assured income of the College; but because of the war situation in China and Ginling's increased share in the Associated Boards' expenses, there are of necessity emergency items. The attached summary will make this clear.

EC-49 refers to the needs for additional buildings for Music, the building which was put up at C\$1,200. is big enough only for practice rooms. Miss Sutherland and Mrs. Yeh have been teaching in Bishop Ward's house and Miss Graves in a room in our dormitory. This cannot continue, and there is desperate need for two or three studios for teaching. Second, as for our staff, we are already crowded in our dormitory now, and with the few additions we expect next fall, and the increase in the student body,

we should manage to have a cottage for some of the Faculty members. As for location, it seems quite easily determined, because the Woman's College of West China is developing a group of cottages for faculty women with a central building to serve as dining and living rooms. It seems very likely that the Woman's College will approve our putting up one cottage which may be turned over to them after we return to Nanking.

EC-50. We have worked out a joint application together with Woman's College to the British Boxer Indemnity Fund for a grant to start the Home Economics Department. Much emphasis has recently been put on the subject of Home Economics in Girls' Middle Schools, so there is a great need for well trained teachers. When Dr. Cressy was in Chengtu we talked to him about the changed situation and he readily agreed that besides the Home Economics Department at Yenching, there was a place for work here in West China. If our application is fully granted then the College will not need to provide additional funds. But we put down C\$2,000, and it is in case we get only a partial grant.

EC-51. We put "social education" because it is a literal translation of a Chinese term. It includes popular education for grown-ups, and elementary education for the illiterate and for those children who have never been in school. The Ministry of Education is paying much attention to this work, and is expecting colleges and schools to take part along these lines. Since we have a Sociology Department we feel we ought to participate in this worthwhile movement and I intend to apply to the Ministry of Education for funds; even if it does give us a grant, it will likely require the institution to furnish part of the money.

In regard to Item 3, Restoration of Salaries, I wish to explain that at present our salaries are paid at 80% which was made possible after the generous gift from the faculty in America. (You may remember that from the beginning of the war until your gifts, our salaries were 60% and 40%). Our group last spring were satisfied because the living costs here were much lower than they had been in Nanking; but costs have soared, and since our normal salary was quite low to begin with, it seems to me that we need to consider the needs of the faculty and should try to pay full if at all possible.

EC-52. Miss Sutherland's furlough is overdue and we feel both for her own health and her parents' sake, she should take furlough this summer. We are going to invite some Chinese teacher to tide over her year away. Miss Sutherland has found a Miss Butler of the Southern Methodist Mission available for the Fall of 1940, and I am going to approach Miss MacKinnon requesting her Mission to assign her to Ginling. Miss MacKinnon has wished to have a representative on our faculty and since their work in East China is somewhat limited, I hope their Board will be able to make this appointment.

EC-53. Miss Vautrin talked to Miss Tyler very thoroughly in regard to her furlough. After careful consideration, we agreed with her that for this period it is best for her to stay another year. However, we have definitely made a condition that she take a good vacation this summer, and that her doctor must approve the postponement of her furlough.

EC-54. The request that the Founders permit Dr. Reeves to extend her term for one more year before retirement was made after careful consideration. It was considered from the point of view of the College. We found that the Department needed her in Chengtu, since Blanche Wu and Miss Whitmer are in Nanking. Secondly, we considered it from the viewpoint of the W.F.M.S. According to their regulation, the retiring age is 67 - two years longer than Ginling's rule. If we followed strictly our rule, Dr. Reeves will leave Ginling this summer, but will go to some Methodist station in Szechuan to work. We have talked with Bishop Ward and it seemed that their Mission might not understand if we retired her now. We are, therefore, requesting your kind consideration

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to extend her term of service for one year, and we would greatly appreciate it if you could cable us your approval.

With best wishes for a successful Founders' Meeting, and personal regards to you,

Sincerely yours,

Yi-fang Wu

GINLING COLLEGE BOARD OF DIRECTORS

Executive Committee in Chengtu

November 29, 1939

The fifth meeting of the Executive Committee in Chengtu was held on Wednesday afternoon, November 29th, 1939, at the home of Miss Priest. There were present the following members whose names are starred:

- | | |
|------------------|--------------------|
| *Mary C. C. Chen | *Grace Manly |
| *Mrs. D. S. Dye | Mrs. Li Lin Fu-mei |
| *Ovidia Hansing | *Y. G. Chen |
| *L.S.C. Smythe | J. C. Thomson |
| *Ruth M. Chester | *Bishop C. T. Sung |
| *Elsie M. Priest | *Y. F. Wu |

The meeting was opened with prayer led by Dr. Y. G. Chen.

EC-55 VOTED to approve of the minutes of the last meeting which were circulated to all members of the committee.

President Wu presented her report of the College, copies of which are attached to the minutes.

EC-56 VOTED to receive the report of the President with deep appreciation for the work which is being done in the College.

Dr. Ruth M. Chester, who has just returned from furlough, gave a brief report of the meetings of the Board of Founders and the Associated Boards for Christian Colleges in China.

EC-57 VOTED to receive the report with appreciation for the clear picture that was given of the groups in New York.

The treasurer presented a summary financial report for the year 1938-39 - a copy is attached hereto.

EC-58 VOTED to accept the financial report for the year 1938-39 with satisfaction that the College has been able to clear all existing deficits to the end of June, 1939.

The budget for 1939-1940, revised November 1939, was presented to the committee in detail, the summary being attached to these minutes for information and record. The treasurer pointed out that a shortage of \$63,199.60 in the current budget is anticipated at the close of June, 1940. The appropriations granted by the Associated Boards have not been included, but it is expected that the shortage in the current budget will be a first charge on the appropriation from the campaign for special funds of the Associated Boards.

EC-59 VOTED to approve of the revised budget for 1939-40 as a working basis for the year, with the provision that the situation will be reviewed in the spring at which time the probable outcome of the campaign of the Associated Boards will be more definite. It was pointed out that the Board of Founders in action BF225 voted to the field a current budget of U.S. \$19,697.04 from regular funds. The regular assured income including the proposed increase in the contribution from Smith College Alumnae, is estimated as US \$22,000. As the entire cost of maintaining the offices in New York has been included in the budget, it was

EC-60 VOTED to request the Board of Founders to reconsider their action BF225 and to make available to the field US\$22,000, representing the full amount of regular income for current expenses for the year 1939-40.

The treasurer presented a revised list of extraordinary needs for the year 1939-40 as follows:

Special Needs - Not included in Current Budget

1. Shortage in the current budget 1939-40	63,199.60
2. Extraordinary administration and travel	2,000.00
3. Home Economics Equipment (books etc.)	2,000.00
4. Social Education Projects	2,000.00
5. Accomodation in Chengtu:	
A. Studio for music department	8,000.00
B. New faculty house	30,000.00
C. Furniture and furnishings	5,000.00
	112,199.60

The attention of the Committee was called to the fact that due to the increased cost of Construction and supplies, as well as the need for one additional building on account of larger student enrollment than anticipated last spring - that the total for special funds had been increased.

EC-61 VOTED to approve of the revised list of special needs to be forwarded to the Board of Founders with the definite understanding that the amount required to balance the budget shall have prior claim on any funds secured during the year 1939-40.

President Wu outlined the great need for some additional financial aid to staff members on account of the high cost of living this winter. It was proposed to use the last contribution received in the special faculty relief fund to give aid to the faculty and staff in the form of a subsidy at the close of this semester with the understanding it is not to be considered as part of the regular salary.

EC-62 VOTED to approve of a subsidy to be given to the faculty and staff from the Faculty Relief fund, final details to be worked out by the Administration.

For some years the Administration has been spending thought on the question of adequate provision for Sabbatic leave, retirement allowance, etc., for the Chinese faculty and staff. A small fund which now totals C\$8,833.48 has been set aside for retirement allowances, and Sabbatical leave for advanced study with half salary was provided in action D3734. But no regulations have been worked out to govern the administration of the retirement fund, nor provision made to grant scholarship or travel aid to those on leave. The Board of Founders at its annual meeting referred this whole question to the field for careful consideration.

EC-63 VOTED to authorize the administration to make a careful study of the policy governing Sabbatic leave, scholarship and travel aid, retirement allowance, and request that a report with recommendations be presented at the spring meeting of this Committee.

Miss Chester, acting Dean of Studies, presented faculty needs for the year 1940-41, subject to revision later in the year.

EC-64 VOTED to receive the report of faculty needs for the year 1940-41, and to authorize the President to write to the Personnel Committee of the Board of Founders of the need of two Western members - in English and in Music.

At the last meeting of the Committee the Administration was authorized to establish a Department of Home Economics and to seek for funds in cooperation with the Woman's College of West China Union University. This proposal was approved at the Presidents' Meeting in Hongkong last April. Although it was announced and a few students wanted to major in it, no instructor has been found or facilities made available for the course because the application to a Foundation for a grant was rejected.

EC-65 VOTED to request the Administration in cooperation with the Woman's College of West China Union University to seek for funds to establish the Department of Home Economics and to secure an instructor at the earliest possible date.

President Wu presented the needs for additional building facilities in Chengtu, the music studio and faculty house being the most urgent. These needs are included in the list for special funds sent to the Associated Boards, as stated above in action EC-61.

EC-66 VOTED to approve of the music studio and the faculty house, and to authorize the Administration to proceed with the plans for their construction with the understanding that these buildings will be financed from the appropriation to Ginling by the Associated Boards during the year.

Miss Priest reported that the Joint Committee for Transportation in West China had decided to establish an agency in Kunming through Mr. A. Evans and Mr. Lester Van Meter to facilitate the handling of freight. The share assigned to Ginling College is 5% of the total maintenance of the agency, estimated at HK\$125 monthly - each institution to pay for their own freight.

EC-67 VOTED to approve of the establishment of a transportation agency in Kunming to facilitate the handling of freight, and to authorize the treasurer to pay the share allotted to Ginling College for the maintenance of this agency.

Last spring this committee authorized the participation in the building and operating of a Student Center to be used jointly by all the institutions on the campus. At that time it was estimated the cost would be \$4,000 for the building and \$2,000 for furnishings and maintenance for this year. The National Y.M.C.A. has contributed \$4,000 for the building, but due to the increased cost of building materials, this is insufficient and the institutions are requested to underwrite an additional amount of \$1,000 for the construction.

EC-68 VOTED to approve of the payment of a share of an additional \$1,000 for the Student Center, making a total of \$3,000 instead of \$2,000 to be underwritten by the five universities on the campus in case it proves impossible to secure this amount from funds given to the universities for joint projects.

Through the courtesy of Mr. Walmsley of the Canadian School, two rooms and pianos are being used by the Department of Music this year. This had made possible carrying the necessary teaching for the Department.

EC-69 VOTED to express our deep appreciation to the Canadian School for their courtesy in allowing the College to use two rooms and two pianos during this academic year.

During the absence of Miss Catharine Sutherland on furlough, Mrs. Esther Stockwell has kindly consented to meet the urgent need of teaching advanced piano students and is giving lessons on her own piano.

EC-70 VOTED to express our deep appreciation and sincere thanks to Mrs. Esther Stockwell for her valuable contribution to the Department of Music this year.

When it was known that some members of the Baptist Mission were leaving on furlough, President Wu wrote to the Mission requesting a residence for the use of the Western staff. The Mission has replied that Ginling will have first choice if and when a residence is available in the spring of 1940.

EC-71 VOTED to express our deep appreciation to Mrs. Anna Salquist of the Baptist Mission for their kind consideration of our need for a residence to house our Western staff members, and their action to offer the first house available to Ginling.

GINLING COLLEGE

Budget for 1939-40

Revised November 1939

SUMMARY

Receipts:

Cooperating Boards	70,191 00	
Pledges, contributions and gifts	44,345 00	
Student receipts	23,200 00	
	<u>137,736 00</u>	
Amount to be secured	68,199 60	
		C\$ 200,935 60

Expenditures:

Administration: In China	22,016 60	
In U.S.A.	31,303 80	53,320 40
Operation and maintenance		1,750 00
Instruction - salaries		55,971 60
Dept. supplies and exp.		4,990 00
Dept. equipment		7,600 00
Library		5,380 00
Boarding department		12,980 00
Student service - medical		1,600 00
Appointment Committee		300 00
Faculty service		8,000 00
Rural Service station		15,000 00
Nanking Program		<u>34,043 60</u>
		C\$ 200,935 60

GINLING COLLEGE

Brief financial report for the year ending June 30, 1939.

Receipts:

From students:			
Tuition fees	6,265 25		
Laboratory fees	2,427 00		
Board and room	11,149 55		
Admission fees	<u>228 00</u>		
		C\$	20,069 80
From cooperating boards:			
Mission Boards	47,144 05		
Smith College Community Chest	13,200 00		
Smith College alumnae	15,691 24		
Endowment interest	11,700 00		
Rohrman fund	188 21		
Contributions	<u>13,484 23</u>		
		C\$	101,407 73
From other sources:			
Ministry of Education	14,200 00		
Szechuan Provincial Government	25,000 00		
Rent, board, etc. from faculty	2,045 95		
Gift from faculty aid	5,819 00		
Exchange	38,813 11		
Emergency funds	<u>56,052 55</u>		
		C\$	141,930 61
Total receipts for the year		C\$	<u>263,408 14</u>

Expenditures:

Administration:			
President's office	6,763 87		
Registrar's office	1,273 56		
Treasurer's office	2,386 79		
Business office	1,606 27		
Board of Founders	25,411 28		
General administration	<u>4,014 87</u>		
		C\$	41,456 64
Operation and maintenance			12,153 14
Instruction:			
Salaries of instructors	63,624 00		
Department supplies and expense:			
Education	22 74		
General	410 38		
Biology	1,315 34		
Chemistry	4,911 98	Physical Education	638 35
Chinese	213 82	Physics and math.	17 29
English	200 34	Philosophy	3 42
Geography	33 09	Psychology	2 89
Music	507 87	Sociology	534 68

Financial Report, June 30, 1959 - Continued

Instruction (continued)			
General	34 00		
Chemistry	2,735 38		
Music	4,871 25		
Physical Education	<u>413 61</u>	16,866 43	
			80,490 43
Practice School			305 76
Library:			
Salaries of staff	900 80		
Supplies and expenses	162 34		
Western periodicals	1,208 52		
Chinese periodicals	56 84		
Western books	1,222 63		
Chinese books	<u>934 92</u>		4,486 05
Dormitories			12,523 65
Student service:			
Medical service			394 49
Faculty service:			
Medical	1,020 78		
Travel of staff	2,441 87		
Insurance	<u>1,430 42</u>		4,899 07
Rural project in Jenshow			2,622 44
Experimental Course in Nanking			5,971 21
Emergency buildings and equipment:			
To West China Union University			
for Chemistry Building US\$2000			
at exchange official rates	6,600 00		
Office equipment	500 00		
Furniture and furnishings	3,360 94		
Dormitory in Chengtu	17,697 08		
Faculty houses (men)	4,023 89		
Music Building	1,493 36		
Physical Education Field House	4,420 69		
Other emergency expenses	<u>3,956 75</u>		42,052 71
Emergency funds for special needs:			
Balance due on land in Nanking	19,324 80		
Drainage - hill residences	200 65		
Dr. Reeves' residences	1,527 10		
Transportation and travel	20,000 00		
Share of truck	5,000 00		
Additional housing in Chengtu	<u>10,000 00</u>		56,052 55
Total expenditures for the year			C\$ <u>263,408 14</u>

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GINLING COLLEGE

SUMMARY 1939-40
compared with 1938-39

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

Expenditures:

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

Total Requests for Special Funds for the year 1939-1940

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

* Included in Emergency Budget.

Ginling College Board of Directors

Executive Committee in Chengtu

March 2, 1940

The sixth meeting of the Executive Committee in Chengtu was held on Saturday afternoon, March 2, 1940, at the home of Miss Priest. There were present the following members whose names are starred:

- *Mary C. C. Chen
- *Mrs. D. S. Dye
- Ovidia Hansing
- *L. S. C. Smythe
- *Bishop C. T. Sung
- Grace Manly
- *Mrs. Li Lin Fu-mei
- *Y. G. Chen
- J. C. Thomson
- *Y. F. Wu, ex-officio
- *Elsie M. Priest, ex-officio
- *Ruth M. Chester, ex-officio

Mr. Alexander Baxter of the London Missionary Society was also present. The meeting was opened with prayer led by Dr. Smythe.

EC-72 VOTED to approve of the minutes of the last meeting which were circulated to all members of the committee.

President Wu introduced Dr. Djang Hsiang-lan who has just returned from the United States to join the faculty in the Department of Education. Dr. Djang met with members of the Board of Founders shortly before sailing for China, and brought greetings to this committee. She gave a brief report of her trip to see seven colleges for women which was arranged by the Board of Founders.

EC-73 VOTED to welcome Dr. Djang to the faculty and to express appreciation for the clear report she has given of her visit to the seven institutions for women.

President Wu gave a brief and informal report of the work of the College since the last meeting of this committee. The report of the activities of staff and students during winter holidays was given and the few changes in staff for the spring semester were mentioned.

EC-74 VOTED to receive the report of the president with appreciation.

The treasurer made a brief report of the present status of the budget for this year, stating there were no changes to be made since the budget was revised on November 29, 1939. A brief statement was given of the progress that is being made in the Associated Boards' Campaign for the Sustaining Fund. To date of January 1, 1940, 37 $\frac{1}{2}$ % of the anticipated goal had been realized.

The tentative budget for 1940-41 was presented and discussed in detail by the committee. The treasurer pointed out that of the total of C\$296,195.20, the anticipated income was short \$130,767.20, and made clear to the committee that already US\$6000 as anticipated special gifts from the Board of Founders had been included. It was also noted that only C\$10,000 was included as gain in exchange inasmuch as practically all the funds anticipated to be received in United States currency will be used in this currency, thus making it impossible to realize any substantial gain in exchange. A copy of the budget is attached to these minutes.

EC-75 VOTED to approve of the tentative budget for 1940-41 and to recommend to the Board of Founders that as this budget is based on the needs of the College for 1940-41, they should try to secure the necessary amount required to balance the same before June 1941.

The faculty program listing the needs for 1940-41 was presented by Dr. Chester -- a copy of which is attached to the minutes for record.

EC-76 VOTED to approve of the faculty needs for 1940-41.

EC-77 VOTED to authorize the President to write to the Personnel Committee of the Board of Founders requesting them to secure the Western staff required by the faculty program for 1940-41: 2 for the English Department, 1 for the Music Department.

For several years there has been cooperation with the University of Nanking and more recently with West China University and Cheeloo University whereby students of any institution may elect courses in any one of the others. President Wu proposed that the whole question of exchange of students be considered and some financial adjustment be made based on the cost per student credit, or one some similar standard. After discussion it was

EC-78 VOTED to adopt the principle of adjusting the work taken by Ginling College students in any other institutions by payment based on the cost per student credit, or some similar standard.

President Wu reported on the establishment of the Lin Chen Yin-mei Memorial Scholarship Fund and reported the recent receipt of the following gifts:

- Miss Mayhew US\$10.00
- Wellesley College Physical Education Department US\$150.50
- Friends of D. Y. Lin C\$1150.00

EC-79 VOTED to express deep appreciation to the donors for their gifts to the Lin Chen Yin-mei Memorial Scholarship Fund.

Both Miss Minnie Vautrin and Dr. Cora D. Reeves have served eight years without a furlough.

EC-80 VOTED to approve of a regular furlough for Miss Mimie Vautrin to be dated from July 1940, and to request her return to the College at the expiration of her year of furlough.

EC-81 VOTED to approve of a regular furlough for Dr. Cora D. Reeves, who is now eligible for regular retirement and when the situation for the following year is clearer to request that the Board of Founders consider the question of the extension of her service and return to the field.

Mrs. Lawrence Thurston returned to China in March 1939, and will reach the regular retirement age in May 1940. In view of the need for Mrs. Thurston

on the campus in Nanking during the absence of Miss Vautrin on furlough and of her plan to write the history of Ginling it was

EC-82 VOTED to request the Board of Founders to extend the term of service for Mrs. Thurston for one year, and to ask that the necessary arrangements be made with the Presbyterian Board of Foreign Missions in the United States.

With the present high cost of text books including the serious problem of transportation, it has been felt necessary to make some provision for text books, subsidizing the purchase price in some way so that text books may be sold or rented to students at a reasonable price. It was suggested this should be a joint project to benefit all students on the campus.

EC-83 VOTED to request the Presidents of the four institutions to consider the problem of arranging for text books for the students and to recommend that an amount not less than C\$5000 be set aside for this purpose from the joint funds.

Through the courtesy of the Woman's Foreign Missionary Society, Miss Irma Highbaugh has been loaned, with her salary, to the College for the Rural Service Project in Jenshow for two years - 1939-41.

EC-84 VOTED to express to the Woman's Foreign Missionary Society our deep appreciation for their courtesy and assistance in loaning Miss Irma Highbaugh to the College for the two years 1939-41.

EC-85 VOTED that in view of the fact that Dr. Thomson's furlough is due this summer we invite Miss Mary C. C. Chen to serve as a Presbyterian representative on the Executive Committee in Chengtu of the Board of Directors.

EC-86 VOTED that Miss Mary C. C. Chen be re-elected as chairman and Miss Elsie Priest as secretary of the Executive Committee in Chengtu of the Board of Directors.

Elsie M. Priest

Secretary

07

BOARD OF DIRECTORS EXECUTIVE COMMITTEE IN CHENGTU

GINLING COLLEGE

June 25, 1940

The seventh meeting of the Executive Committee in Chengtu was held on Tuesday morning, June 25, 1940. The members whose names are starred were present:

* Mary C. C. Chen, Chairman	* Lewis S. C. Smythe
* Y. G. Chen	* J. C. Thomson
* Mrs. D. S. Dye	Bishop C. T. Sung
* Mrs. Li Lin Fu-mei	Y. F. Wu, ex-officio
* Grace Manly	Elsie M. Priest, ex-officio

The meeting was opened with prayer by Mrs. Dye.

President Wu presented the need of adopting a salary scale with the academic ranking of four groups, as standardized by the Ministry of Education. She reported on the scale in force in several Christian institutions. In order to be comparable with other institutions it was

EC 87 VOTED to accept the following salary scale to become effective September 1940:

Assistants	70.00 to 120.00
Instructors	100.00 to 180.00
Asst. Professors	160.00 to 220.00
Professors	200.00 to 300.00

It has been the policy of the College to make some difference between the salary for men and for women of the same rank, and to have the salary of returned women with graduate degrees comparable to that of women missionaries after allowing for the difference in the cost of living. Now the conditions have changed due to the high rate of exchange for the American currency. After careful consideration of the fact that many women have family obligations and of the general preference to make no distinction between men and women of the same qualifications, it was

EC 88 VOTED to adopt the principle of giving an equal salary to men and women of the same rank.

EC 89 VOTED that the salary of the president be three thousand dollars per year effective September 1940.

President Wu reported that because of increasing cost of living the College followed the decisions of West China University and the University of Nanking and granted a monthly subsidy of \$15 to every member of the faculty and staff during the spring term, and to be continued through the summer months. In view of the continued increase in costs, it was

EC 90 VOTED to continue the payment of a monthly subsidy to all staff members for the year 1940-41; with special consideration for those who have low salaries and those who are serving in localities where living costs are even higher than in Chengtu, the exact amount to be decided in September by the administration after consideration with the other universities on this campus.

During the spring semester of 1939-40, the Department of Education has had the privilege of using the Goucher School for practice teaching. In appreciation of this privilege it was

EC 91 VOTED to grant \$250.00 to Goucher School for the spring semester 1939-40 as an expression of our appreciation of the privilege extended in allowing the College to use the school for practice teaching.

EC 92 VOTED to grant \$500.00 to Goucher School for the year 1940-41 in return for the privilege of continuing to use the school for practice teaching.

Miss Priest reported that besides the main buildings in Nanking that are insured by the Board of Founders, there are minor buildings that are covered by fire insurance in Shanghai. At present the depreciation of the Chinese dollar has made the former policy of little value in case of fire. It was recommended by the administration that the insurance be changed to United States currency and placed with an American company.

EC 93 VOTED to approve of the recommendation that the minor buildings on the Nanking campus be covered by fire insurance, the amount of the policy to be in United States currency and placed through an American company.

Mrs. Daniel S. Dye has served on the committee ever since we arrived in Chengtu, but in view of her approaching furlough has presented her resignation from the committee.

EC 94 VOTED to accept reluctantly the resignation of Mrs. D. S. Dye from the Executive Committee with sincere appreciation for the continual assistance she has rendered to the College during the years we have spent in Chengtu.

The tentative draft of the regulations governing Sabbatical leave and other allowances for the Chinese members of the faculty was presented for discussion. As the time was limited, it was

EC 95 VOTED to accept in principle the policy of establishing a regular system of Sabbatical leave for the Chinese faculty and to request the administration to work out the final details for adoption at the fall meeting of the Committee.

TENTATIVE REGULATIONS ON SABBATICAL LEAVE

For the Chinese Members of the
Ginling College Faculty

Faculty members of professional rank may apply for Sabbatical leave after six years of service for the purpose of further study or research.

The plan for further study is to be submitted to a faculty committee for recommendation to the administration.

If College funds and the program of teaching permit, Sabbatical leave will be granted with half salary.

If during the Sabbatical year the faculty member should go into remunerative work, the Sabbatical salary will automatically cease.

If the faculty member needs a fellowship or scholarship, the College administration shall help in the application for such, either in China or abroad. If going abroad, the College will grant travel expenses including third-class ocean passage and train fare across the continent if necessary.

If the fellowship is not adequate to meet necessary expenses abroad, special arrangements may be made to have a portion of the full salary paid in US currency at the official rate (29½).

Any member going on Sabbatical leave is to return to the College for at least three years of service.

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College Scholarships for Assistants and Instructors

After three years or more of Service

1. The College administration will help to secure scholarships abroad.
2. If the scholarship is not enough to meet minimum expenses, the College may make an additional grant for the first year, if College funds permit.
3. The College will grant travel expenses if necessary and possible.
4. Upon return, he or she is to give at least three years of service to the College.

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Ginling College, Chengtu, Szechwan

Minutes of the Meeting
of the
Board of Directors Executive Committee in Chengtu
November 22, 1940

The eighth meeting of the Executive Committee in Chengtu of the Board of Directors met at the Ginling residence on Friday afternoon, November 22, 1940. The following whose names are starred were present.

*Mary C. C. Chen, chairman	*Pearl B. Fosnot
*Y. G. Chen	*Lewis S. C. Smythe
*Mrs. Li Lin Fu-moi	*Bishop C. T. Sung
*Grace Manly	*Y. F. Wu, ex-officio
	*Elsie M. Priest, ex-officio

Misses Ruth M. Chester and Catharine E. Sutherland were also present.

The meeting was opened with prayer led by Miss Fosnot.

President Wu made an informal report of the present progress and plans for the various units of the College, giving statistics of the student body this year.

President Wu also reported on the plans made by the Board of Founders for the celebration of the 25th Anniversary of the College. A National Committee was organized with Mrs. Dwight Morrow as Honorary Chairman and Mrs. Harold B. Hoskins as Chairman to raise endowment funds. A token gift of \$25,000 was set as the goal for this year. The Greater New York region has planned to have dinners in about 30 homes, and then to hear Ambassador Hu afterwards in the Cosmopolitan Club on Thursday evening, December 5th. The College in Chengtu and in Hanking and various alumnae groups are planning to celebrate on December 7th and 8th.

Miss Sutherland, who attended the annual meeting of the Board of Founders last May, reported briefly how keenly interested the Founders were in the various phases of work of the College, and how devotedly they were seeking to give continued support to the College. They would appreciate receiving more information about our work, and to have faculty or alumnae get in touch with the College Office in New York when they go to America.

The treasurer presented the financial report for the year 1939-40, calling the attention of the Committee to the surplus funds available for the year 1940-41.

EC-96 VOTED to receive the report of the treasurer for the year 1939-40.

The revised budget for 1940-41 was presented in detail, special emphasis being given to the need of the faculty and staff on account of the present high cost of living. It was pointed out that the budget of the Board of Founders, as adopted at the Executive Committee on September 19, 1940 in Action E-189, had been incorporated

into the field budget, but that the item for books and equipment be cancelled in order to permit this fund to help meet the increasing cost of maintaining the work of the College under present conditions. It was also pointed out that the balance from 1939-40 had been entered among receipts in this budget.

EC-97 VOTED to approve of the revised budget for 1940-41 as presented and to request the treasurer to write to the Board of Founders explaining the urgent need for the full appropriation this year.

President Wu reported that steps had been taken by the presidents of the institutions on the campus to appeal to the Ministry of Education, Provincial Government of Szechwan, and other groups for special grants to help meet the need of additional subsidy to the faculty.

EC-98 VOTED to recommend to the Board of Founders that Miss Florence A. Kirk be granted a regular furlough effective from the summer of 1941.

EC-99 VOTED to authorize the president to take steps to fill the vacancy in the Department of English for 1941-42 due to the furlough of Miss Florence A. Kirk, and to inform the Board of Founders that every effort will be made to find a person already in China for this work.

EC-100 VOTED to authorize the president to write to the London Missionary Society and to Miss Eva D. Spicer, extending a cordial invitation to Miss Spicer to return to the work of the College upon the completion of her furlough in 1941.

Although the Board of Directors and the Board of Founders have taken definite action to fix the age of retirement from the active work of the College at 65 years, no provision has been made for a retirement allowance. As instructed by the Board, the administration worked out a tentative plan and presented it for adoption. After careful consideration and revision, it was

EC-101 VOTED to adopt the following plan for retirement allowances as a tentative plan for the period of five years, after which time a formal plan will be adopted based upon the experience gained under this tentative arrangement.

Temporary Plan for Retirement Allowances.

1. Eligibility. Full-time Chinese faculty who have been regular members of the faculty for not less than fifteen years and have reached the age of 65, are eligible for some retirement allowance. In estimating the number of years of service at Ginling, a maximum of one-sixth of the total may be allowed for study or sabbatical leave, and at least five-sixths being in active service at the College.

2. Conditions. If any member of the faculty, after retirement from Ginling, enters any other work, with salary which exceeds 50-70% of the salary at the date of retirement, it is understood that the retirement allowance due will not be paid during the time that other salary is being received, but will be resumed when the other income ceases.

3. Retirement allowances to be made as follows:
a. For 30 or more years of service, a regular allowance of 50% of the final salary at Ginling.
b. For 25-29 years, 45% of the final salary.
c. For 20-24 years, 40% of the final salary.
d. For 15-19 years, 30% of the final salary.

President Wu made a brief report on the situation of housing of the faculty this fall. The rooms in the hospital buildings are still not available, although West China Union University anticipated their new faculty house will be ready in a few days. This arrangement will be possible until June 1941 at which time a more permanent housing arrangement must be ready.

EC-102 VOTED to authorize the administration to proceed with plans to provide housing facilities for the women on the faculty by the summer of 1941.

Conditions in Nanking. According to the latest word from Nanking, the middle school work is being continued as usual, and both Mrs. Thurston and Miss Whitmer expect to remain as long as possible. But since it may become necessary for the American members of the faculty to withdraw in accordance with the advice from Washington, provision should be made for an emergency need, and it was

EC-103 VOTED on the recommendation of the president to appoint an Executive Committee in Nanking composed of Chinese staff including Mrs. S. F. Tsou, Miss Ellen Koo, and others whom Mrs. Thurston may recommend. This committee is to become effective if Mrs. Thurston finds it is necessary to withdraw, but with the understanding that no person should risk their life in protecting property.

Gift from Mrs. Ma Lu Shu-ying. A few weeks ago Miss Lu Mei-ying (former member of the class of 1938), sister of Mrs. Ma Lu Shu-ying (class of 1928) lost her life when the plane on which she was hostess was shot down by enemy planes. Mrs. Ma's older sister, Mrs. Chao Lu Chin-ying died a year ago in Chengtu. Mrs. Ma wishes to establish a memorial for her sisters and proposes a gift of two thousand dollars, the interest to be used as annual prizes for the best essays in English and Chinese.

EC-104 VOTED to send a letter to the parents of Miss Lu Mei-ying expressing the deep sympathy of the College for their tragic loss.

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Ginling College
Minutes of Executive Committee Meeting, November 22nd, 1940

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EC-104 VOTED to express our deep appreciation for the gift of two thousand dollars national currency, given by Mrs. Ma Lu Shu-ying as a Memorial for her sisters Mrs. Chao Lu Chin-ying and Lu Mei-ying.

The meeting adjourned with a vote of thanks for the hospitality of Miss Ruth Chester's household.

GINLING COLLEGE,

CHENG TU, SZECHWAN

MINUTES OF THE MEETING OF THE

BOARD OF DIRECTORS EXECUTIVE COMMITTEE IN CHENG TU

January 6, 1941

The ninth meeting of the Executive Committee in Chengtu of the Board of Directors met at the Ginling residence on Monday afternoon, January 6, 1941. The following whose names are starred were present:

- * Mary C. C. Chen, Chairman
- * Y. G. Chen
- * Mrs. Li Lin Fu-mei
- * Grace Manly
- * Pearl B. Fosnot
- * Lewis S. C. Smythe
- Bishop C. T. Sung
- * Y. F. Wu, ex-officio
- * Elsie M. Priest, ex-officio

Dr. Ruth M. Chester was also present.

The meeting was opened with prayer by Dr. Smythe.

Rice Subsidy to Chinese Staff.

Dr. Wu made a brief report on the rice subsidy. Due to the abnormal rise in the cost of living, a special rice subsidy has been proposed for all Chinese staff members. The basis was fixed by the four Christian institutions on the campus and was adopted by the four presidents, effective from November 1940. It is as follows:

- For all staff members and their families:
- Adults..... 1 tou of rice (- 2 municipal tou)
- Children over ten years..... 1 tou of rice
- Children under ten years..... $\frac{1}{2}$ tou of rice

The family is defined to consist of man and woman, husband and wife, father and mother (if dependent) and children. Each tou, defined as the Chengtu tou, will be sold to the staff at the rate of \$10.00 per tou, the college to subsidize the balance of the cost. At present it is proposed to adopt this plan for the period of three months, after which the whole question will be reconsidered in consideration of existing circumstances. The Ministry of Education has made a special grant of \$8,000 to the College with permission that part of it may be used for this rice subsidy.

EC-106 VOTED to approve of the plan to give a rice subsidy to the Chinese staff for the period of three months - November 1940 -- January 1941.

EC-107 VOTED to authorize the president to continue the rice subsidy in co-operation with the other institutions on the campus.

TRIP TO THE UNITED STATES :

President Wu made a brief report of the invitation from the Board of Founders for her to make a trip to America to help with the 25th anniversary special campaign that is being conducted this year. A reply was sent after consideration by the Faculty Executive Committee, that she would make the trip during the months of February, March and April if there was no great change in the war situation.

Minutes of Executive Committee Meeting,
January 6, 1941.

EC-108 VOTED to approve off the plan for President Wu to make a short trip to the United States this spring with the provision that before she leaves Chengtu the whole matter will be reviewed to be sure there is no change in war conditions to question the advisability of the trip.

EC-109 VOTED to appoint Dr. Djang Hsiang-lan as chairman of the Faculty Executive Committee during the absence of the president.

Release of Miss Irma Highbaugh:

Miss Highbaugh was loaned to Ginling College for a period of two years, September 1939 - August 1941, by the Women's Foreign Missionary Society to help in establishing a rural center in Jensheo. Recently a letter has been received from Bishop Ward requesting the College to release Miss Highbaugh to enable her to open similar work for the Methodist Mission.

EC-110 VOTED to express our grateful thanks to Miss Highbaugh for the very valuable and devoted service she has rendered to Ginling College in developing the rural project in Jenshow; and to express our deep appreciation to the Women's Foreign Missionary Society for having loaned Miss Highbaugh to Ginling for a period of two years during which time she has met a real need in developing the rural service program in Jensheo.

EC-111 VOTED that, in view of the request from Bishop Ward for Miss Highbaugh's services for the Methodist Mission in Szechuan, we express our readiness to release her for a period of not more than two months during the spring to enable her to start the work for the Mission, and further, to express our hope that in the future there may be some form of cooperation between Ginling College and the Methodist Mission whereby Miss Highbaugh may continue to give the College her valuable counsel in our rural work.

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Ginling College, Chengtu, Szechwan

Minutes of the Meeting
of the
Board of Directors Executive Committee in Chengtu
February 21, 1941

The tenth meeting of the Executive Committee in Chengtu of the Board of Directors met at the Ginling residence on Friday afternoon, February 21, 1941. The following whose names are starred were present:

#Mary C.C. Chen	#Pearl B. Fosnot
Y.G. Chen	#Lewis S.C. Smythe
#Mrs. Li Lin Fu-mei	Bishop C.T. Sung
Grace Manly	#Y.F. Wu, ex-officio
	#Elsie M. Priest, ex-officio

Dr. Ruth M. Chester was also present.

The meeting was opened with prayer led by Miss Chen.

President Wu made a brief report, explaining the reasons for the cancellation of her proposed trip to the United States.

Furlough of Miss Florence Kirk:

EC-112 VOTED to recommend to the Board of Founders that Miss Florence Kirk be granted a regular furlough, to date from the summer of 1941, and to extend to Miss Kirk a cordial invitation to return to the College after her furlough.

Vacancy in the Methodist Board representatives:

In view of the approaching retirement of Dr. Cora D. Reeves, it was proposed that letters be sent to the Board of Founders and the Woman's Division of Christian Service of the Board of Missions of the Methodist Church requesting that this vacancy should be filled at an early date.

EC-113 VOTED to send to the Woman's Division of Christian Service of the Board of Missions of the Methodist Church a request for a representative of their Board to be appointed to fill the vacancy caused by the retirement of Dr. Cora D. Reeves, and to suggest that the College is in need of help in the following departments (listed in order of preference):

1. Sociology
2. Physical Education
3. Work in Nanking (to help with the Middle School)
4. Music
5. English

Budget for 1941-1942:

The budget for 1941-1942 was presented in detail to the Committee and considerable time was spent in studying the needs for next year. Although it was pointed out the budget is conservative, it shows an anticipated shortage of C\$187,391.70.

EC-114 VOTED to accept the proposed budget for 1941-1942 as a conservative estimate of the needs of the College for the coming year, with the understanding that every effort will be made to secure additional gifts before June 1942.

Work in Nanking:

At the meeting of this committee held November 22, 1940, plans were proposed to make arrangements for the continuation of the work in Nanking if it becomes necessary for Mrs. Thurston to withdraw. Mrs. Thurston has organized a committee in Nanking in case of such an emergency.

EC- 115 VOTED to accept the recommendation of Mrs. Thurston to appoint an administration committee in Nanking, to become effective in the event that Mrs. Thurston withdraws, the membership to be as follows:

- Chairman Miss Blance Wu
- Miss Ellen Koo
- Miss Swen Bao-hwa
- Mrs. S.F. Tsen

Request for Miss Walmsley or Miss Schutze:

The work in Nanking, especially in connection with the Middle School, is in need of a Westerner to assist with the many problems, and take over some of the instruction in English. A request was sent informally for Miss Evelyn Walmsley, formerly of the Presbyterian Mission in Nanking, and this committee is now confirming and renewing this request.

EC-116 VOTED to send to the Board of Founders a request that Miss Evelyn Walmsley be invited to return to China to serve in Ginling College for work in Nanking for a limited number of years.

During the year previous to her furlough Miss Katherine Schutze of the United Christian Missionary Society was assigned to Ginling College for work on the Nanking campus. If it is impossible for Miss Walmsley to accept the position, a request is made to invite Miss Schutze to return to Nanking.

EC-117 VOTED to request the United Christian Missionary Society to appoint Miss Katherine Schutze to Ginling College, with work in Nanking, for an indefinite period, depending on the war.

Mrs. W.S. New's Visit to U.S.A.

There is a possibility that Mrs. W.S. New may be able to make a visit to the United States this spring. It is very desirable to have Mrs. New represent Ginling College during the time she is in America.

EC-118 VOTED to ask Mrs. New to represent the College if she decides to take this trip to the United States.

Ginling College, Chengtu, Szechwan

July [17]

Minutes of the Meeting

of the

Board of Directors Executive Committee in Chengtu

June 6, 1941

The eleventh meeting of the Executive Committee in Chengtu of the Board of Directors met at the Ginling residence on Friday afternoon, June 6, 1941. The following whose names are starred were present:

*Mary C. C. Chen	*Pearl B. Fosnot
*Y. G. Chen	*Lewis S. C. Smythe
*Grace Manly	Bishop C. T. Sung
*Mrs. Li Lin Fu-mei	*Y. F. Wu, ex-officio
	*Elsie M. Priest, ex-officio

Dr. Ruth M. Chester was also present.

The meeting was opened by prayer led by Miss Priest.

President Wu made a brief report, particularly of conditions in Nanking and in the New York office.

The treasurer reported on the present status of the budget, calling to the attention of the Committee advice received recently from the Board of Founders, that the special grant of US\$10,500.00 promised a year ago, will be cancelled. As part of the fund was counted upon for regular current expenses, it will be very difficult to close without creating a deficit, but every effort is being made to be as economical as possible. The continual rise in the cost of all commodities is causing great hardship.

Retirement of Dr. Cora D. Reeves

Dr. Cora D. Reeves is leaving Chengtu on June 7, 1941, on her way to the United States where she expects to retire.

EC-119 VOTED The Board of Directors of Ginling College wishes to record its deep and enduring gratitude and appreciation for the long, faithful and stimulating service which Dr. Cora D. Reeves of the Women's Foreign Missionary Society has rendered to the college in the past twenty-four years. She has made distinct contributions in the field of Biology through her research and publications, and has trained students in observation and in the scientific attitude and inspired many of them to go into teaching or scientific pursuits. Throughout her years of work she has always kept before herself and her co-workers a high academic standard and the ideal of serving people through applied science. Besides her academic contributions, she has rendered most valuable help to many through her

Christian influence and her friendship for students, alumnae and faculty. Dr. Reeves will be greatly missed on the Ginling campus, but her loyal and devoted service have built into the life of the college values that will endure through the years to come. Our hearty good wishes go with her as she returns to her homeland.

Revised Salary Scale.

Recently the Ministry of Education has issued a new salary scale for all universities and colleges. The four presidents on the campus have spent considerable time studying the scale and revising present schedules to be more nearly in conformity with the new government scale, although it is higher than the private institutions can afford. After consideration of all these factors the following salary scale was proposed for all the institutions on the campus:

Assistants.....	\$80.00 - \$140.00
Instructors.....	120.00 - 220.00
Assistant Professor	180.00 - 280.00
Professors	240.00 - 400.00

The presidents have also proposed that the cash subsidy shall be increased by \$20.00 per person per month for the year 1941-42, the rice subsidy to be continued, and provision made to increase salaries from \$10.00 to \$50.00 per month in conformity with the new schedule.

EC-120 VOTED to adopt the revised salary scale and to approve of the salary adjustments proposed by the four presidents.

Committee on Academic Ranking

EC-121 VOTED to establish a Committee on Academic Ranking, the membership to be two members of the Executive Committee of the Board of Directors, and one member of the faculty elected by the College Council with the Academic Dean and the President ex-officio.

(Miss Mary C. C. Chen and Dr. Lewis S. C. Smythe were elected the members to represent the Executive Committee.)

Travel Subsidy for Faculty.

With the increasing cost of travel it is becoming very difficult to secure new faculty members especially from the coast or from America. It was proposed that the College adopt a regular basis for travel subsidies.

EC-122 VOTED that during the time Ginling College remained in Changtu the College will pay the travel expenses on the following conditions:

1. From the Coast or other places in the country

- 1. The route will be determined by the urgency of need and funds available.
- 2. If the staff member receives an amount, equivalent to six months' salary, the recipient shall serve for at least one year, and the same proportionate service for any amount in excess of equivalent of salary for six months.
- 3. The College will allow freight on 100 pounds of personal baggage. It is understood that books and equipment brought in for academic purposes shall be covered by the College funds for this purpose.

11. FROM AMERICA.

If ocean passage is needed for a Chinese faculty coming from America, the College will allow third-class travel, in return for which the staff member shall serve the College for at least three years. (If third-class is not available over a reasonable period of time, tourist class will be allowed.)

111. NO RETURN TRAVEL SHALL BE ALLOWED.

Miss Minnie Vautrin

EC-123 VOTED The Board of Directors of Ginling College wished to record its deep appreciation of the great contribution Miss Minnie Vautrin made to the College throughout more than twenty years of service there. For uncompromising idealism and her utter devotion, combined with a high degree of ability and training, made her uniquely fitted for work in such a college as Ginling. Our sincere sympathy goes out to her family and friends and to the United Christian Missionary Society as we share with them the profound sense of loss which her death has caused. But in a very real sense she lives on in the academic organization of the college and its ideals and standards, in the inspiration and challenge she has brought to students and fellow-workers and in the renewed courage and hope in the lives of thousands of suffering women and children whose burdens she lightened. The most fitting expression we can make is to renew our devotion to the Master in whose service she gave her life.

VAUTRIN MEMORIAL COMMUNITY SERVICE FUND.

EC-124 VOTED to establish the Vautrin Memorial Community Service Fund in appreciation of the long years of faithful service to the College, and to authorize the administration to publish a memorial pamphlet.

Ginling College, Chengtu, Szechwan

Minutes of the Meeting
of the

Board of Directors Executive Committee in Chengtu

October 23, 1941

The twelfth meeting of the Executive Committee in Chengtu of the Board of Directors met at the Faculty Residence on Thursday afternoon, October 23, 1941. The following whose names are starred were present:

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|----------------------|------------------------------|
| #Mary C.C. Chen | #Pearl B. Fosnot. |
| #Y.G. Chen | #Lewis S.C. Smythe |
| Grace Manly | Bishop C.T. Sung |
| #Mrs. Li Lin Fuh-mei | #Y.F. Wu, ex-officio |
| | #Elsie M. Priest, ex-officio |

Dr. Ruth M. Chester was also present.

The meeting was opened by prayer led by Mrs. Li.

President Wu made a report of the opening of the school year, the enrolment of 218, and conditions in the dormitories, pointing out the necessity to find additional space before another academic year.

EC-125 VOTED to receive the report of the President with deep appreciation.

The treasurer presented the financial report for the year 1940-1941, showing the year closed with a small deficit of C\$3,515.05. During these years in Chengtu it has been difficult to secure anyone to audit the books, and therefore the statements presented have not been audited.

EC-126 VOTED to accept the financial report for the year 1940-1941.

The budget for 1941-1942 has been revised and was presented, showing a shortage of C\$197,834.00. Salaries have been revised and the new cash and rice subsidies have been included. It was pointed out by the treasurer that only income that has been definitely promised has been included in this budget, and no special gifts or anticipated receipts from sustaining funds are included. It was also noted that the full cost of maintaining the office of the Board of Founders has been included (US\$9,173.00 or C\$137,595.00). After careful discussion it was

EC-127 VOTED to accept the revised budget for 1941-1942 as a working budget for the year, and to ask the administration to make every effort to secure the funds necessary to balance the budget from sources in China or America.

EC-128 VOTED to inquire from the Board of Founders regarding the charge made for the maintenance of their office and the share of the Associated Boards, pointing out that it seems out of proportion.

EC-129 VOTED to suggest that Mrs. Thurston attempt through correspondence to secure funds for the work in Nanking.

Faculty needs for 1942-1943

President Wu presented the needs for faculty for the year 1942-1943, stating it was not too early to make preliminary plans in view of the present conditions in communications. The faculty needed for 1942-43 will be one additional member for each: Sociology, Home Economics, Geography, English and an English secretary.

EC-130 VOTED to request the president to request the Board of Founders to try and secure the necessary faculty members for 1942-1943.

EC-131 VOTED to request the president to make enquiry concerning the possibility of securing evacuees for any of the vacancies for 1942-1943 from occupied areas - especially in view of the possibility of war in the Pacific.

EC-132 VOTED to record our appreciation of the vision and enthusiasm of Mrs. Dwight Morrow and Mrs. Harold Boskins and the efficient work they and the other members of the committee put into the 25th Anniversary Campaign. Not only will the gratifying results achieved be a real contribution to the financial needs of the College, but coming at this difficult time, it is very heartening to know that Ginling has such loyal and devoted friends.

EC-133 VOTED to record the following statement in regard to Miss Hodge's retirement as chairman:

We have learned with great regret of the resignation of Miss Margaret E. Hodge as chairman of the Board of Founders. Throughout her many years of devoted service in that capacity her sympathetic understanding, her sane judgment and her uncompromising Christian ideals have helped to build the solid foundations on which the college stands, while her warm personal interest in Ginling and all those connected with it has endeared her to all who have known her. We look forward to her continuing interest and support as a member of the Board and wish to express our deep appreciation of her long and efficient chairmanship.

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Ginling College, Chengtu, Szechuen.
Minutes of the meeting of the Board of Directors Executive Committee
in Chengtu - April 9, 1942.

The thirteenth meeting of the Executive Committee in Chengtu met in the faculty room on Thursday afternoon, April 9, 1942. The following members were present;

#Mary C.C. Chen
#Jane B. Dye
#Pearl B. Bosnot
#Y. G. Chen

#Mrs. Li Fang Hsuin
#Lewis S.C. Smythe
#Yi-fang Wu, ex-officio
#Elsie M. Priest, ex-officio

Dr. Ruth M. Chester and Dr. E. H. Cressy were also present.

The meeting was opened with prayer led by Mrs. Dye.

Miss Chen, chairman, expressed the pleasure of the committee in welcoming Mrs. Dye after furlough, and also thanked Dr. Cressy for attending the meeting.

President Wu gave a brief report of the activities of the college since the last meeting of the committee in October.

EC134 VOTED to receive the report of the President with appreciation.

Dr. Chester presented the needs of the faculty for 1942-1943, reporting the steps that had been taken to meet the need for teaching faculty in several departments. Owing to the invasion of Burma, some of the Baptist missionaries had been forced to evacuate from their work in Rangoon. It was reported that a formal request had been presented to the local Baptist mission, asking for three professors to be transferred to Ginling College for the year 1942-1943. Consequently, the mission had cabled to the board in New York requesting that three professors or instructors be transferred to Ginling College in the departments of Chemistry, Sociology and Geography.

EC135 VOTED to approve the request for three instructors to be transferred from the Baptist Mission Work in Burma to the college during the period that it is impossible for them to continue work in their own stations, and to authorize the payment of travel from Burma to Chengtu.

Miss Ruth Van Kirk of the American Board Mission has been teaching part time during the present year and has accepted a full time position on the faculty for 1942-1943 on the basis of a Chinese professor's salary. However it was suggested that there was a possibility that her own mission board might consider supporting her in the college. A cable has been sent inquiring if this is possible.

EC135 VOTED to approve of the request to the American Board Mission for the support on the regular missionary basis of Miss Ruth Van Kirk for the year 1942-1943.

At the present time there are few students electing a major in Mathematics and Physics, and in view of the efforts being made on the campus for closer cooperation, it seems wise to the administration to discontinue offering a major in this department. There are now five majors in the four years and arrangements will be made to allow these students to complete their work for graduation.

EC136 VOTED to discontinue for the time being offering a major in Mathematics and Physics, to become effective from September 1942.

April 9, 1942

[27]

The treasurer presented the budget as revised February 15, 1942, including the proposed increase in subsidies due to the further increase in the cost of living. This showed an anticipated shortage of approximately US\$8,500 00 by the end of June 1942. Together with other institutions on the campus a request for additional grants was cabled to the Associated Boards. There has been no definite reply but US\$2,000. has been received reducing the deficit to US\$6,500.00.

EC137 VOTED to approve of the revised budget showing at February 15, 1942 an anticipated shortage of approximately US\$ 8,500 00.

The proposed budget for the year 1942-1943 was presented, showing a total expenditure of C\$1,424,541 00 while the assured income amounts to C\$962,291 50, leaving C\$462,249 50 to be secured before June 30, 1943. After careful discussion it was

EC138 VOTED to accept the proposed budget for 1942-1943 as a conservative estimate of the needs of the College for the coming year, with the understanding that every effort will be made to secure additional gifts before June 1943.

Although every effort was made to have sufficient funds in Shanghai to meet the needs of both the Nanking and Shanghai units, the funds were frozen and could not be used. In order to secure funds to continue the work, arrangements were made by the Shanghai unit with the Sin Hwa Savings and Trust Co. to allow them to withdraw certain funds that were on fixed deposit in that bank. The total amount of the deposits was C\$11,433 37 as follows:

Mother Zee fund	5,000 00	
Tang Scholarship fund	1,000 00	
Faculty retirement fund	5,433 37	11,433 37

EC 139 VOTED to approve of the withdrawal of the funds on fixed deposit with the Shanghai branch of the Sin Hwa Trust and Savings Bank, these funds to be used for the maintenance of the work in Nanking and Shanghai.

EC 140 VOTED to re-invest these permanent funds at once, but to authorize the treasurer to convert them into United States currency at the official rate of 1871 and to arrange to have the funds kept in New York for the present time.

Faculty subsidies and Salaries:

Owing to the continual increase in the cost of living it becomes necessary to arrange for additional salaries and subsidies for the staff members. It is too early to make a definite proposal at this time but the decision will be made by all the institutions on the campus, both as relates to the amount of the increase and to the time it will become effective.

EC141 VOTED to authorize the administration to make the necessary increases for the staff salaries in cooperation with other institutions on the campus.

Housing for additional students:

There is no vacant room in the dormitory at present and when the graduating class this year, which is a small one, leaves, there will

not be enough vacancies for the incoming freshmen class. Efforts have been made to rent a building on or near the campus to meet this need.

EC 141 VOTED to authorize the administration to investigate possibilities to find a suitable place to house the students by the fall of 1942.

Revision of regulations on Medical Bills;

On October 13, 1938 action was taken concerning the payment of medical bills for the faculty and staff. Since that date prices have increased radically and it is necessary to revise the regulations to conform with actual conditions. After careful consideration it was

EC 142 VOTED to approve of the revised regulations for the payment of medical bills for all members of the staff during the time the College remains in Chengtu as follows:

1. All medical bills will be allowed to staff members during the period the college is in Chengtu under the following conditions:
 - (a) Second class room will be allowed at the mission hospital (United Hospital) or its equivalent.
 - (b) A personal charge of 2/3 of the cost of living per day will be made to both Chinese and Western staff for each day a staff member is in the hospital.
 - (c) Special treatments, or special doctors will only be allowed when approved as special cases.

Insurance for Faculty:

In view of risks due to war and the fact that present salaries do not allow reserves for any emergency the administration presented a plan to provide for insurance for the faculty and staff, the details of which are attached to these minutes. It was

EC 143 VOTED to approve of the Faculty Insurance Plan and to authorize the administration to inaugurate it at the beginning of the academic year 1942-1943, the cost of the plan to become part of the regular budget expenses for the year 1942-1943.

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Appendix A.

Faculty Insurance Plan

1. Each faculty or staff member who has served the College for a period not less than one year shall be eligible to participate in the Faculty Insurance Plan.
2. The insurance carried by the College shall be the equivalent of the basic salary for one year for each individual joining the plan. The Original amount shall be fixed by the salary paid at the date the staff member joins the plan, and this amount shall be revised every five years.
3. The insurance shall become due and payable when the staff member

reaches the age of sixty years, under the following conditions:

- a. All staff members who have served the College for a period not less than thirty years shall receive the equivalent of an amount equal to salary for one and one-half years. The amount to be paid shall be determined by the salary paid for the year previous to the sixtieth birthday.
 - b. Staff members who have served the College for a period not less than twenty continuous years shall receive the equivalent of salary for one year, the amount to be determined by the salary paid the year previous to the sixtieth birthday.
 - c. Staff members who have served the College for a period of fifteen years but less than twenty years shall receive three-fourths of one years salary, the amount to be determined by the salary paid the year previous to the sixtieth birthday.
 - d. Staff members who have served the College for a period of ten years but less than fifteen years shall receive one-half of one years salary, the amount to be determined by the salary paid the year previous to the sixtieth birthday.
 - e. Staff members who have served the College for a period of five years but less than ten years shall receive one-fourth of a years salary, the amount to be determined by the salary paid the year previous to the sixtieth birthday.
 - f. Staff members who have served the College for a period less than five years shall not be entitled to receive any insurance at the age of sixty.
 - g. In every case the service shall be continuous years and in computing continuous years of service it shall be understood that sabbatic leave, if on salary from the College, shall count as a year of service. In the same way leave for advanced study with the permission and approval of the president shall count as years of service. If a staff members leaves the College for other employment, and later returns to the institution, previous years shall not count in computing continuous service in qualifying for insurance.
4. In case of death or permanent disability before the staff member reaches the age of sixty, the full amount of insurance shall be paid - the amount to be determined by the salary paid in the year previous to the death or disability.
 5. The College agrees to carry insurance for its staff members on the following basis:
 - a. An amount equivalent to the premium on one full years basic salary shall be deposited annually in a separate bank account. This will be revised in accordance with Article 2 - every five years.
 - b. The College will continue to make deposits annually until such time as the total amount of principle and interest equals the total amount of salary for one full year for all staff members participating in the insurance plan.

- c. As soon as the capital required to guarantee payment of one years basic salary for each individual involved is realized, this amount shall be invested at best possible rates and allowed to accumulate for future needs, but no further annual premiums will be paid into the account.
 - d. In computing the premiums to be paid the table prepared by the insurance company (Central Trust Co.) shall be the basis to be followed.
6. In case of withdrawal from the institution - other than through permanent illness or death - the staff member shall be entitled to receive payment under the following conditions;
- a. If the staff member has served the College for twenty continuous years, but has not reached the age of sixty years, one-half of one years salary shall be paid.
 - b. If the staff member has served the College for a period of fifteen continuous years but less than twenty years, and has not reached the age of sixty years, one-fourth of one years salary shall be paid.
 - c. If the staff member has served the College for a period of ten continuous years, but less than fifteen years, and has not reached the age of sixty years, one-eighth of one years salary shall be paid.
 - d. If the staff member has served the College of less than ten continuous years, no payment shall be made.
7. The Faculty Insurance Plan becomes effective when approved by the Executive Committee of the Board of Directors.

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 Budget for the year 1942-1943 -- Summary:

Receipts:

From Cooperating Boards	C\$ 311,086 00	
Pledges, contributions, gifts	278,385 50	
Interest	5,000 00	
Student receipts	397,820 00	992,291 50
Amount to be secured before June 30, 1943		<u>462,249 50</u>
		C\$ 1,454,541 00

Expenditures:

<u>Administration:</u>		
In China	69,825 00	
In New York	149,680 00	
Operation and maintenance - Chengtu	25,100 00	
Salaries of instructors	334,160 00	
Dept. supplies and expense	50,390 00	
Dept. equipment	23,500 00	
Library	50,840 00	
Boarding department - Chengtu	407,520 00	
Medical service - students	5,120 00	
Appointment committee	500 00	
Rural Service station	36,260 00	
Social education extension	3,920 00	
Faculty service	76,000 00	
Nanking Program	86,720 00	
Shanghai unit	5,000 00	
Contingent - against increasing costs	130,000 00	1,454,541 00

MINUTES of the BOARD OF DIRECTORS EXECUTIVE COMMITTEE in Chengtu

December 17, 1942.

The fourteenth meeting of the Executive Committee in Chengtu met in the Faculty room on Thursday afternoon, December 17, 1942. The following members whose names are starred were present:

- | | |
|---------------------|-------------------------|
| Mary C.C. Chen | *Lewis S. C. Smythe |
| Jan B. Dye | *Elizabeth Murray |
| *Pearl B. Fosnot | *Yi-fang Wu, ex-officio |
| Y. G. Chen | *Elsie M. Priest " |
| *Mrs. Li Fang-hsuen | |

In the absence of Miss Chen, chairman, Mrs. Li was elected chairman for this meeting

The meeting was opened with prayer led by Dr. Fosnot.

Report of the President

President Wu gave a brief report on the College work in Chengtu, conditions in Nanking, and correspondence from New York - a copy is attached to these minutes.

EC 144 VOTED to accept the report of the President.

Report of the Treasurer

The treasurer presented the audited report for the year ending June 30 1942, a copy of which is attached to these minutes.

EC 145 VOTED to accept the audited report of the treasurer for the year ending June 30, 1942. Following the usual custom the budget for 1942-1943 was revised in November. The grants from the Sustaining funds and the British Relief fund made it possible to show a substantial contingent fund.

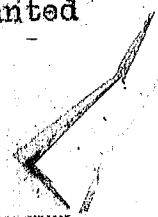
EC 146 VOTED to accept the budget for 1942-1943 revised November 1942 which shows a substantial contingent fund.

The Associated Boards and the United China Relief requested estimates for the year 1943-1944. Although it is too early to make adequate plans for the work of that year, the budget was prepared by a proposed general increase of 50% more than the revised figures for 1942-1943. The figures were cabled to New York on December 7th, and the detailed budget was sent by mail both to the United China Relief in Chungking and to the Associated Boards in New York.

EC 147 VOTED to accept the proposed budget for 1943-1944 as presented to Associated Boards the final detailed budget to be approved at a later date

The Associated Boards have cabled that the College has been granted from Sustaining Funds for the year 1942-1943 as follows:

For current budget	US\$38,000 00
For temporary buildings	20,000 00
(if absolutely required)	



EC 148 VOTED to record the appreciation of the Committee for the liberal grants received from Sustaining Funds.

Since the last meeting of the Committee the following gifts have been received in China

Ministry of Education - for Building for Physical Education Department	10,000.
Trustees of British Boxer Indemnity funds	30,000.
British Relief Funds - current budget \$2,000	159,171.

EC 149 VOTED to record the appreciation of the Committee for the grant received in China

Addition to Gymnasium

Although a grant of 10,000 has been received from the Ministry of Education for the additions to the gymnasium to provide for the majors who have come from Shanghai as well as the short course in Physical Education, it is insufficient to meet the cost involved.

EC 150 VOTED to authorize the necessary funds required to make the changes in the gymnasium be changed to the Building fund.

Request to the Womans College of West China Union University.

The lease for the small faculty residence now used by Ginling College partly for staff and partly for a laboratory for the Department of Home Economics expires in March, with the understanding it will extend through the academic year.

EC 151 VOTED to request the Womans College of West China Union University for the privilege of renewing the lease for the next academic year, 1943-1944.

Board of Directors.

During the year spent in Chengtu only a temporary Executive Committee of the Board of Directors has been able to function. It is desirable to have the Board properly constituted and authorized by the Ministry of Education and the cooperating Mission Boards.

EC 152 VOTED to authorize the president to make a preliminary study looking forward to having a properly constituted Board of Directors organized and to bring a report with recommendation to the next meeting of the Committee.

Appreciation to Baptist Mission Board

The Baptist Mission Board has assigned four refugee missionaries from Burma to Ginling College, Mr. and Mrs. David W. Graham and Mr. & Mrs. H. G. Whittington

EC 153 VOTED to express our deep appreciation to the Baptist Mission Board for the assignment of Mr. & Mrs. Graham and Mr. & Mrs. Whittington to the College during the period it is impossible for them to return to their regular work in Burma.

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Ginling College, Chengtu, Szechuen

MINUTES of the BOARD OF DIRECTORS EXECUTIVE COMMITTEE in Chengtu

February 15, 1943

The fifteenth meeting of the Executive Committee in Chengtu met on Monday evening, February 15, 1943 in the first dormitory for supper followed by the meeting with the following present:

Mary C.C. Chen, Chairman
Y. G. Chen
Jane B. Dye
Pearl B. Fosnot
Mrs. Li Fang-hsuen

Lewis S.C. Smythe
Elizabeth Murray
Yi-fang Wu, ex-officio
Elsie M. Priest "

Dr. Ruth M. Chester was also invited to be present.

As this meeting was called for a special purpose, President Wu presented,

"A message came through Governor Chang from Mr. T.V. Soong inviting me to join a group to go to America for publicity work. One of the group chosen is Dr. James Yen, and they are expected to start on the journey at the end of February or early in March, for a period of six months. In order to put before you both sides of the question, may I present

A. Reasons in favor of accepting the invitation:

1. Someone from Free China to contact personally members of the Associated Boards
2. To consult Ginling Board of Founders and the Associated Boards regarding future policy on Women's education in the program of Christian higher education in China after the war.
3. To have someone from the Christian Universities in such a group working for the national cause.
4. To have a change and vacation myself, to be ready for the larger task of moving back to Hanking and re-opening there.
5. To have a chance to study new tendencies and trends in higher education in the United States.

B. Reasons against accepting the invitation:

1. The program may be too strenuous to give the rest needed.
2. There may be no adequate time for thorough consultation with Associated Boards and others connected with Mission Boards.
3. The present administration staff are too heavily loaded with their own duties already, making it difficult to add further tasks for them to carry during my absence."

After careful consideration it was

MO 156 VOTED to extend a leave of absence to President Wu Yi-fang in order that she may accept the invitation to join the group from the government who are leaving to do publicity work in America, if satisfactory arrangements can be made to carry on the work of the College during her absence.

EC 157 VOTED that the Faculty Executive Committee be authorized to arrange for the work of the president during Dr. Wu's absence.

EC 158 VOTED to recommend to the Board of Founders that arrangements be made to give Dr. Wu adequate opportunity for complete rest during the time she is in the United States.

EC 159 VOTED to request President Wu to extend the cordial greetings of this Board and the faculty to the Board of Founders, and all friends of the College.

Request to Presbyterian Mission Board

Last summer Miss Miriam Null was repatriated from Nanking and is now at her home in the United States. A request by cable has been sent to the Presbyterian Board asking that Miss Null be sent to Ginling College to help in the Department of Home Economics.

EC 154 VOTED to request the Presbyterian Mission Board to send Miss Miriam Null to China to assist in the Department of Home Economics of the College until it is possible for her to return to her regular work in Nanking.

Nanking and Shanghai Staff

President Wu reported on the very excellent work that has been done by the four staff members in Nanking.

EC 155 VOTED to authorize President Wu to send a letter expressing our deep appreciation of their work and assuring them of our concern for their health and welfare during the days of heavy strain in Nanking.

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Ginling College, Chengtu, Szechuen

MINUTES of the BOARD OF DIRECTORS EXECUTIVE COMMITTEE in Chengtu

March 5, 1943.

The sixteenth meeting of the Executive Committee of the Board of Directors met on Friday afternoon, March 5, 1943 in the Faculty Reception Room with the following whose names are starred present:

*Mary S. C. Chen, Chairman
*Y. G. Chen
*Jane B. Dye
*Pearl B. Pesnot

*Mrs. Li Fang hsuen
*Lewis S. C. Saythe
Elizabeth Murray
*Xi-fang Wu, ex-officio
*Bisio M. Priest

Dr. Ruth M. Chester was also invited to be present.

The meeting was opened with prayer led by Dr. Pesnot.

Administration During Absence of President Wu.

President Wu explained this was a special meeting to report plans for the administration of the college during her absence on the trip to the United States. It was

EC 160 VOTED to accept President Wu's report that the responsibility for the administration of the College during her absence will be carried by the Faculty Executive Committee. With specific duties assigned to individual members:- Dr. Chester to serve as the chairman of the committee and Dr. Djang to serve as the official representative of the College.

Greetings.

It was decided to send greetings to the Board of Founders and friends and the following actions were taken:

To the Board of Founders of Ginling College.

EC 161 VOTED to ask President Wu to give the following message to the members of the Board of Founders:

"The members of the Executive Committee of the Board of Directors wish to take the opportunity of Dr. Wu's visit to America to convey their greetings to the Board of Founders. We appreciate very deeply the sympathetic understanding and loyal support given the College in this difficult war period, and we count on your thoughtful consideration of the problems which face the college in the future. We hope that you may be able to plan with Dr. Wu for the development of Christian education in China and for the place Ginling College will have in the post war program."

To Smith College and particularly to the Alumna of Smith College:

EC 162 VOTED to ask President Wu to convey our greetings to the members of the faculty, the student body and particularly to the Alumna of Smith College and to express the deep appreciation of the field groups for College and to express the deep appreciation of the field groups for the continued interest and loyal support during these difficult years.

To Miss Margaret Hodge and all other friends of the College.

EC 163 VOTED to ask President Wu to give our personal greetings to our many friends and especially Miss Margaret Hodge who gave so much time to the task of serving as chairman of the Board of Founders.

To Mrs. W. S. New:

EC 164 VOTED to ask President Wu to give our warm greetings to Mrs. New and to express to her the deep appreciation of the board members for her loyal and untiring efforts on behalf of the college during the years she has been in America.

Retirement of Mrs. Thurston.

President Wu reported that a letter had been received from Mrs. Lawrence Thurston, President Emerita, advising that plans for her retirement from active service in Ginling College had been completed, her formal retirement to date from January 1, 1943.

EC 165 VOTED to express to Mrs. Thurston our sincere greetings and best wishes for a well earned rest after the strenuous years of war spent in Nanking, and to request her continued guidance and help throughout the coming years especially as plans are made for the reopening of the college in Nanking.

Return of Miss Harriet Whitmer.

Miss Whitmer returned from regular furlough in 1937, but due to the outbreak of war spent some months in Japan. After helping in Shanghai, she was asked to go to the campus in Nanking where she remained until repatriated in June 1942. Miss Whitmer will have one more term of active service before reaching the age of retirement. It was pointed out that she was not needed at present for academic work in her field of Biology, but would be much needed as faculty hostess in Nanking particularly during the period immediately following the war.

EC 166 VOTED to recommend to the Board of Founders that a request be sent to the Woman's Division of Christian Service of the Methodist Church for Miss Harriet Whitmer to return to Ginling College as soon as possible, after the war ends, particularly to serve in the capacity of faculty hostess.

Invitation to Miss Marjorie Gausser.

Through the courtesy of the London Missionary Society, Miss Marjorie Gausser has been teaching full time, partly in Biology and partly in English for the year 1942-43. In return for her services the College has paid for a teacher of English in the London Mission Middle School - the formal assignment for Miss Gausser.

EC 167 VOTED to request the London Missionary Society to allow Miss Marjorie Gausser to continue her services in Ginling College for the year 1943-44, it being agreed that the College will also continue to support a teacher of English in the 1st Hsuin Middle School in Chungking.

There being no further business the meeting adjourned with prayer for a safe journey for President Wu.

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GINLING COLLEGE, CHENGTU, SZECHUEN

Minutes of the Board of Directors Executive Committee in Chengtu

July 1, 1943

The seventeenth meeting of the Executive Committee of the Board of Directors was held Thursday morning July 1, 1943 in the home of Miss Priest with the following members present:

Mary C. C. Chen, chairman	Mrs. Li Fang-hsuen
Y. G. Chen	Elizabeth Murray
Jane B. Dye	Lewis D. C. Smythe
Pearl B. Fosnot	Elsie M. Priest, ex-officio

Dr. Djang Hsiang-lan and Dr. Ruth M. Chester were also present to represent President Wu.

The meeting was opened with prayer led by Miss Murray.

BUDGET FOR 1943-1944

The budget for 1943-1944 has been revised in accordance with existing conditions and was presented by the treasurer. All income has been based on the amounts received during the past year and the present exchange of 29.17 has been used. In figuring the expenditures all salaries are comparable to other institutions - there has been no increase in basic salaries but provision has been made for the rapid and continued increase in the index and cost of rice. The budget is not balanced - the amount required by June 1944 will be C\$890,590.50. After discussion, it was

EC168 VOTED to accept the budget for 1943-1944 as the working budget for this year beginning July 1, 1943, and to take steps to reduce the anticipated shortage of C\$890,590.50 before June 1944.

EC169 VOTED to authorize the administration to start a campaign to raise funds in China from Alumni, students and friends particularly for the support of chairs, the work in Social Education and the Rural Service Project.

EXTENSION OF LEAVE FOR PRESIDENT WU YI-FANG.

Letters have been received from the Board of Founders requesting the field to allow Dr. Wu to remain in the United States for a full year. It is essential that Dr. Wu be given an opportunity for a complete rest and at the same time there should be time given for her to do some special work for the college. If it is necessary for her to return to China by September it will be impossible for her to accomplish these important objectives. On the other hand it is of vital importance that Dr. Wu should return to the campus in sufficient time to plan for the work for 1944-1945. Budgets and plans for staff must be made during March, and while it is realized this does not provide a full year in America, it does provide for a full year away from the campus. After careful consideration it was

EC170 VOTED to extend the leave of absence for President Wu Yi-fang to enable her to return to China by the end of February 1944, with the definite request that at least three months of this extension of time be spent in complete rest.

REQUEST TO MOVE TO THE CANADIAN SCHOOL

As the Nursing School of the University Hospital wishes to move to the hospital buildings this summer, and in order to provide adequate space for them, the superintendent of the hospital requested Ginling College to release the rooms they are using in the hospital for equivalent space in the Canadian School. Ginling College has an agreement with the hospital that in return for the payment of one hundred thousand dollars entitled the hospital rooms were to be available for the duration of the war. After consideration of the problem involved and inasmuch as the space is approximately equivalent to the space being used in the hospital, it was

EC171 VOTED to accept the request of the University Hospital to exchange the rooms in the hospital for approximately the same amount of space in the Canadian School, it being understood that the hospital used be responsible for the rent of the Canadian School Compound in accordance with the agreement that Ginling College had the use of the hospital rooms for the duration of the war; and to authorize the administration to complete the negotiations.

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Minutes of the Executive Committee of the Board of Directors
of Ginling College

Chengtu, Szechwan - April 11, 1944.

The eighteenth meeting of the Executive Committee of the Board of Directors was held Tuesday afternoon, April 11, 1944, in the guest room of the first dormitory, with the following members whose names are starred present:

*Mary C.C. Chen, chairman	*Mrs. Li Lin Fu-mei
Y.G. Chen	*Elizabeth Murray
*Jane B. Dye	*Lewis S.C. Smythe
*Pearl B. Fosnot	*Yi-fang Wu, ex-officio
	*Elsie M. Priest, ex-officio

Dr. Ruth M. Chester was also invited to be present.

The meeting was opened with prayer by Mrs. Li.

EC 172 Voted to approve the minutes of the meeting of July 1, 1943 as circulated.

Report by Dr. Chester

EC 173 - VOTED to receive the report presented by Dr. Chester for the work of the year during the absence of President Wu.

EC 174 - VOTED to express our deep appreciation to Dr. Chester, Dr. Djang and the members of the Faculty Executive Committee for their leadership during the absence of President Wu.

Margaret E. Hodge

Dr. Wu reported the death of Miss Margaret E. Hodge of Philadelphia on November 12, 1943.

VOTED to record the following statement in regard to Miss Hodge's death:
"We have heard with a real sense of loss of the death of Miss Margaret E. Hodge. She was connected with the Ginling College Committee from the first days of its beginnings to the last day of her life, as she was still Honorary Chairman when she died, though she had retired from the active Chairmanship in 1941. To many members of the present Board and Faculty she is a revered name rather than a living person, but there are still some among us who knew her, and carry with us the abiding memory of an outstanding and invigorating personality. She gave to the service of the College, as indeed to all her work, the gifts of a fine mind, a spirit of devotion, and an abiding faith in the things which endure. It is women such as she on both sides of the Pacific who have made Ginling possible, and the truest memorial to her passing is to be as faithful in our day and generation to the Spirit and Truth of Christianity as she was in hers."

Report by President Wu

EC 175 - VOTED to receive the report of the President and to express our gratitude for her safe return to the College.

Report by the treasurer

As this is the first meeting of the Committee since the books were closed and audited, the financial report for the year 1942-1943 was presented, showing the year was closed with a surplus of \$280,141.23 C.N.

EC 176 - VOTED to accept the audited report for the year July 1, 1942 through June 30, 1943.

The Associated Christian Universities on the campus prepared a budget of the probable needs for 1944-1945, copies of which were sent to the Associated Boards in March. All budgets were prepared on the same basis, the income that was granted for the year 1943-44 being used at the official exchange rate of 40:1. On this basis the College faces a shortage of approximately C \$4,600,000 for the maintenance of the work on the basis of the present schedule. Efforts are being made to find additional income from changes in exchange rates.

EC 177 - VOTED to receive the report on the budget for 1944-45 as information of the needs for the year, and to request the Administration to make a careful study of the method to continue the work of the College in consultation with the other institutions on the campus, final approval to be given at a later meeting.

Travel Expenses of Chinese Faculty now in the U.S.A.

There are some promising faculty members studying in America who cannot consider returning to the College on account of their inability to meet the cost of travel personally. As a war-time measure it was

EC 178 - VOTED to approve the payment of travelling expenses for Chinese faculty members now in America, on condition that each one agrees to give three years' service to the College, or in case of resignation to make a proportionate refund of the travel expenses advanced by the College.

EC 179 - VOTED to approve the travel expenses to America for Miss Ettie Chin who completes seven years of service with the College in June 1944.

Committee on Library and Scientific Equipment

As plans for the post-war period are being made it seems important to have a committee in America working on the problem of gathering together books and equipment.

EC 180 - VOTED to request the Board of Founders to establish a Committee on Library and scientific equipment to work in cooperation with the Associated Boards in planning for the rehabilitation of the College after the war.

The meeting adjourned to the Practice House of the Department of Home Economics, where the majors in Home Economics prepared and served supper to the Committee.

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Minutes of the Executive Committee of the Board of
Directors of Ginling College

Chengtu, Szechwan - 14 November 1944

The nineteenth meeting of the Executive Committee of the Board of Directors was held on Tuesday afternoon, November 14, 1944 in the Canadian School. The following members were present:

Mary C.C. Chen
Jane B. Dye
Pearl B. Fosnot
Li Lin Fu-mei

Anna E. Moffet
Elizabeth H.S. Murray
Yi-fang Wu
Elsie M. Priest

Dr. Ruth M. Chester was also invited to be present.

The Meeting was opened with prayer led by Mrs. Dye.

Minutes of the meeting held April 11, 1944

EC 181 - VOTED to approve the minutes as circulated, including the memorial minute for Miss Margaret E. Hodge.

Report of the President

EC 182 - VOTED to accept the report of the president with appreciation of the work accomplished during these difficult war years.

Report of the treasurer

The treasurer presented the audited financial report for the year ending June 30, 1944, copies being circulated to each member of the committee.

EC 183 - VOTED to accept the audited financial report for the year ending June 30, 1944.

The budget for 1944-45, revised November 1944, was presented for consideration. In estimating the budget for the year, exchange was figured at an average of 150 to one, rice was estimated at 8,000 per tan for the year, the factor for the cost of living index was estimated so it will average thirty times the basic salary. After adopting these general principles, which are being used by all other institutions on the campus, it was possible to present a balanced budget for the college.

EC 184 - VOTED to adopt the budget for 1944-45 as revised in November 1944 as the working budget for this current year.

Salaries of Western Staff

At the present time all salaries for the Western staff members are figured in local currency. At times certain members have obligations to meet in other currencies, but under the present system it is impossible for them to manage if prevailing current rates are to be used in making repayment to the college.

EC 185 - VOTED to recommend to the Board of Founders that all Western staff members be permitted to use an amount not to exceed two hundred and fifty dollars United States currency (US\$250.) in any one year, this amount to be refunded to the college at the official rate of forty to one.

Rent for Canadian School Buildings

In consideration of a payment of C\$100,000. the University Hospital agreed to house the college in the hospital buildings for the duration of the war. In the spring of 1943, the hospital rented the Canadian School to house the Nurses' Training School, and requested Ginling College to move to the Canadian School in exchange for the rooms being used as it would be more efficient for the hospital to have their nurses housed in the hospital buildings. The college agreed to the exchange of space and no agreement was made concerning rent charges. In the summer of 1944, the University Hospital requested the college to assume payment of the rent, which was fixed at a nominal amount of five thousand dollars per month (C\$5,000.) This was agreed upon and the rent was paid for the first half of the year 1944-45. The agreement between the Canadian Mission and the University Hospital provides for the review of the amount of rent to be paid every six months, and therefore the Canadian Mission was unwilling to accept this amount. Although Ginling College has an agreement to cover housing "for the duration of the war", it was felt that due to the long years of war, it was unfair to the hospital to ask them to cover the rent on the Canadian School at this time.

EC 186 VOTED to approve of the payment of rent on the Canadian School, at the rate of two hundred Canadian dollars per month.

Return of Miss Stella M. Graves

Miss Stella M. Graves of the Department of Music left Chengtu for regular furlough at the end of June 1944. She reached the United States at the end of July and has arranged for her year of rest and study.

EC 187 - VOTED to recommend to the Board of Founders that Miss Stella M. Graves be invited to return to the Department of Music after a year of furlough which is to be dated from July 1944.

There being no further business the meeting adjourned with a cordial invitation from President Wu for all members to attend the Founders' Day dinner and celebration on Saturday and Sunday, November 18th and 19th.

[1]

REPORT TO THE EXECUTIVE COMMITTEE - BOARD OF DIRECTORS IN
CHENG TU

Yi-fang Wu

November 14, 1944

The new school year started on schedule early in September. For the second year in succession I was absent from the campus - this time I was in Chungking attending the Peoples' Political Council meetings. It was a very hard time for the Faculty Executive Committee, and especially for Dr. Ruth Chester and Dr. Djang Hsiang-lan. Because of the most difficult conditions of communication many students and some faculty members could not arrive on time. This made it hard for the program of the freshman week and other activities at the beginning of the year, and it meant that the academic work in quite a few classes could not start on schedule. Dr. Chester had another unexpected trouble, that is, the illness of Mrs. Luther Shao, the Registrar, which kept her from her duties during the rush days of the second entrance tests and registration. I still marvel at the way she managed with temporary helpers to tide over those two weeks.

The total enrollment this fall is 312. This is slightly higher than the total of 300 we decided upon last spring. This seeming increase is not at all due to the taking on of a large freshman class. Actually, we admitted the smallest number of freshmen for several years, only 67, making the total freshman class 109. It was, rather, due to the fact that fewer old students dropped out than we estimated. Another problem Dr. Chester had was the continued arrival of refugee students from Kwangtung and Kwangsi. Their universities had to evacuate from threatened areas and they could not come to Chengtu in time for the entrance tests. But, on the other hand, both we and the Ministry of Education wanted to help such refugee students. We did all we could for them and then had to decide upon a closing date for registration and not admit any more.

In regard to the faculty, there are a few changes.

ENGLISH DEPARTMENT. We are more than happy to welcome back Dr. Kirk after an absence of three years. She finished her work for the doctorate degree at Northwestern last October and, actually, it took her almost a year to get back to Chengtu in the middle September. Miss Evelyn Walmsley was still in Durban on October 16th, but we hope very much that she will succeed soon in getting a passage to India. A temporary arrangement was made for taking care of her classes, and we certainly hope she will be able to get here before the spring term starts.

HOME ECONOMICS. In the Home Economics Department Miss Yung Hsiao-yun resigned in July on account of her health, and her sister-in-law, Miss Yü, left at the same time. This meant that there was only the assistant left in that department, which is among the first three with a large number of major students. We have invited Miss Sun Tseng-min to be the acting head, and Miss Chen Pe-lan, to be professor in the department. Miss Sun is a graduate from Yenching and did post-graduate work in Oregon and at Merrill-Palmer in Detroit. Her own special lines are nursery schools, child psychology and child development. Miss Chen was secured only last September and did not arrive

on the campus until in October. She is a graduate of Hwa-nan College and has been to America twice. She built up the Home Economics Department in Hwa-nan College and during the past two years she has been head of that department in the National Normal College for Women in Peishan. We are very happy to have secured these two capable and experienced women and they are cooperating very satisfactorily with the two other home economics departments in Chengtu.

PHYSICAL EDUCATION. Miss Ettie Chin finally decided to take her furlough this year. I am glad to report that she arrived in America on October 6th and will go to Smith College to be on their physical education staff starting in November. For the department we have asked Mrs. Chen En-tsi to be the acting head. She has been splendid in taking up the work and getting the fine cooperation from the staff. However, it is rather difficult for her to leave her home, especially with a small baby. But the real problem we face in this department is that we do not have an adequate number of permanent staff members, and when we look ahead to the future with the increasing need for women physical education directors, we must plan to build up the staff.

MUSIC. Miss Graves left for her furlough in June. Her work is divided among the present staff members, and we have also secured the part-time help of Margaret Dow in teaching the class in harmony. We are grateful to the Ad-interim Committee of the American Board for arranging for Miss Dow's teaching this class in Ginling. Miss Graves was rewarded for her offer to accompany her friend, Louise Hammond, home, for she was granted special permission to travel with Miss Hammon on the military hospital plane. She arrived in America in July. Since she did not waste time in getting back to America, I wish to ask her to plan her return trip right after her year of furlough is up next summer. Miss Sutherland is finishing her fifth year and for her Mother's sake, it would be better for her to plan on taking her furlough as soon as Miss Graves returns.

CHEMISTRY. Dr. Chester's furlough was due this past summer, but she was ready to extend it and finish a sixth year. We should, however, be planning to take care of her work when she takes her furlough in 1945. Miss Wu Mou-i completed her work in Harvard and received her Ph.D. in Chemistry last June. She should be starting from America by now and we certainly hope that she will have good luck on the trip and will be able to reach Chengtu before Dr. Chester starts for home.

From the treasurer's report you will see that the year 1943-44 closed in good condition. It was due to the fact that the rate of exchange has improved since April. When the five universities made a tentative budgets for 1944-45 there was a big shortage in every budget. After the grant from the United China Relief funds was announced, that is a total of \$70,000 N.C. to the 12 Christian universities, the five presidents discussed again the financial prospects for this year. From the viewpoint of reducing expenditures they took action in September that the factor for the full-time increment should be stopped at an average of 30 this year. From the other angle of increase in the income there is this higher average for the rate of exchange for American funds.

Miss Priest has revised the tentative budget for 1944-45. In view of the two points just mentioned, using the average factor of 30, and the average rate of exchange of 150:1 (instead of 100:1), Miss Priest is presenting the revised budget balanced. We are very glad that this can be done but at the same time we have to face the fact that if the increase in cost of living should continue at the present rate, then the full-time increment may have to be reconsidered. Since the five universities are following the same system of subsidies, Ginling has to wait until any joint action can be taken.

As I have mentioned, during the month of September, I was in Chungking attending the session of the People's Political Council. In addition, I attended the Child Welfare Conference, because I am the chairman of the Five Universities' Child Welfare Training Program Committee. There was also the meeting of the NCC Executive Committee, and the Board of Directors of Shanghai University. Mrs. George Wu, the Executive Secretary for the Training Committee, and Miss Hsiung Ya-nae also attended the Child Welfare Conference. This conference invited representatives from different types of child welfare work, and since the nursery in Chung Ho Chang is the only one for rural children, Miss Hsiung was asked to tell about it. She prepared very attractive exhibits of their work and gave a splendid report. All the delegates took trips to see institutions for children in Chungking and its neighborhood. It was a splendid opportunity for Miss Hsiung to see those experiments and to meet people in this big field. After she returned to Chengtu, she told me confidentially that after she saw all those places and heard all the reports she had much more confidence in their own work in Chung Ho Chang. In fact, she made such a splendid impression that two organizations wanted to ask Ginling to loan her to establish similar nursery schools for their rural regions. However, Miss Tsü Yu-dji and Miss Hsiung have their program worked out for this year, and especially, they expect to finish the writing up of material to be used for the teachers in rural nursery schools. It seems to me we must regretfully decline such invitations to borrow Miss Hsiung, but we must look ahead for younger graduates to be understudies at Chung Ho Chang.

SCHOLARSHIP FUNDS. Several scholarship funds have been established. The Thurston Scholarship Fund was established a year ago at Founders' Day, and it now amounts to \$. This last summer the biology students decided to establish a Reeves Scholarship Fund in honour of Dr. Reeves' seventieth birthday. It has now reached the figure of \$25,522 and one scholarship of \$8,000 is being granted to a biology student for the year 1944-45. The last scholarship is a memorial to Dr. Chen Ping-dji. This was established after the funeral service held for her last spring. The contributions from her friends in Chengtu amount to \$14,000. \$12,000 was used right away to purchase three hundred US\$, so no scholarship could be granted for the year 1944-45. Recently Dr. Chen's younger sister, Chen Ping-heng, has turned over to this fund an investment which Ping-dji had, including interest, which amounts to \$8,000. We hope, therefore, by next spring or next fall that a scholarship can be offered.

VAUTRIN FUND. I wish to report at this time that the Vautrin Memorial Fund has now reached a total of \$176,687. The largest amount of over \$100,000 was contributed by the Chungking Alumnae Association through the effort of Mrs. Wei Hsieh-ren.

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Minutes of the Executive Committee of the
Board of Directors of Ginling College

23 March 1945

The twentieth meeting of the Executive Committee of the Board of Directors was held on Friday afternoon, March 23, 1945, in the Canadian School. The following members were present:

Mary C.C. Chen
Jane B. Dye
Pearl B. Fosnot
Li Lin Fu-mei

Anna Moffet Jarvis
Elizabeth H.S. Murray
Yi-fang Wu
Elsie M. Priest

Dr. Ruth M. Chester was invited to be present.

The meeting was opened with prayer led by Mrs. Jarvis.

Report of the President

President Wu made a brief report of the present condition of the College.

Report of the Dean of Studies

Dr. Chester reported the present enrolment is 307. Exhibits were shown indicating the interchange of students among the five universities on the campus.

Report of the Treasurer

Miss Priest reported briefly on the present financial situation, stating plans were under way to try and secure sufficient funds to close all Christian universities without deficits. Special mention was made of grants received from the British United Aid to China Fund and special gifts from the United Committee in London.

Report on Faculty on Furlough

President Wu reported Miss Stella M. Graves was living in New York, studying this year and seemed very happy in her work. Miss Ettie Chin was working in the Physical Education Department of Smith College and Miss Wu Mou-i, having secured a doctor's degree in Chemistry, had sailed for China on March 9th. Miss Evelyn Walmesley reached India but has been unable to secure a permit to enter China. Temporarily she is teaching at Woodstock School in Mussorie, India.

Gift for Special Prizes

President Wu reported that a gift of one hundred thousand dollars had been received from Mr. Swen Tze-liang, the interest to be used for honorary prizes to the best students in Chinese, History, Geography and Chemistry. A copy of the thesis of the student awarded the prize is to be sent to the donor.

EC 188 - VOTED to accept with deep appreciation the gift of one hundred thousand dollars from Mr. Swen Tze-liang, and to use the interest on this fund for awards to the best students in the Departments of Chinese, History, Geography and Chemistry.

Leave of Absence for President Wu

President Wu has been invited by the Chinese Government as a delegate to the San Francisco Conference. After consideration it was

EC 189 - VOTED to approve of a leave of absence for President Wu to enable her to attend the Conference at San Francisco as a delegate from China and to request that she return to the campus by September 1, 1945.

The duration of the conference is unknown but it is assumed it may last for six weeks or two months. Due to the health of Dr. Wu, it is suggested that she should spend at least one month following the conference in complete rest.

EC 190 - VOTED to advise the Board of Founders and the Associated Boards for Christian Colleges in China that Dr. Wu will not be available for any speaking engagements during this visit to the United States and to request their cooperation in assisting Dr. Wu to have a complete rest to assure that she may return to the campus in September entirely restored to health.

Promotion Committee

EC 191 - VOTED to appoint Miss Pearl B. Fosnot on the Promotion Committee to fill the vacancy created by the resignation of Dr. Lewis S.C. Smythe.

Endowment Fund Investment Committee

EC 192 - VOTED that the Endowment Fund Investment Committee shall be a Committee of five, three to be appointed by this committee and two by the Alumnae Association. The members from this committee are: Miss Mary C.C. Chen, Mrs. Jane B. Dye, Mrs. Anna Moffet Jarvis. The treasurer will serve ex-officio.

There being no further business the meeting adjourned.

Minutes of the Executive Committee of the
Board of Directors of Ginling College

September 26, 1945

The twenty-first meeting of the Executive Committee of the Board of Directors was held on Wednesday afternoon, September 26, 1945, at the Women's College of West China Union University.

The following members were present:

Mary C. C. Chen	Pearl B. Fosnot
Anna Moffet Jarvis	Li Lin Fuh-mei
Jane S. Dye	Elizabeth H. S. Murray
Ruth M. Chester (ex-officio)	Elsie M. Priest (ex-officio)

The meeting was opened with prayer led by Miss Murray.

Miss Chester, Chairman of the Faculty Executive Committee during the absence of President Wu, presented an informal report of conditions in the College, especially (1) the latest news from President Wu, who is convalescing from a serious illness in America; (2) reports from Nanking; and (3) present conditions in the College for this academic year.

EC 193 VOTED to request Miss Chester to send the greetings of this Committee to President Wu with deep gratitude for her recovery from the illness in July and the hope that she may soon recover full health and return to China as early as possible.

Upon a request from the faculty members in Nanking, Miss Chester and Miss Chen, Chairman of this Committee, prepared an official letter authorizing either Dr. M. S. Bates or Mr. W. Plumer Mills, or both jointly, to represent Ginling College officially in receiving the property in Nanking, which was still being used by the Japanese Army at latest report.

EC 194 VOTED to approve the letter prepared by Miss Chester and Miss Chen authorizing either Dr. M. S. Bates or Mr. W. Plumer Mills, or both jointly, to represent Ginling College officially in relation to receiving or arranging for the property in Nanking when it is turned over by the Japanese Army.

EC 195 VOTED to receive Miss Chester's report with deep appreciation for her service during the absence of President Wu.

Furlough for Miss Catharine E. Sutherland:

Miss Sutherland was due for her regular furlough in June 1945, but decided to postpone her date of departure from the campus until Miss Graves returned from America. After the summer it was the advice of medical authorities that Miss Sutherland should leave for furlough immediately. She left for India in early September.

EC 196 VOTED to approve a regular furlough for Miss Catharine E. Sutherland, to be dated from September 1945.

Report of the Treasurer

The treasurer gave an informal report of financial conditions, no formal statement being presented at this time.

Future Status of the College

In the Postwar Planning for Christian Education in China, by the Associated Boards for Christian Colleges in China and the China Christian Colleges Association in London, emphasis has been given to the development of three major centers with several secondary centers in various parts of China. Nanking has been designated as one of the major centers with the University of Nanking and Ginling College as the nucleus of the larger and broader institution now being visualized for that area. The Committee for Ginling College of the United Boards for Christian Colleges in China held a meeting in June with President Wu and took action requesting the opinion of the various groups in China who are interested in the future of Ginling College. After careful discussion

EC 197 VOTED to record the decision of this Committee on the future status of the College as follows:

"To approve of the maximum coordination in the Nanking Center as long as the identity of Ginling College is preserved as a place where women may have a chance to develop the special contribution in leadership for which the College has been known throughout the past thirty years."

EC 198 VOTED to request Mrs. Anna M. Jarvis to represent this Committee in writing to the Committee on Ginling College of the United Boards.

There being no further business the meeting adjourned with a vote of thanks to Miss Fosnot for her hospitality.

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MINUTES OF THE MEETING OF THE EXECUTIVE COMMITTEE

of the

BOARD OF DIRECTORS OF GINLING COLLEGE

April 10th, 1948

A meeting of the Executive Committee of the Board of Directors of Ginling College was held at the College on Saturday, April 10th, at 3 o'clock.

ATTENDANCE

Dr. King Chu (Chairman)	Dr. Wu Yi-fang, ex officio
Mrs. W. S. New	Miss Elsie M. Priest, <u>ex officio</u>
Mrs. Sun Wong Kwoh-siu	a Mrs. Li Ling Fu-mei
Mrs. Claude Thomson	a Dr. K. M. Hsu

Dr. Ruth M. Chester was invited to be present.

The meeting was opened by prayer led by Miss Priest.

REPORTS

1. President's Report.

2. Treasurer's Report. The treasurer reported briefly on the financial condition for the fall semester, saying that due to the timely grant of US\$6,000 from the United Board Emergency Campaign Fund, it was possible to cover all expenditures for the fall semester without a deficit.

The budget for the period January - June, 1948, was presented, showing an anticipated shortage of CN\$2,957,940,000 unless some additional income is received. Although the administration had anticipated a grant from the United Board Emergency Campaign Fund, letters, dated March 23, 1948, advised the field that decisions had been made to withhold all funds from the Emergency Campaign to cover any emergency situation which might arise in China in the near future and require these funds. This word reached the field early in April, over six weeks after the opening of the spring semester, and too late to make any change in the program for the spring semester.

BE48-14. Voted: To accept the revised budget for six months, January through June, 1948, and to make every effort to find funds to meet the anticipated shortage of CN\$2,957,940,000 by the time the money is needed in May or June.

BE48-15. Voted: To request the United Board for Christian Colleges in China to make available to the field any additional grants received from the cooperating mission boards at the earliest possible date, these funds to apply on the shortage for this semester.

BE48-16. Voted: To request the United Board Ginling College Committee to ask the Smith Alumnae Ginling Committee to grant from the accumulated reserve an amount not to exceed US\$10,000, this special grant to be used to meet any remaining shortage which is not covered by these additional grants from mission boards.

In view of the understanding on the field that the United Board Emergency Campaign was conducted for the purpose of replacing the funds that had been anticipated but failed to come, from the United Service to China for the year 1947-48, it was

BE48-17. Voted: To request the United Board to reconsider their decision and to grant sufficient funds to cover the budget for the spring term of 1948.

PRACTICE SCHOOL

Dr. Wu reported on the present condition of the Practice School and presented the minutes of the meetings of the Board Committee on Practice School. After careful discussion, it was

BE48-18. Voted: To assign for the use of the Practice School the southeast corner of the present campus, the boundaries to be determined as follows: on the south and east, the campus boundary wall; on the north, the East Court; on the west, the east boundary of the basketball courts. (Map attached to file copy.)

In order to release the land now used by the Poultry Project for the use of the Practice School, it was

BE48-19. Voted: To request the Biology Department Staff to make a careful study of the value of the Poultry Project to determine whether to discontinue the project or to remove it to the Rural Service Station at Shwen Hwa Cheng.

BE48-20. Voted: To approve of the construction of the semi-permanent building for the Practice School located to the south of the Soong Memorial Building, so that the first floor of this new building will be part of a future permanent building on this site. The foundations and main walls should be of the same construction as the Soong Memorial Building, i.e. 50' x 80', but only one story high and with temporary roof, until such time as funds are available to complete the entire building.

BE48-21. Voted: To approve in principle the group of three buildings to complete the Practice School unit, and to request the Practice School Committee to present detailed plans for the Vautrin Memorial Building before steps are taken to start the construction of the building.

BE48-22. Voted: To approve a loan to the Practice School of US\$690.40 from the Vautrin Memorial Building Fund for the use of construction of the present semi-permanent building, with the understanding that this money must be returned in U.S. currency out of funds that are raised for the completion of the semi-permanent building.

LAND

Dr. Wu reported that the purchase of land, authorized by the Board of Directors on June 14, 1947, had not been completed because the money available from the sale of land to the Canadian Embassy was not sufficient to buy this land at the market price and the Municipal Land Bureau was not able to help a private institution secure the land at the official price. But in view of the extensive construction of buildings closer and closer to the College, it is imperative that these pieces of land be secured at once for the protection of College property. The Faculty Executive Committee, therefore, voted to approach the Alumnae Association for their approval to use some of the Alumnae Fund for the purchase of the land.

BE48-23. Voted: To approve the purchase of land adjoining the campus to straighten and protect the boundaries of the campus, and to authorize the president to proceed immediately with the purchase of such pieces of land as are necessary for this purpose.

BE48-24. Voted: To record with appreciation the action of the Alumnae Association to make available a sum up to US\$14,000, representing funds raised by the Alumnae Association during the past few years, for the purpose of purchasing land as stated in the previous action.

POLICY CONCERNING THE SIZE OF STUDENT BODY

The Dean of Studies presented a study showing the growth of the college student body and recommended that action be taken to determine the size of the freshman class each year.

BE48-25. Voted: To adopt the plan presented by the Dean of Studies to limit the size of the freshman class for the next few years to between 150 and 160 students.

POLICY CONCERNING THE GENERAL BUDGET FOR 1948-49.

BE48-26. Voted: To authorize the administration to present to the annual meeting of the United Board an estimate of the probable budget required for 1948-49 based on the experience of the past year.

RETIREMENT INSURANCE POLICY FOR MISS CATHERINE SUTHERLAND

Miss Catherine Sutherland has advised the United Board that it seems best for her to withdraw from the Ginling College faculty, and has asked to have her retirement insurance policy refunded to her.

Dr. Wu expressed the hope that, since Miss Rosa May Butler is coming to Ginling to take over the Chairmanship of the Music Department, Miss Sutherland will reconsider her decision and return to the College to continue her teaching in the Music Department.

BE48-27. Voted: To renew the invitation to Miss Sutherland to return to the College to teach in the Music Department.

In the case that Miss Sutherland does not accept this renewed invitation, it was

BE48-28. Voted: To recommend to the United Board that, inasmuch as Miss Catherine Sutherland has served the College for more than twenty years, she be granted the entire amount of the Retirement Insurance Policy under the Sun Life Assurance Co.

BE48-29. Voted: To recommend to the United Board that provision be made to allow Miss Sutherland to continue to hold the Insurance Policy with the understanding that the entire amount of the premium shall be paid by Miss Sutherland.

COMPOSITION OF THE BOARD OF DIRECTORS

Representatives of the Alumnae Association have been elected as follows:

1948-49
Miss Mary C. C. Chen

1948-50
Miss Cora Deng

In accordance with Article IV of the Constitution and with Board action B47-49, the following terms of service were designated for the coopted members of the Board:

1948-49
Mr. T. T. Zee
Dr. Y. G. Chen
Miss K. S. Kao

1948-50
Dr. King Chu
Dr. K. M. Hsu
Mrs. Sun Wong Kwoh-siu
Mrs. W. S. New

The Committee recommended for the consideration of the missions the following rotation of their representatives:

1948-49

Miss Wei Sui-djen
Miss Gertrude F. McCulloch
Miss Margaret A. Frame
Miss A. Eloise Bradshaw
Mrs. Lee Ling Fu-mei
Miss M. Althea Bremer

1948-50

Dr. Lewis Smythe
Miss Marian Bih
Mrs. Andrew C. Y. Cheng
Miss Mary G. Kesler
Miss Kiang Kwei-yun
Miss Ann McKeith
Mrs. Claude Thomson

ADJOURNMENT

The meeting adjourned to have dinner together as the guests of President Wu Yi-fang.

Respectfully submitted,

Elsie M. Priest
Secretary pro tem