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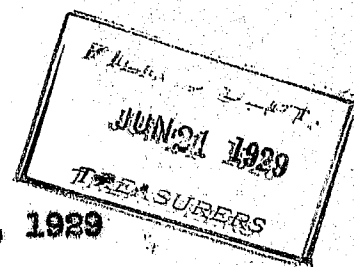
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Girling
Administrative
Board of Directors
Finance Committee
Finance-Executive Joint meetings
1929-1937

CINLING COLLEGE

Finance Committee

June 18, 1929



1. Prayer
2. Minutes of the previous meeting
3. Actions of Executive Committee of Board of Directors
 - Additional \$3000. Mex. asked for buildings for Physical Education
 - \$1700. Mex. asked for equipment in same buildings
 - \$3000. Mex. asked for residences for men faculty
4. Increased appropriation of Reformed Church in U. S.
5. Miscellaneous Business
6. Adjournment

Minutes

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GINLING COLLEGE

Minutes of meeting of the Finance Committee of the Board.
October 17, 1929- 8:00 P.M.

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

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

1. That the revised budget for 1929-1930 be approved after reductions have been made in the Permanent Equipment section so that the expenditures for equipment during this year shall not exceed the income allocated for this purpose.
- #2. That the proposed budget for 1930-1931 be tentatively approved with the understanding that if at the end of ~~the year~~ ^{the April} the funds are not ~~assured~~ ^{assured}, we are prepared to make a cut in the expenditures to balance the budget.
annual
3. That an allowance of three hundred dollars be given to the president for administration expenses, entertaining, etc. with the understanding that no accounting for its expenditures shall be required.
- #4. That we request that the necessary funds needed to complete the building (with furnishings) ~~contract~~ constructed this year for the Physical Education special course be appropriated from the building funds held in New York. Due to the extraordinary high costs of building materials and furniture the original appropriation of \$9,700.00 is found to be insufficient to complete the building. We anticipate we shall need approximately 2,000. additional funds.
- #5. In view of the fact that we are having a new well drilled at the present time, we request that a special appropriation be made to cover the installation of the pump and necessary piping. It is impossible at this date to know exactly the cost of this material, and we are therefore requesting that authorization be given to proceed with the work, with the understanding that the final details be presented to the Finance Committee with power to act in presenting the exact amount to the Ginling College Committee.
6. That although an appropriation of 2,000.00 was made by the Ginling College Committee for the purpose of remodeling the building for the men faculty, we find it is not practical to carry out the original plans. Minor changes are being made which will cost approximately 600.00 and we request that the balance of this appropriation be reserved for future use.
7. That we request that Mrs. Hurston be invited by the Board of Directors to represent them in America this year in raising additional funds for the college.

respectfully submitted,

A. M. Priest, Acting Secy.

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GINLING COLLEGE
NANKING CHINA.

Statement for 1928-1929, Revised Budget 1929-1930, Proposed budget 1930-31

Account	Actual receipts and expenses 1928-1929	Revised budget for this yr. 1929-1930	Proposed budget for next yr. 1930-1931
RECEIPTS			
Cooperating Boards:			
Am. Baptist M. Soc.	3,374 48	3,000 00	3,000 00
Methodist Epis. South	3,917 24	5,500 00	3,500 00
Protestant Episcopal	1,392 00	1,250 00	5,000 00
Presbyterian-North	5,624 12	5,000 00	5,000 00
Reformed Church U.S.	3,363 25	3,900 00	3,900 00
United Christian M.S.	3,127 79	3,000 00	3,000 00
Womens' For.M.Soc.	5,624 12	6,800 00	6,800 00
London Miss.Soc.	1,728 00	1,728 00	1,728 00
	28,151 00	26,928 00	26,928 00
Pledged contributions etc:			
China Medical Board	3,000 00	2,000 00	1,000 00
Crescent Ave.Church	1,113 60	2,000 00	2,000 00
Smith College Alumnae	11,034 67	4,000 00	4,000 00
Smith College Students	8,998 60	8,000 00	8,000 00
Y. W. C. A.	5,000 00	5,000 00	2,400 00
Womens Un.Chr.Colleges	7,065 89		
St. Mary's Church	55 68		
Bal.from current funds	10,563 87	20,664 98	4,720 66
Maintenance fund	4,561 07	5,000 00	5,000 00
Permanent Equipment	11,707 99	5,325 68	4,000 00
Anticipated gain exch.		3,340 00	
	63,101 34	55,330 66	28,720 66
Field receipts:			
Tuition	9,760 50	11,050 00	12,750 00
Board	11,854 90*	6,500 00	7,500 00
Room		3,120 00	3,600 00
Incidentals		2,080 00	2,400 00
Laboratory, etc:			
Biology	604 00	600 00	600 00
Chemistry	295 00	375 00	375 00
Entrance	176 00	200 00	200 00
Graduation	288 00	240 00	150 00
Medical	700 50	675 00	675 00
Music	1,455 00	1,400 00	1,400 00
Practice school	1,872 00	1,600 00	1,600 00
Physics	260 00	300 00	300 00
	27,265 90	28,140 00	31,550 00
Special Course:			
Tuition		2,450 00	
Board		1,500 00	
Room		720 00	
Incidentals		480 00	
Medical		150 00	
		5,300 00	
GRAND TOTAL RECEIPTS	118,518 27	115,698 66	87,198 66

*Includes board, room and incidentals.

Ginling College
Financial statement,
October 18, 1929 -- 3

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Account;	Actual receipts and expenses 1928-1929	Revised budget for this yr. 1929-1930	Proposed budget for next year 1930-1931
EXPENDITURES:			
Administration salaries:			
President	1,728 00	1,728 00	1,728 00
Adviser	1,807 22	1,800 00	564 00
Secretary	1,536 33	1,728 00	1,728 00
Librarian	600 00	1,296 00	1,728 00
" (Asst)		630 00	
Library assistants	624 91	700 00	700 00
Registrar	807 00	960 00	1,080 00
Treasurer	600 00	600 00	600 00
Business Office	848 00	1,600 00	1,920 00
Typists	61 75	150 00	150 00
Student aid	160 15	100 00	100 00
Dormitory director	833 20	960 00	960 00
College physician	300 00	600 00	600 00
Nurse	606 00	540 00	600 00
Travel - U.S.A.	1,104 55	3,100 00	1,000 00
	<u>11,517 17</u>	<u>16,492 00</u>	<u>13,458 00</u>
Administration expenses:			
Commencement and F. Day	674 11	400 00	400 00
Education ass. fees	400 00	400 00	400 00
Entrance tests	402 34	300 00	300 00
General office expense	566 94	500 00	500 00
Hospitality	101 24	500 00	300 00
Medical attendance	2,219 52	1,000 00	1,000 00
New York Office	505 78	500 00	500 00
Postage and stationery	400 60	500 00	500 00
Telegrams and cables	190 35	200 00	200 00
Publicity and printing	561 87	1,200 00	1,200 00
Travel:			
Board of Control	847 45	500 00	500 00
Faculty	143 80	200 00	200 00
President	176 69	300 00	300 00
	<u>7,190 69</u>	<u>6,500 00</u>	<u>6,300 00</u>
Salaries for instruction:			
Art		300 00	300 00
Astronomy			300 00
Biology	4,956 00	5,288 00	4,416 00
Chemistry	2,228 00	2,998 00	3,228 00
Chinese	3,370 00	4,700 00	4,800 00
Education (inc. Prac. Sc.)	3,459 76	3,198 00	3,648 00
English	4,320 00	5,184 00	6,912 00
History	1,666 00	2,520 00	3,120 00
Household arts			300 00
Mathematics and Physics	2,674 96	4,920 00	4,080 00
Music	2,839 68	3,792 00	4,128 00
Physical education	4,800 50	7,498 00	4,848 00
Psychology			1,200 00
Religion	2,248 00	1,728 00	2,592 00
Social and Political Sc.	2,827 86	2,160 00	3,888 00
Modern languages		720 00	1,440 00
Contingent		1,000 00	
Language study	252 00	500 00	500 00

Account:	Actual receipts and expenses 1928-1929	Revised budget for this year 1929-1930	Proposed budget for next year, 1930-1931
Salaries for instr. cont; Travel - U.S.A.	4,769 35 <u>40,411 11</u>	6,520 00 <u>52,126 00</u>	6,000 00 <u>55,700 00</u>
Departmental expenses:			
Biology	804 94	600 00	600 00
Chemistry	819 44	900 00	1,000 00
" gas plant	168 03	200 00*	
Chinese	300 09	300 00	300 00
Practice School & Bd.	1,449 03	1,400 00	1,400 00
English	88 17	100 00	100 00
Lectures	42 61	50 00	50 00
History	4 82	10 00	10 00
Library, expenses	1,192 27	700 00	700 00
Library, periodicals		500 00	500 00
Music	685 87	500 00	500 00
Physical education	364 30	600 00	350 00
Physics	200 31	300 00	300 00
Psychology		25 00	
Religion	24 37	35 00	50 00
Sociology	12 51		
	<u>6,156 76</u>	<u>6,220 00</u>	<u>5,860 00</u>
*Special repairs.			
Maintenance:			
Care of grounds	515 69	600 00	600 00
School heat	1,207 64	1,400 00	1,400 00
Janitors supplies	146 46	200 00	200 00
Light and water	948 32	1,200 00	1,200 00
Servants wages	1,442 53	1,500 00	1,500 00
Upkeep of buildings	4,561 07	5,000 00	5,000 00
Rent	10 00		
	<u>8,831 71</u>	<u>9,900 00</u>	<u>9,900 00</u>
Boarding Department:			
Food and wages	5,320 74	8,000 00	6,500 00
Heat	1,165 00	1,200 00	1,200 00
House supplies	339 26	600 00	400 00
Kitchen fuel	1,108 35	1,440 00	1,240 00
Light and water	948 31	1,400 00	1,200 00
Wages	1,032 88	1,800 00	1,400 00
	<u>9,914 54</u>	<u>14,440 00</u>	<u>11,940 00</u>
Special items, exch, etc.	<u>2,123 32</u>		
Totals.....	86,145 30	105,678 00	103,158 00
Permanent Equipment:			
Campus	179 60	200 00	500 00
Buildings	1,886 12		
Furniture - college	362 25	200 00	200 00
Furniture - faculty	117 40	100 00	100 00
Office	299 48	100 00	100 00
Library books	3,944 21	2,000 00	3,000 00
Music	718 04		700 00
Biology	813 01	600 00	750 00
Chemistry	804 45	700 00	700 00

Ginling College
Financial statements,
October 18, 1929.

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Account:	Actual receipts and expenses 1928-1929	Revised budget for this year 1929-1930	Proposed budget for next year 1930-1931
Permanent equipment cont:			
Physics	2,283 76	1,000 00	2,000 00
Physical education	464 95	300 00	300 00
Religion			50 00
Medical Dept.		100 00	100 00
Education and Psych.	134 72		150 00
	<u>11,707 99</u>	<u>5,300 00</u>	<u>8,650 00</u>
GRAND TOTAL EXPENSES	97,853 29	110,978 00	111,808 00
Surplus carried fwd.	<u>20,664 98</u>	<u>4,720 66</u>	<u>24,609 34</u> *Deficit
	118,518 27	115,698 66	87,198 66

* Anticipated receipts not definitely pledged:

Protestant Episcopal Board Balance for 1928-1929	1,250 00	<i>yes</i>
Crescent Ave. Church	1,000 00	<i>recd.</i>
Smith College Alumnae - additional funds	4,000 00	
Woman's For. Miss. Soc.	1,500 00	
Woman's Union Christian Colleges for 1929-1930	4,000 00	?
Ginling College Alumnae for 1929-1930	500 00	
	<u>12,250 00</u>	
	<u>10,750 00</u>	

Possible receipts:

Gain in exchange for 1930-1931	3,000 00
Reduction in Permanent Equipment budget	<u>3,000 00</u>
	<u>18,250 00</u>
	<u>16,750 00</u>

If this income is received the shortage for 1930-31 will be approximately ~~6,500 00~~.

Gift from Y. W. C. 2400.00 (given after Bd. meeting)
 Deficit 5600.00
 2250.00
 7 1800
 Woman's For. Miss. Soc. - 700.

RECEIVED

Minutes

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APR 1930

FINANCE COMMITTEE - GINLING COLLEGE, NANKING, CHINA

February 22, 1930

The Finance Committee of the Ginling College Board of Directors met at 1:00 p.m. on February 22nd. There were present: Tung Teh-fu, Mary G. Kealer, Anna E. Moffet, and Y. F. Wu, E. M. Priest, ex-officio.

The meeting was called to order by Mr Tung Teh-fu, chairman.

1. Medical Bill for Miss Gratia Sharp.

Miss Sharp was in the University Hospital eighteen days with a total bill of M\$ 137.00. Subtracting \$1.50 per day for board, the Committee approved of the payment of the remaining M\$ 110.00 by the College.

2. Salary scale for faculty members.

After a general discussion of the present cost of living in Nanking, the present salaries being paid to both Chinese and Western members of the staff and the need for some revision of the policy now in force, it was

VOTED that we request the Executive Committee to appoint a special committee to make investigation and definite recommendation concerning the revision of salaries for both Chinese and Western members of the staff, and that this committee be asked to take into consideration such matters as medical bills, pensions, leave of absence, etc. with a view to bringing Ginling salaries more into line with other Christian institutions of the same rank. It is our feeling that the state of Ginling finances and the attitude of the Boards at home warrant taking this action as we feel the time has come when the matter needs careful study.

VOTED that as long as the gold rate remains above 2.50, to recommend to the Executive Committee that all Western members of the staff shall be paid at the rate of 2.50, this change to become effective as of February 1st, 1930.

3. New piano for the Music Department.

The Music Department presented the following request:

"We understand that the amount that was apportioned in the budget for a half time music teacher for this year is still unspent. In view of the fact that the music department is badly in need of a new piano, due to the increase in the number of music students, and also because of the fact that several of the pianos which had been loaned us by the University have now been returned to them, we would like to recommend that the above amount be transferred to the permanent equipment fund for the purpose of buying a new piano. We may add that it seems possible that a very good second hand piano is available now, which may not be available by next year."

VOTED to approve of the transfer of the funds appropriated for the half time music teacher, amounting to M\$364.00, to the permanent equipment account for the purchase of the new piano for the Music Department.

Not approved by
Executive Committee
for action
of Executive Committee

4. Land Funds.

Inasmuch as it seemed likely that we should need money for the purchase of two special pieces of land a cable was sent to the New York Treasurer requesting ten thousand dollars gold in order to take advantage of high exchange. Accordingly seven thousand gold dollars were sent to the field by cable and were sold for M\$19,607.89. As negotiations are now held up it seems wise to place a portion of this money on fixed deposit with the understanding that it is available at any time the funds are needed for the purchase of land. It was

VOTED that ten thousand dollars of the land funds should be placed on fixed deposit for one year in the Nanking branch of the Shanghai Commercial and Savings Bank.

VOTED that in case the other five thousand dollars required to purchase the two pieces of land now in question will not be needed during the next six months that this amount be placed on fixed deposit with the Shanghai Commercial and Savings Bank for a period of six months.

5. Transfer of building funds to China.

Because of the low value of silver at the present time, the committee considered the desirability from a financial point of view of transferring to China the property funds held at present in gold in New York. The principle of G\$164,824.73 would exchange for approximately M\$460,000.00 at present rates and could be placed on deposit in banks in China at an interest rate of 7% to 10% which is somewhat better than the interest being secured at the present time. Even this amount will not be sufficient to cover the cost of all the proposed buildings to complete the Ginling plant, and although the value of gold should decrease before the proposed building operations are started, prices of materials which have increased 50% to 100% on account of present exchange will not decrease in proportion to the decrease of the value of gold.

Inasmuch as the various mission boards cooperating in Ginling differ in their policies as regards taking advantage of favorable exchange, the committee requests the Ginling College Committee to consider the desirability of exchanging these funds into Chinese currency at this time and if the proposal meets with their approval that authorisation be given for the transfer of the funds to China.

It is understood that all interest accruing in China would be reserved for the Property Upkeep Fund in accordance with the present policy.

Respectfully submitted,

Elsie M. Priest
Acting secretary

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Minutes of the meeting of the
FINANCE COMMITTEE OF THE BOARD OF DIRECTORS
held at
Ginling College Apr. 30, 1931

Present: Misses H. MacCurdy, A. E. Moffet and Mr. Tung Teh-fu with Mrs. Thurston, Dr. Y. F. Wu and Miss Priest, ex-officio.

The meeting was opened by the chairman, Mr. Tung.

The budget for the year 1930-1931 was revised on April 1st, 1931 and it was reported that the surplus will amount to approximately thirty thousand dollars at the close of the fiscal year. No action was required.

The budget for 1931-1932 was revised tentatively and presented to the committee to show the necessary changes in personnel, the proposed changes in salaries with the amount to be raised approximately fourteen thousand dollars. No action was required at this time.

Dr. Wu presented the problems connected with present salaries, stating it was imperative that certain changes be made effective September 1st, 1931. The matter was discussed by the committee, and in view of the fact that in general the tentative salary scale adopted by the Board of Directors was being followed, it was

1. VOTED to approve of the salary adjustments as suggested by Dr. Wu, further details to be worked out by Dr. Wu and the treasurer with the understanding that this committee approves and authorizes such changes as may seem necessary this year, providing the totals shall not exceed the amount now included in the revised budget in order that the shortage to be raised shall not be more than fourteen thousand dollars.

The minutes of the annual meeting of the Ginling College Committee held January 9, 1931 have been received recently, and in reviewing them it was felt that there was some confusion concerning the present plans for the land and buildings. In view of the fact that certain statements in the section under "Land and Building" do not seem to agree with present facts, it was

2. VOTED to authorize the secretary of the Finance Committee to write to the Ginling College Committee, calling to their attention the statements that we feel should be corrected to prevent misunderstanding and confusion in the future.

Beginning January 1, 1930 the Woman's Foreign Missionary Society has very generously contributed the salaries for their two representatives, Dr. Cora D. Reeves and Miss Harriet M. Whitmer, and have used the basis now in force in their mission. At the present time their basis is somewhat less than the Ginling College basis for American staff members, and inasmuch as it is the policy of Ginling College to have all American staff members receive the same salary, it was.

3. VOTED to authorize the treasurer to make the necessary adjustment with Dr. Cora D. Reeves and Miss Harriet M. Whitmer to bring their total field and furlough salaries to conform with the amount being

APR 30 1931 [27]

paid to the other staff members. At the present time, the basis used by the Woman's Foreign Missionary Society is M\$1,800 00 for field salary and G\$850 00 for furlough salary, while the Ginling College basis is Gold \$864 00 for field salary and Gold \$984 00 for furlough salary.

In reviewing the minutes of the Ginling College Committee, the changes in regulations relating to the Western staff members were noted, and inasmuch as the matter has not been called to the attention of the Board of Directors on the field, it was

4. VOTED to continue the old basis for the four members of the staff who were leaving for furlough this year with the understanding that these new changes will be brought to the attention of the Board of Directors at the earliest possible date.

There being no further business, the meeting adjourned.

Combined Meeting of the
Executive and Finance Committees of
Ginling Board of Directors
October 21, 1932

Those present were: Mr. Tung (Presiding), Mrs. Mills, Miss Moffet,
Mr. Lobenstine, Miss Priest, Mrs. Thurston,
Dr. Yi-fang Wu, Mr. V. P. Roberts.

The following business was transacted:

1. Financial reports were received and accepted for presentation to the meeting of the Board of Directors on October 28. These included the statement for 1931-32 for Current Accounts and for the Plant, the revised budget for 1932-33, and the proposed budget for 1933-34.
2. Possible Methods of meeting the anticipated shortage were discussed.

It was VOTED to recommend an increase of \$20. per year in students' fees, and to make another appeal to the Rockefeller Foundation for the Science Departments. It was assumed that special gifts would be solicited in China and abroad.

Concerning the recommendation from the members of the western staff on a possible voluntary cut in the salary

It was VOTED that Miss Priest be asked to represent the Finance Committee in consulting with the individual members of the western staff, to see how much they might be able to contribute from their salaries toward the expenses of the College as approved in the 1932-33 budget.

3. Concerning the Building Program.

It was VOTED to recommend that the Building Committee be authorized to proceed with a plan for the type and location of the Faculty Residences, and to report back to the Board of Directors.

Concerning the sale of the balance of gold required for the completion of the two buildings now under construction,

It was VOTED to recommend that the Treasurer be authorized to arrange for the sale of the balance, or approximately G\$25,000, required to complete the construction of the two buildings. It is understood that the sale of this gold will be arranged in consultation with Mr. Carter, Treasurer of the G.C.C. in order that there be no loss through sale of securities.

4. Land Purchase. Dr. Wu reported on the progress being made in the purchase of the pieces of land approved by the Board in 1931. (See page 9 of 1931 Minutes). The possible difficulty of securing a perpetual lease in the name of the American Board of Founders was discussed.

It was VOTED to recommend that the land be secured for perpetual lease on the same terms as the original College property, but that, if this is not possible, approval be given to the purchase of the land in the name of the Board of Directors, with the consent of the G.C.C.

5. Allowances for Staff.

a. Retirement allowance for western staff: Miss Priest reported on the arrangement made by the Founders of the University of Nanking with the Sun Life Insurance Company of Canada and suggested the possibility of their allowing the members of the Ginling staff to receive the bene

time as it was possible to arrange for a satisfactory method of handling the matter of the retirement of the staff.

6. Sabbatical Leave and Study Grants.

It was VOTED to recommend that the Board of Directors approve in principle of the idea of grants for study in China and abroad, and that as soon as possible a fund be established for this purpose. The new Executive Committee should study this matter and bring in a report to the next Annual Meeting.

It was also VOTED to recommend that the \$200. study grant made to those on furlough in America be granted to all those who are returning to Ginling, whether they have served three years or five years on the field.

7. The Docket for the Annual Meeting was prepared

Respectfully submitted,

W. P. ROBERTS,

Secretary.

FINANCE COMMITTEE MEETING - July 11, 1932

The Finance Committee met on July 11th, 1932 at 8:00 A.M. with the following members, whose names are starred, present:

Tung Teh-fu
*Anna E. Moffet
E. C. Lobenstine

*Y. F. Wu
*M. C. Thurston
*E. M. Priest

The general principle governing faculty housing was discussed and it was

1. VOTED to provide housing insofar as we are able on the basis of seniority and academic position for full time staff members.
2. VOTED to provide for the cost of upkeep of the buildings to charge a monthly rate as follows:

a. Residences on Ing Yao Ing, College Nos. 1, 2, 3 and 4, - each to have a monthly house charge of \$20.00 per month.

b. Residences in the three unit house near the main gate, - each to have a monthly house charge of \$8.00 per month for

The question of the cost of the new residence was also discussed and it was decided that the new residence should be built on the site of the old residence for the year 1932-33.

policies and take the financial responsibility.

It was VOTED to approve of the recommendation and ask Miss Priest to work out the particulars of such plan with the three or four members of the faculty concerned and to report to the Board of Directors.

b. Chinese staff:

It was VOTED to recommend that the Board of Directors set aside each year one thousand dollars Chinese currency from current funds to form a fund to provide for the retirement of members of the Chinese staff. This item should be included in the budget for 1932-33 and from this date would be invested annually until such

3. VOTED that inasmuch as the permanent and official principle for faculty housing has not been finally adopted to assign all residences for one year only.

Respectfully submitted,

E. M. Priest,

Secretary.

Joint meetings
Executive + Finance

Joint Meeting
of the
EXECUTIVE COMMITTEE and FINANCE COMMITTEE
Ginling College Board of
Directors
Ginling College, November 3, 1933

Those present were: Mrs. New (Chairman), Mr. Lebenstine, Miss Meffet, Mrs. Thomson, Mr. Tung, Mr. Roberts, and Mrs. Thurston and Miss Priest, exofficio.

Matters considered at the meeting, with action taken, were as follows:

FINANCE.

1. Financial Report for 1932-1933. The Treasurer, Miss Priest, presented the report for the year 1932-33, which showed the total expenditures for the year to be \$138,437.05 Chinese currency, and the total receipts for the same period \$120,656.14, which made a deficit in current receipts for the year of \$17,780.91. She reported a balance on hand in the surplus account on July 1, 1932 of \$23,347.38, which, when the deficit for the year is deducted, leaves available for 1933-34 a balance of \$5,566.45. It was reported that owing to the illness of the auditor it was impossible to have the accounts audited as yet. The report was accepted, subject to audit.
2. The Revised Budget for 1933-1934. Miss Priest presented the revised budget, showing an estimated expenditure of \$145,966.31 and an income of \$122,964.87, making a possible deficit of \$23,001.44 to be made up. This deficit can be covered in part by the balance of \$5,566.45 carried forward from last year. After much discussion of ways and means of meeting the difficulty, it was finally voted to approve the budget in the revised form, in the hope that the estimated deficit might be made up by reductions in expenditure and by increased income by the end of the college year.
3. Salaries of Western Staff. Attention was called to the fact that contracts with two members of the western staff were made on a Mexican basis, while the others were on a gold basis, with 10% cut. It was recommended that all members of the western staff be placed on the basis approved by the Executive Committee in May and by the Ginling College Committee.
4. Library Books. It was thought highly desirable that, with the completion of the Library building, a fundamental policy of library development be determined. It was therefore voted to recommend to the Committee on Cooperation that they study the problem in its relation to the library of the University of Nanking, and that a report be made on the subject to the Executive Committee of the Ginling Board of Directors.

BUILDING PROGRAM.

5. Covered Way, Bridge Coping, and Science Hall Attic. It was considered desirable that as soon as possible the covered way be extended from the Faculty House to the north-west dormitory; that some sort of wall be built at the side of the concrete bridge

which is easy to mistake for the cross-read in the dark; and that the light and ventilation be supplied for the attic in the Science Hall for use by the Physics and Chemistry Departments. It was voted to approve of the construction of these as soon as funds could be made available and that authorization be given to appeal to Mr. Carter for the same.

6. Adviser for Future Construction. Inasmuch as plans for all the main Ginling Buildings had been made by Mr. Murphy and paid for, and inasmuch as Mr. Murphy was preoccupied with other construction work and not interested in the details of planning for faculty residences, it was thought that the College might secure the services of another competent adviser to superintend future construction that might be done. Mrs. Thurston was authorized to consult with Mr. Creighton in this matter and to ask for his terms. No formal contract, however, was to be made now.

INCORPORATION.

7. The question of Incorporation. Mrs. Thurston reviewed the past history of Ginling's provisional incorporation as an affiliated college of the University of Nanking, under the Regents of the University of the State of New York, and the discussions now proceeding between the Regents and the University of Nanking regarding an absolute charter, in place of the former provisional charter. The question was: Should Ginling be incorporated under the University of Nanking's new charter, or should Ginling seek for a new charter of her own? In the latter case, a provisional charter might be secured, somewhat as before, or an absolute charter might be sought, provided the College could come up to the requirements. It was reported that the University of Nanking, as well as the Ginling College Committee, had asked the Board of Directors of Ginling for an expression of opinion on this subject.

It was voted that it was the sense of this meeting that a separate incorporation of Ginling College was desirable and that a vote be taken on the subject at the next meeting of the Board of Directors. It was also voted that a statement be prepared for the Board of Directors making clear the differences between a provisional and an absolute charter under the Regents Board of the State of New York.

It was voted to send a record of this vote to the President of the University of Nanking.

CORRELATED PROGRAM.

8. Correlated Program. The 1933 Correlated Program for Christian Higher Education in China was presented by Mrs. Thurston, and it was voted to approve of the program so far as it concerned Ginling College.
9. Board Representatives. It was voted to ask Mrs. New to act as representative of the Board of Directors on the "Council of Higher Education" and on the "Council of East China Christian Colleges and Universities."

FACULTY PROGRAM.

10. Faculty Program for 1934-35. Miss Vautrin presented the program in detail. It contained an appeal for the addition of one member to the present western staff in the English Department and another in the Department of Sociology if a qualified Chinese was not available; and in the Chinese staff for the addition of one full-time teacher in Physical Education and another in the Music Department, together with a part-time assistant in Sociology. It also appealed for persons already asked for under the present program but not yet secured. It was voted to approve the Faculty Program as presented. (see attached sheets)

HOUSING.

11. Location of Faculty Residences. Inasmuch as the proposed Road System as published by the Government made it most uncertain where the new buildings should be erected, it was voted to ask Mrs. New, Mr. Tung, and Miss Vautrin to approach the government authorities informally as to the advisability of sending a formal petition to change its road plan at Ginling.

ANNUAL MEETING.

12. Date of Annual Meeting. It was voted to call for the Annual Meeting on February 16th and to recommend that hereafter the Annual Meeting be held regularly in February.

Respectfully submitted,

W. F. Roberts,

Secretary of the Board of Directors.

REPORT ON CO-OPERATION BETWEEN GINLING COLLEGE
AND THE UNIVERSITY OF NANKING

I. Co-operation as Developed in Recent Years.

A. General:

1. Purchasing books, equipment, and supplies - especially in biology, physics and chemistry.
2. Mutual use of libraries, assisted by organized interchange of books.
3. Joint religious service.
4. Use of personnel in treasurer's work and resident engineer's work.

B. Instructional:

1. Joint seminars for staff and students, conducted by three departments.
2. Total exchange of teachers and reciprocal use of classes requires a list of four pages including at least nine departments in the University and six in Ginling. Average per term recently is about seven courses and twenty students.

II. Present Effort to Further Co-operation.

- A. Purpose: To minimize duplication of classes, staff and equipment in upper division work; and thus to secure better educational results from the given resources of the two schools.
- B. Methods: A strong joint committee is working on the practical problems of facilitating interchange and the joint planning of programs, such as - identical calendar; adjusted daily schedules; adaptations of credits, prerequisites, and grading system; combination or redistribution of reserved books; mutual listing of upper division courses in catalogue and schedules; joint departmental programs organized by corresponding departments; methods of registration; transportation.
- C. Expected Results: The educational advantages are obvious, whether from the administrators' or the students' point of view. With a year's experience the financial realities of co-operation will begin to appear; though it will require some time to know just how far the natural difficulties can be overcome, and likewise time to adjust both students and staff to the possibilities of the new program.

院學理文子女陵金

GINLING COLLEGE
NANKING, CHINA

RECEIVED

DEC 9 1933

MISS M. E. HODGE

November 11, 1933.

Miss Florence G. Tyler,
419 Fourth Avenue,
New York City.

Dear Miss Tyler:

The Minutes of our recent meeting of the Executive and Finance Committees require some background and some comment in order to make clear what we did at this meeting. It was held on the afternoon of the day before our Founders' Day, and it was a joint meeting in order to save the time required in going over certain matters twice if the Finance Committee met separately from the Executive Committee. In any case by the Constitution the Finance Committee is a sub-committee of the Executive Committee. We were glad to have Mr. Lobenstine and Miss Moffet with us for the consideration of any matters which might not have been on the docket of the Finance Committee but in which their experience was helpful. We put the matters dealing with Finance first so that if we needed to have an adjourned session Mr. Lobenstine and Miss Moffet would not be held.

FINANCE.

Financial Statement 1932-33. This report is here sent to you along with the Minutes and will, I think, make clear our financial situation. In the meantime the accounts have been audited. There is nothing unusual in this year's report excepting that we were down to a smaller balance than we have had for five or six years.

The Revised Budget 1933-34. This is the budget on which we are working through this year. I think it is the first time that we have faced a year in which we did not see through to the end with something of a margin. It is a year, as you will note by comparing the figures of the previous year, in which our expenses are very little more than they were last year. I have not analyzed the two to see just where the increase comes. We have, of course, a larger number of students than we had last year by about twenty. We have not any increase in the number of faculty. I imagine some of the increase is in the permanent equipment; the library books, for one thing, are more than they have been for a number of years previous. We are hopeful of some savings and of some increased receipts. Miss Priest has been very cautious on the receipt side, but she feels that we are down to the absolute minimum as far as estimated expenditures are concerned. The shortage within the year itself is less than last year, but our balance carried forward is smaller. Miss Priest noted after the meeting that she had left out one receipt item which improves the situation a little. The U.S. \$1,200 from the Rockefeller Foundation was not included in the receipts, and this will be, if exchange continues to be at three to one, equivalent to \$3,600 Chinese currency, and will make the balance to be raised before June 30, 1934 \$13,634.97.

Another thing to be noted about the revised budget is that there is a new system of classifying accounts bringing us into closer agreement with the Arnett Plan which is used by the other Christian Colleges in East China. We need from time to time to compare our financial statements as we work along the line of the Correlated Program, and so at considerable work Miss Priest has opened a new ledger and is giving us our accounts somewhat more carefully analyzed and departmentalized. It will not be difficult to make comparisons between last year and this, and after this year the statements will be on the new basis.

Salaries of Western Staff. Dr. Wu's letter called our attention to the fact that Miss Haight and Miss Werner had been appointed on a basis which is quite different from that on which the rest of us are receiving our salaries at the present time. We are puzzled to know why this difference was made. They had not known of the ten percent cut and when they were first told of that at the time September salaries were paid were quite surprised because for anyone who has been receiving a salary in the United States of America the salary here seems hopelessly low. We did not feel that it is a good thing to have two of us on a different salary from that of the rest of us, because one thing which has always characterized the missionary salary is the fact that it is the same as all other people in the same place. The Executive Committee approved of doing what Miss Priest did without knowing there was any other basis, paying Miss Haight and Miss Werner the same as the rest of us. It is a ten percent cut in gold, but it is more in local currency than the amount that would be coming to them on the two to one ratio which was for some strange reason specified in their contracts. Our present basis was approved by the Executive Committee in May and referred to the Ginling College Committee so that it must have been approved by them in July. Of course, the drop in exchange means that for local expenses we have forty percent less than we had a year ago. The drop in exchange is equal at least to a thirty percent cut. Some expenses always come down with the lower exchange, and we are not at this time asking for any revision of the salary basis, although some members of our faculty who are carrying rather heavy annuity or other form of life insurance, or who have financial obligations to meet in America are finding it very difficult to make ends meet.

LIBRARY BOOKS

The action here was the result of a discussion which came out of a question raised by Mr. Lebenstine about cooperation between the University and Ginling in our library equipment and facilities. We have always had some exchange of service and without having it worked out in a formal way we have at Ginling refrained from the purchase of certain expensive standard works which we knew to be in the University library, even though it put our students at considerable disadvantage not to have some of these books, Poole's Index, for instance. This action would ask us to go a little bit more fully into the question of the policy. The University has large sums of money which it is spending for a Chinese library, and we would not think of duplicating that. Some of the departments have definitely found that they can get very little help from the University library in the way of books which can be brought over here and be on reserve for our students. Ours is really a minimum library, and it is often a problem to know how to get along with one reference book which is very important for a class of eighteen, which happens to be the problem

in a course I am myself teaching this year. We are just far enough away from the University so that it is not easy to plan for much coming and going of the students themselves, with the uncertainty of finding the books in use when they get to the other library. A further report on the situation will be made at the time of the meeting of the Board of Directors.

BUILDING STATEMENT

Report of Progress. The report of progress might seem to be rather a report of delays because our hopes that the buildings might be ready for this semester have been fading, and now we are beginning to think that it would be unwise to introduce the confusion of moving into this term which is adjusted now to carry on in the old buildings. It is hard to explain all the delays. Probably we were rather foolishly optimistic to think that they could possibly be done inside twelve months. Mr. Murphy has been responsible for some delays in his slow arrival at decisions which he had to make before the work could be carried on--in decisions in regard to color and some decisions as to decoration, etc. The weather is responsible for some lost days last winter. One consolation is that we shall save something on heat, perhaps as much as \$600 of the amount estimated for this year, if we do not get into the buildings before our second semester which begins in February. Some heat would have to be had in January when we were moving.

Financial Statement. The building statement you will find on page 7. Miss Priest gave us two statements, one which shows the statement as of June 30, and another which brings it pretty well down to date.

BUILDING PROGRAM

Covered Way, Bridge Coping, and Science Hall Attic. The covered way system is now complete in the academic quadrangle, and the students can come under cover from two of the three dormitories, which is a very great advantage in the winter months and on the days of rain which are fairly frequent in this climate. It is also a very great relief in the hot days which we have in June and September. One dormitory is left out, and the girls living in the northwest dormitory feel that they are "step-children" and have no way of getting across in wet weather to the covered way when they come to classes and to the library. I tried to get an estimate in the summer and had some hope that it might be pushed through then, but the estimate was not as low as I hoped it could be from the contractor who was doing the other covered ways. A reduced estimate was given by Mr. Gee, who is in charge of building our new heating plant. He was, however, so overloaded with work that had to be done through the summer, and the work had not been authorized officially, so I dropped it then. However, it is something for which we think we should be planning in the near future. It is a part of the completed system which would connect up the new central dormitory with the academic buildings, so it is not an extra. It would have to be done some time.

The bridge coping is a very small thing. Several years ago one of our guests coming to dinner on a rainy night was turned into the little stream which is crossed by the bridge because the ricksha man, blinded somewhat by the rain and deceived by the shimmer on the wet road, thought he was making the turn on the road.

Request has come in recently for some work to be done in the attic of our science building which will make space available there for the departments which are feeling that this building, which we thought we had planned adequately for a student body of four hundred, is not now providing. These buildings have been criticized for the amount of waste space in the attics, but I have always known that the space had possibilities of being used, and Mr. Gee, who has done somewhat similar things with the attics of the University buildings says that we have in the attics of the arts and science buildings very good space which can at comparatively small expense be made use of for additional classrooms, laboratories, and special storage. The plan is in the science building to put a kind of glass tile which hardly shows when it is done at certain places along the south, which is the back of the attic roof. We have not had time yet to get estimates and know what is involved, but in the immediate future it would cost a relatively small sum of money, and it would give the Physics department a radio department and a dark room, which they are needing; to the Chemistry department a small laboratory and perhaps two small laboratories for special work; and for the Biology department some additional storage space. We have used this attic for the housing of some men servants, making something like a barracks out of it. With the new library releasing some of the attic of the arts building, this attic may be used a little longer in this way. The time may come when we may need to do the same kind of thing in the attic of the arts building.

Adviser for Future Construction. Mr. Murphy has never been interested in faculty housing. Whether we build a large faculty house or only smaller residences, we would not build them in the more formal "palace style" which we have used for the academic buildings and the four student dormitories which are in the central group. These buildings would be on the edge of the campus. We have already built the four units for Chinese married men, and Dr. Reeves at her own expense has built a small cottage up on the hill in the southwest corner of the campus. We have always regarded the northern boundary as one place where some faculty would be housed and the other place which has been under consideration perhaps for a group of small houses would be along the southern boundary of the campus. We should be doing some thinking and making plans so that we could be ready to build for faculty and release the present faculty house for students. That might be the quickest way of providing for student growth for which we have made no provision, although we have always said that this should be done when the library and chapel buildings were added. Mr. Creighton is interested in residences, and I have worked on a committee which is planning a residence for the unmarried women of the Presbyterian Mission here in Nanking. I have been impressed with his interest in the practical details and at the same time his desire that a building should be attractive in appearance. He also accepts the mission standard for cost of such buildings and would be apt to be somewhat more economical than Mr. Murphy. The Presbyterian members of the Ginling College Committee will know Mr. Creighton. He has had quite useful experience in China and in Constantinople, working for mission institutions. Mrs. Creighton is in Nanking this week, and I am hoping to have an informal conference with him to find out whether he is minded to do what we would like to have done in this plan. It does not in any way reflect upon him to say that as an artist he is not in the same class with Mr. Murphy, but I think he

would be willing to make use of the work Mr. Murphy has done and make plans for the future faculty houses, which should be going up this year if we had been able to carry out the ideal program. The housing situation of both faculty and students is a very serious one for next year.

INCORPORATION

It was a great relief to us to know that this question had been given consideration in the September meeting of the Ginling College Committee and it helped us to know that your reaction was in favor of the separate incorporation. There seemed to be practically unanimous agreement in the Executive Committee, and I feel sure that faculty and alumnae would prefer that Ginling should have a separate charter and be legally and administratively what it has always claimed to be, an independent Women's College. This would not in any way hinder us in cooperating with the University of Nanking. It would avoid certain confusions which exist in the present situation, as I have stated in an earlier letter. I hope very much that preliminary steps for securing a new charter, provisional or absolute, for Ginling as a separate college of arts and science for women, which is the basis on which we are registered with the government, may be taken. As you will see, final action is to be taken when the Board meets in February which will give us a chance to have Dr. Yu with us before final decision is reached.

CORRELATED PROGRAM

There is very little in the 1933 Correlated Program which has any special reference to Ginling. In the printed report on page 4, under "East China", the recognition of two groups, one to be in Nanking and the other including the other four colleges in the East China Group, is something new. Again it is stated that Ginling is to be a college of arts and science for women, etc., as before. On page 5 reference is made to cooperation in work very much as it was in an earlier statement of the Correlated Program. It seems to us a mistake that the program for cooperation which is referred to in the footnote on page 5 was not made an appendix to the present statement of the Correlated Program for 1933. (I am sending copy of this under separate cover, and with it a copy of the appendix which reports the plan of cooperation between Ginling and the University.

Board Representation. The Ginling representation on these two Boards, which are a part of the organization of the Correlated Program, consists of the President, exofficio, one person representing the Board of Directors, and one person representing the faculty. Mrs. New has represented us at both meetings, and there is great advantage in having continuity on these Boards. I shall attend the meeting of the Council of East China Christian Colleges and Universities on December 1, and Mr. Tsü Kwoh-chi, our registrar, is the faculty representative at this meeting. We hope that Dr. Yu will be back in time to attend the meeting of the Council of Higher Education, which is scheduled for January 19, 20, and 21, in Shanghai.

FACULTY PROGRAM

The Faculty Program has already been covered by a letter which Miss Vautrin hurried off to Dr. Yu, a copy of which was also sent to you. Other letters have been written giving definite information about the

qualifications and requirements for the positions which should be filled by appointments made by the Ginling College Committee.

HOUSING

Location of Faculty Residences. The problem of the "Red Road" which cuts off a strip from one hundred to one hundred and fifty feet in width along the northern boundary of our campus is one which has been in the background of all our thinking when we have tried to plan for faculty housing. There are many reasons why we hope that this road will not be carried through as it is now drawn on the map. It would take away from us a pretty large piece of land and it would involve us in the possibility of a very large bill for improvements (?) because we would own land along both sides of the new road. The question came up most unexpectedly, and Mrs. New and Miss Vautrin went to see Mr. Ma, who seemed to be definitely favorable to the idea of some kind of petition being made by the College. While Mrs. New was in Nanking, she called on the Minister of Education, and she is willing to continue to help us by working with Mr. Chen, Dr. Wu's uncle, and with her lawyer brother in Shanghai in formulating a petition which might bring the much desired decision that the road be built along the line of the present road which is our northern boundary.

DATE OF ANNUAL MEETING

In view of the change of date of the annual meeting of the Ginling College Committee, we have realized that our Annual Meeting here need no longer come so early and that there are many advantages in letting it come nearer to the middle of the year in which we are working. We hope that a meeting on February 16 will make possible the getting through to the Ginling College Committee all the materials in minutes and covering documents that will enable the Ginling College Committee to take the final actions in their spring meeting.

Very sincerely yours,

Mrs. Lawrence Thurston,
Adviser.

[11]

GINLING COLLEGE

Executive-Finance Committees of
Board of Directors
November 3, 1933

Docket

Finance

Financial Statement 1932-33
Revised Budget 1933-34 - Faculty Salaries
Building Statement - Report of Progress
Financial Statement
Building Program - Covered Way - F to D
Bridge Coping
Mr. Creighton as Adviser
Use of Local Contractors
Alterations in Science Hall Attic

Incorporation

Review of Present Basis, 1918-1933
Problem of University Charter - Change to Absolute Charter
Pros and Cons of Separate Incorporation for Ginling
Should Ginling continue as an affiliated college?
Should Ginling become the Women's College of the University?
Should Ginling ask for separate incorporation?
Should Ginling continue under provisional charter, degrees
to be granted by Regents, as since 1919?
Should Ginling seek an absolute charter with power to grant
A.B. and B.S. degrees?
Pre-nursing and pre-medical students' degrees?
Request from Class of 1934 for B.S. for students
majoring in Science.

Correlated Program

Approval of 1933 Program
Representation on Council of Higher Education
Representation on East China Council

Faculty Program - 1934-35 - Report from Curriculum Committee
Extension of term, Hoffsommer and Moorman

Housing Problem

Faculty Housing - 1934
Student Housing - 1934

Miscellaneous

Date of Annual Meeting

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MINUTES OF THE JOINT MEETING OF THE EXECUTIVE AND FINANCE COMMITTEES
BOARD OF DIRECTORS OF GINLING COLLEGE

November 3, 1934.

DEC 10 1934

Those present were Dr. Li Tien-lu (Chairman), Dr. Djang Siao-mei, Mrs. W. S. New, Reverend W. P. Roberts (Secretary), Mrs. J. C. Thomson, Miss Djang Hsiang-lan, Reverend E. C. Lobenstine, Miss Anna E. Moffet, and Dr. Wu and Mrs. Thurston (ex-officio).

After devotions, led by Mrs. New, President Wu reported on the state of Ginling College at the present time, referring to the student body, the faculty, the government grant of \$12,000, the helpful cooperation with the University of Nanking, and the work of the Appointment Committee which received last year many more applications than there were graduates to fill openings.

GINLING COLLEGE COMMITTEE.

Dr. Wu also reported on recent actions taken by the Ginling College Committee in New York in regard to college finances, the salaries of the western staff, the absolute charter, the proportion of Chinese and westerners on the staff, and the new candidate secretary.

FINANCES.

Mrs. Thurston presented the Financial Statement for the year 1933-1934, which showed that in place of the expected shortage, there was actually a balance of \$560.08 in the current account. Mrs. Thurston presented statements of the Building Fund as of June 30 and September 30, 1934.

Voted: To accept the financial statement for the year 1933-1934.

Voted: To accept the statements of the Building Fund as of June 30 and September 30, 1934.

The Budget for 1934-1935 was then presented by Mrs. Thurston. This budget as worked out in March had a shortage of over \$26,000. The revised form now presented by the Acting Treasurer showed the shortage reduced to \$7,167.00, which it was hoped might be met during the year partly by reduced expenses and partly by increased income from one source or another.

Voted: That appreciation be expressed to the Ginling College Committee for their generous offer to provide U. S. 5,000 toward college expenses for the current year and for their action making the income from the Invested Building Funds of the College in New York (approximately U.S.\$2,000 for the year) available in the estimated receipts of the 1934-1935 Budget.

Voted: That the grant from the Chinese Government of \$12,000 be entered on the receipt side in the budget and that the specific items for which the money is to be used be duly noted and entered in expenditures.

Voted: That the Revised Budget for 1934-1935 be accepted.

Methods of meeting the estimated shortage for 1934-1935 and of assuring to the College a more adequate income from year to year were then discussed. The following actions were taken.

Voted: That Miss Djang Hsiang-lan be asked to present the college needs to the Alumnae at their meeting on Founders' Day.

NOV 3 1934

-2-

Voted: That a committee be appointed to make plans for a promotional campaign, and that this committee report at the next meeting of the Board of Directors; and that the Chairman of the Board of Directors, President Wu and Mrs. Thurston be asked to organize the committee.

FACULTY NEEDS.

The faculty needs for the year 1935-1936 were presented by President Wu, who reported that two members of the English Department would complete their terms of service by next summer although both have been asked to extend their term another year and that one new member is needed by the Music Department to teach advanced piano.

Voted: That President Wu be authorized to ask the Candidate Committee in New York to seek one teacher for the English Department and one for the Music Department.

HOUSING PROBLEM.

The problem of problem of providing for dormitory space for the increasing student body in 1935 was then brought up for discussion. President Wu proposed three possible solutions of the problem:

- a) the erection of faculty residences to release for students the present faculty dormitories.
- b) the erection of the Central Dormitory, in whole or in part.
- c) the erection of a dormitory of low cost construction.

The opinion of the various members of the faculty had been sought and most expressed approval of the first solution which would solve the problem for a year or two.

Voted: That we approve of proceeding at once with the erection of faculty residences.

The matter of how much money is available in New York was brought up and also the question of the location of the faculty residences, if they were to be built. It was suggested that Miss Priest be asked to consult Mr. Carter at once about the amount of money which could be made immediately available. It was also suggested that after preliminary plans are made the Executive and Finance Committees be called together.

Voted: That we appoint a Special Committee to work out the program for the erection of faculty residences consisting of Mrs. Thurston, Dr. Wu, Miss Koo, Miss Vautrin, Mrs. D. Y. Lin, and Mrs. Daniels.

The Meeting adjourned.

W. P. Roberts,
Secretary.

5.
MOTIONS PASSED BY JOINT MEETING OF
EXECUTIVE AND FINANCE COMMITTEES
GINLING BOARD OF DIRECTORS
March 2, 1935

RECEIVED

APR 8 1935

MISS M. E. HODGE

1. BUDGET FOR 1935-1936. Moved That we recommend to the Board that approval be given for a Budget for 1935-1936 of approximately \$145,000, and that the Executive and Finance Committees be instructed to revise this Budget by the end of May, 1935, so as to assure that in June, 1936, if a deficit is unavoidable, it shall not exceed \$20,000.
2. OVERDRAFTS. Moved That we recommend to the Board that the Treasurer be authorized to arrange for an overdraft of not more than \$20,000, in order to make necessary payments for the summer months, to be signed by the Chairman of the Board, and by the President and Treasurer of the College.
3. PRACTICE SCHOOL. Moved That in view of the necessity of raising funds to meet the shortage in current expenses, we feel the proposed plan to raise funds for an additional unit for the Practice School is inopportune at the present time.
4. PURCHASE OF LAND. Moved That we recommend to the Board that authorization be given to President Yi-fang Wu to use her name in purchasing for the College additional land needed for the campus.
5. MUNICIPAL ROAD SYSTEM. Moved That we recommend to the Board that a petition be made to the Municipal Government, asking that written assurance be given that no more public roads shall be built through Ginling property.
6. BUILDING FUNDS. Moved That we ask Dr. Wu, Mrs. Thurston, and Miss Moffet to make a priority list of immediate needs for the use of building funds now available.
7. MR. MURPHY'S BILL. Moved That we protest the items in Mr. Murphy's bill for \$1,800 for travel and \$1,450 for items excluded from construction in the original plan.
8. MR. LOBENSTINE. Moved That Mr. Lobenstine, a member of the Finance Committee be invited to participate in the Board Meeting on March 2.

Respectfully submitted,

W. P. ROBERTS,

Secretary.

In Mrs Macmillan
[17]

MINUTES OF THE MEETING
OF THE
EXECUTIVE AND FINANCE COMMITTEES
OF THE
BOARD OF DIRECTORS OF GINLING COLLEGE

November 28, 1936

The Executive and Finance Committees of the Board of Directors of Ginling College met in the President's Office on November 28, 1936.

The members present were as follows: Dr. Li Tien-lu, Reverend J. H. McCallum, Mrs. J. C. Thomson, Mrs. W. S. New, Miss Mary C. C. Chen, Miss Anna E. Moffet, and Dr. Yi-fang Wu and Miss Elsie Priest, ex-officio. Miss Helen M. Loomis sat with the committee, and Miss Minnie Vautrin attended sessions when Building Committee matters were under discussion.

PRESIDENT'S REPORT.

The President presented a report covering 1) her trip to Europe and America; 2) the plans for the promotional campaign in America and a statement about the alumnae campaign in which \$11,225.00 had been pledged and \$6,825 paid in; 3) student statistics for the current term; 4) employment of the class of 1936; and 5) general conditions in the College as reported in Miss Loomis' news letter.

Voted: That the report of the President be accepted.

TREASURER'S REPORT.

The Treasurer presented the audited financial statement for 1935-1936, showing that the year closed with a deficit of \$8,877.10. The deficit was at first larger, but it was reduced by \$3,034.94 with special gifts raised by the Board of Founders. The Alumnae campaign is to meet the deficit in current budget, so this amount of \$8,877.10 will be paid with the money raised by the alumnae.

Voted: That we accept the audited Report of the Treasurer for the year 1935-1936.

Voted: That we record our hearty appreciation of the generous response of the alumnae to the needs of the College, and ask Dr. Wu to write a letter to alumnae donors expressing our thanks and giving them a report of how they have helped to clear off last year's deficit.

Voted: That we write a letter to the Promotion Committee expressing the appreciation of the work of the committee and the substantial results already achieved.

Voted: That we write to the Southern Methodist Board expressing our appreciation of their generous contribution toward the deficit for 1934-1935 and of their increase of U.S.\$1,000.00 in their annual grant to the College.

NOV 28
1936

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BUDGET 1936-1937.

The Treasurer presented a revised budget for 1936-1937, showing an amount to be raised of \$16,197.27. This figure is \$4,546.00 less than the shortage of \$20,743.50 in the budget adopted by the Board of Directors in March.

This budget is figured for the first time with U.S. currency items entered at the current exchange rate of 3.30 to 1.00 instead of at the arbitrary rate of 2.10 to 1.00 formerly used in College accounts.

Voted: That we accept the revised budget as a working budget for the year.

Voted: That in view of the official stabilization of the currency of China, we approve the adoption of the current exchange for all business, and that all accounting be recorded on this basis beginning with the fiscal year 1936-1937.

Voted: That the Treasurer be asked to attach to this revised budget a statement in regard to this change in the exchange rate used, so as to make it clear that the increase in the budget figures for this year is not a real increase as compared with figures for previous years, but only an increase due to this change in the exchange rate used in entering U.S. currency items.

EPISCOPAL BOARD COOPERATION.

Attention was called to the fact that student statistics for the current term show that, aside from the Church of Christ in China, the largest group of Ginling students from any single denomination comes from the Sheng Kung Hui, eighteen students coming from one of their schools, St. Hilda's, alone. Moreover, three members of the western staff (Miss Haight, Miss Shoup and Miss Morris) and five of the Chinese staff (Miss Koo, Mrs. Tsen, Miss Chang Siao-sung, Miss Li Dze-djen, and Miss Hu Shih-tsang) also belong to the Episcopal Church.

Voted: That we repeat our request to the Episcopal Board that it renew its annual grant of \$2,500.00 Chinese currency to Ginling College.

BRITISH INDEMNITY FUND.

The President presented tentative plans for making a request to the Board of Trustees of the British Boxer Indemnity Funds for a grant for certain College projects.

Voted: That we authorize the administration to present requests to the Board of Trustees of the British Boxer Indemnity Funds for grants for such projects as the administration deems suitable.

BUILDING PROGRAM.

Miss Vautrin presented the report and recommendations of the Building Committee, made at two meetings, September 28th and October 30th, 1936.

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Voted: That we approve the report of the Building Committee meeting of October 30, 1936 as a whole.

Voted: That we approve the following estimates for Faculty houses:

Terrace House (five houses)	\$40,000
Bungalow	6,000
Grading, road, paths, planting	1,500
Removal of graves	500
Furnishings	2,000
Contingencies	5,000
	<hr/> \$55,000

Voted: That we recommend to the Board of Founders that they make available a total of \$55,000.00 Chinese currency for the above scheme. (Of this amount U.S.\$12,000 or \$39,587.62 has already been received.)

Voted: That we ask the Board of Founders to add to the above amount the sum of not more than \$12,000.00 Chinese currency for a house for unmarried men members of the faculty, this house to be built back of the twin houses for married men.

Voted: That in order to begin the building process as soon as the weather permits in the spring, we ask the Board of Founders to send final decision on the two previous requests by cable.

Voted: That we ask the Building Committee to give further consideration to the matter of a house for the President and of houses for married men of the assistant rank, with special reference to the question of the location of such houses.

PRIVATELY OWNED HOUSES.

The President reported the following action of the Board of Founders at its annual meeting April 23, 1936.

"The question of building privately owned houses on the college campus was brought before the Board for discussion and after careful consideration it was BF83 VOTED that the Board record its feeling that such a procedure is inadvisable. D-3620.

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

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

Voted: That in view of the fact that the owners of the two privately owned houses already built on the campus have expressed their intention of giving these houses to the College, if they cease to use them for themselves, we ask the administration to make formal

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agreement with the owners of these houses in line with the above action of the Board of Founders.

GYMNASIUM AND SWIMMING POOL.

The President presented the urgent need of the Physical Education Department for a gymnasium building and swimming pool.

Voted: That we give general approval to a campaign to raise funds for the erection of a gymnasium and swimming pool.

Voted: That we request the Promotional Committee to help the President in raising the necessary funds for the gymnasium and swimming pool, and approve the enlargement of the Promotional Committee by the addition of such persons as the chairman and the President of the College wish to add to the committee.

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

LAND REGISTRATION.

The President reported the meeting of the Board of Founders in New York at which this question of the title to be used in the new deeds was discussed and, following the lead of the University of Nanking Board of Founders, the following action was taken:

"BF98 VOTED that the Board of Founders of Ginling College authorize the Board of Directors of the College to register the property, including both land and buildings, of Ginling College with the Chinese Government in the name of the Board of Directors, with the understanding that the Board of Directors will give the Board of Founders, representing the original donors, formal assurance of their acceptance of the trust to carry on the College in accordance with the purpose for which it was founded."

Voted: That we accept the report of the President on the matter of land registration.

Voted: That because of the time needed to work out the formal deed of trust referred to in the above action (BF98) of the Board of Founders, the Executive Committee authorize the administration to proceed with the registration of the College land in the name of the Board of Founders, with the understanding with the Municipal Government that at any time during the process of registration the change may be made from a perpetual lease in the name of the Board of Founders to a deed of ownership in the name of the Board of Directors.

Voted: That we request the University of Nanking to allow Reverend W. P. Mills, Chairman of the Building Committee, to attend meetings of the special committee of the Board of Directors of the University of Nanking appointed to work out the declaration of trust to be used with the registration of land.

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ADDITIONAL LAND.

The President reported the difficulty involved in securing the Tsh land, the purchase of which had been approved by the Board in 1931 and 1935.

Voted. That we authorize the President to approach the Municipal Government in regard to securing the Tsh land. The Committee authorized the President in consultation with the chairman of the Executive Committee, to take action on the purchase of this land, if it seems necessary prior to the annual Board meeting.

FACULTY.

The President presented the needs for new western faculty for the year 1937-1938.

Voted: That we make request to the Candidate Committee in New York to secure persons to fill one vacancy in the English Department, two in the Music Department and one in the Physical Education Department, beginning with the year 1937-1938.

COST OF LIVING IN FACULTY HOUSES. The President reported on the actions of the Board of Founders in regard to the policy of faculty living in self-sustaining houses, and the actual hardship on certain members of the faculty because of increased cost of living. There is therefore the need of a careful study of living costs and the practices of other Mission Boards and Christian Colleges.

Voted: That the following special committee be appointed to study the various factors involved in the faculty living in self-sustaining houses, and to bring recommendations to the annual meeting of the Board for action: Miss Moffet (alternate, Mrs. Thomson), Dr. Wu, Miss Priest.

RETIREMENT, SABBATIC LEAVE.

Voted: That the following Committee be appointed to study the question of age of retirement, pensions, sabbatic leave, and related questions of policy, and to bring recommendations to the annual meeting of the Board: Dr. Li Tien-lu, Miss Moffet (alternate, Mrs. Thomson), Dr. Wu, Miss Priest.

ALUMNAE SECRETARY. The President reported the securing of an alumnae secretary to help in fostering closer relationship between the College and its alumnae.

Voted: That we recommend to the Board that the Alumnae Secretary be made an ex-officio member of the Board of Directors and of its Executive Committee.

BIOLOGY DEPARTMENT POULTRY PROJECT. The President read the report of the Biology Department of its Poultry Project, together with the request which the Department proposes to make in connection with the departmental budget for 1937-1938. No action was taken.

ADJOURNMENT.

Respectfully submitted,
ANNA E. MOFFET, Secretary.

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REPORT OF EXECUTIVE AND FINANCE COMMITTEES
GINLING COLLEGE
1936-1937

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

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

1. VOTED That we approve a leave of absence for Dr. Wu to enable her to make the trip to London to attend the meeting of the Ad Interim Committee of the International Missionary Council on June 4th.
2. VOTED That we advise the calling of the College Council to make suggestions in regard to arrangements for carrying on the administration of the College during the absence of the President, these suggestions to be presented to the Executive Committee. (April 27)

FINANCES.

1. Statement for 1935-1936. It was VOTED to accept the audited financial statement for the year 1935-1936 showing a deficit of \$8,877.10 in the current account on June 30, 1936. (Nov. 28, 1936)
2. Revised Budget for 1936-1937. It was VOTED to approve the revised working budget for 1936-1937, indicating the necessity of raising \$16,197.17 during this academic year. (Nov. 28, 1936)
3. Adoption of Current Official Rate of Exchange. It was VOTED that in view of the official stabilization of the currency of China, we approve the adoption of the current exchange for all business, and that all accounting be recorded on this basis beginning with the fiscal year 1936-1937. (Nov. 28, 1936)
4. Episcopal Board Cooperation. In view of the large number of students coming to the College from Episcopal Mission schools, and the large number of faculty members who are members of the Episcopal Church, it was VOTED that we repeat our request to the Episcopal Board that it renew its annual grant of \$2,500.00 Chinese currency to Ginling College. (Nov. 28, 1936)
5. British Indemnity Fund. It was VOTED that we authorize the administration to present requests to the Board of Trustees of the British Boxer Indemnity Funds for grants for such projects as the administration deems suitable. (Nov. 28, 1936)
6. Promotion Committee. It was VOTED that the following Promotion Committee be appointed, whose first work shall be to raise \$10,000.00 necessary to enable the College to close the year 1935-1936 without deficit: Mrs. W. S. New, Chairman; Miss Ong Hwei-lan, Mrs. Paul Wang, Dr. Chang Siao-mei and one other member to be

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selected by the four above named. Dr. Wu and Miss Kao Ren-ying, Alumnae Secretary, were appointed ex-officio members of the committee. (June 6, 1936)

BUILDING.

1. South Hill Faculty House Contract. It was VOTED that we authorize the signing of the contract with Li Hung Gi at a figure not to exceed \$23,800.00, this figure subject to further reduction on the basis of further negotiation. (April 27, 1936)
2. South Hill Faculty House Revised Plan. It was VOTED that we approve in general of the revised plans for the South Hill Faculty Residence, the contract for which is \$23,800.00 which together with lighting and plumbing and heating contracts will come to a total cost of approximately \$30,000.00. (June 6, 1936)
3. Terrace House Funds. It was voted that we ask Mr. Carter to make available \$35,000.00 Chinese currency for the Terrace Faculty Residences, in order that the building may be started as soon as the plans are completed and approved. (June 6, 1936)
4. Terrace House Plans and Estimates. It was VOTED that we approve the following estimates for Faculty houses:

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

(Nov. 28, 1936)

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

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

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

8. Gymnasium and Swimming Pool. It was VOTED that we give general approval to a campaign to raise funds for the erection of a gymnasium and swimming pool; that we request the Promotion Committee to

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

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

FACULTY HOUSING.

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

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

BUILDING COMMITTEE.

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

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

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

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

REGISTRATION OF DEEDS OF LAND.

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

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FACULTY.

1. Dr. David Hsiung. It was VOTED that we ask Mrs. Thurston to prepare a statement of our appreciation of the services Dr. David Hsiung has rendered to the College both in the Department of Physics and in many other fields of college activity during his six years of service as a member of the faculty. This statement is to be incorporated in the minutes and also sent to Dr. Hsiung. (June 6, 1936)
2. Miss Ellen Koo. It was VOTED that we grant a leave of absence of one year to Miss Ellen Koo, and express to her the great appreciation of the Board of Directors for the nine years of faithful and valuable service she has rendered in untold ways to the College. Miss Koo does not wish to receive a salary during her leave of absence. (June 6, 1936)
3. Miss Edith Haight. It was VOTED that the Committee invite Miss Edith Haight to remain for the year 1936-1937 in the Department of Physical Education. (June 6, 1936)
4. Return from Furlough, Mrs. Thurston, Miss Whitmer, and Miss Hoffsommer. It was VOTED that we extend an invitation to Mrs. Thurston, Miss Harriet Whitmer, and Miss Abigail Hoffsommer to return to the College after their furloughs. (June 6, 1936)
5. Miss Alice Morris. It was VOTED that the appointment of Miss Alice Morris as the librarian of the College for the year 1936-1937 be approved. (June 6, 1936)
6. Committee on Cost of Living. It was VOTED that the following special committee be appointed to study the various factors involved in the faculty living in self-sustaining houses, and to bring recommendations to the annual meeting of the Board for action: Miss Moffet (alternate, Mrs. Thomson), Dr. Wu, Miss Priest. (Nov. 28, 1936)
7. Committee on Retirement, Sabbatic Leave, etc. It was VOTED that the following Committee be appointed to study the question of age of retirement, pensions, sabbatic leave, and related questions of policy, and to bring recommendations to the annual meeting of the Board: Dr. Li Tien-lu, Miss Moffet (alternate, Mrs. Thomson), Dr. Wu, Miss Priest. (November 28, 1936)

ALUMNAE SECRETARY.

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

Respectfully submitted,
ANNA E. MOFFET,
Secretary.

February 19 and 20, 1937.

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report

GINLING COLLEGEExecutive - Finance CommitteeFebruary 19, 1937

The Executive and Finance Committees of the Board of Directors of Ginling College met at the College on February 19, 1937.

The members present were as follows: Dr. Li Tien-lu, Mrs. W. S. New, Miss Mary C. C. Chen, Mrs. J. C. Thomson, Miss K. S. Kao, Rev. Edwin Marx, Mr. T. T. Zee, Miss Anna E. Moffet, and Dr. Yifang Wu and Miss Elsie Priest, ex-officio. Miss Minne Vautrin attended the session when faculty program and building committee matters were under discussion.

The meeting was opened with a devotional service led by the Chairman.

FACULTY PROGRAM. Miss Vautrin presented the faculty program for the first semester of 1937-1938.

Voted: That in order to meet the need of the Chemistry Department for an additional professor, and to safeguard Miss Chester's health, the Committee approve the addition of one full-time professor or instructor.

Voted: That we approve the request of the Geography Department for the addition of a professor giving two-thirds time.

Voted: That we approve the request of the Physical Education Department for the addition to the staff of one full-time China college graduate, in addition to a substitute for Miss Haight.

RE TURN AFTER FURLOUGH. The Committee reviewed the opinions of the faculty in regard to the return of members of the western staff going on furlough in the summer of 1937, and

Voted: To postpone action on these returns until a later meeting of the Committee.

FINANCE.

Budget, 1937-1938. The Treasurer presented a preliminary budget for 1937-1938 showing a total amount to be raised before June 1938 of \$28,959.90.

Voted: That we recommend the acceptance of this budget by the Board of Directors.

Voted: **Summer Overdraft.** We recommend that the Treasurer be authorized to arrange for an overdraft of not more than \$20,000.00 in order to make necessary payments for the coming summer months, agreement to be signed by the Chairman of the Board, and by the President and Treasurer of the College.

BUILDING PROGRAM. Miss Vautrin presented the Building Committee Report as prepared for the Board meeting.

Voted: That we recommend that the President be asked to write to the Board of Founders presenting the land situation in the growing capital city, and the need that the College face the issue of securing

the land needed for the campus.

Voted: That in reply to the cable of January 27th from the Board of Founders stating that there are no funds available for additional land, we recommend that the President write to the Board of Founders, presenting the following statement of accounts for land and buildings whose purchase and erection has already been authorized and contracted for, and asking that these items be made a first charge against any available property funds.

STATEMENT OF ACCOUNTS FOR LAND AND BUILDING
February 19, 1937

1. Land in the process of purchasing:

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

2. South Hill Residence:

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

3. Other property items not cleared:

a. Changes in boiler house and heating channel	3,109.38
b. Architects' fees - other than above building	957.75
Amount to be secured to clear accounts	4,147.13

TOTAL	\$21,222.63
*Balance in fund paid by City Government for College land taken into residential area	9,404.08
BALANCE NEEDED	\$11,818.55

*Note: The total received from the City Government was \$13,545.10, of which \$4,141.02 was expended for removing and rebuilding fences and small buildings which had to be torn down when the road was put through.

SOUTH HILL RESIDENCE.

Voted: That we authorize the Treasurer to request an increase of not more than \$3,500.00 to complete the South Hill Residence.

PRACTICE SCHOOL BUILDING DEFICIT.

Voted: That we recommend that the Board ask the Practice School

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administration to face the deficit of \$5,000.00 on the Practice School Dormitory and make plans to clear this account within five years.

HOUSING, RETIREMENT AND SABBATIC LEAVE, ETC. The Committee received the report of the special committee on Housing, Retirement, Sabbatic Leave, etc., as prepared for the Board, made certain amendments, and recommended it to the Board for its consideration.

ADJOURNMENT.

Respectfully submitted,

ANNA E. MOFFET,

Secretary.