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COLLEGE FILES  
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Hangchow  
Administrative  
Board of Trustees - minutes,  
reports 1939-1949

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**THE BOARD OF FOREIGN MISSIONS  
OF THE PRESBYTERIAN CHURCH IN THE  
UNITED STATES OF AMERICA  
156 FIFTH AVENUE  
NEW YORK**

OFFICE OF SECRETARY

September 28, 1939

Dr. B. A. Garside  
150 Fifth Avenue  
Room 900  
New York, New York

INDEXED

Dear Dr. Garside:

In accordance with the request of President Baen E. Lee of Hangchow College, I am enclosing a copy of the Hangchow College Board of Trustees' Minutes of June 14, 1939.

At the bottom of page two and the top of page three, you will note the request of the Trustees to the Associated Boards for special grants for 1939-40.

These minutes are informal\* and have not had the last corrections which were made on them through the secretary of the Trustees in Nashville. It was our understanding that Mr. Hearn who is the secretary of the Board of Trustees would send to you this information. Since, however, he has not, we are glad to send the request on to you.

Sincerely yours,

*Frances Graham*

China Office

FG:AB  
Enc.

\* I didn't say 'informal' but I can't at the moment think what I did say. FG.

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BOARD OF TRUSTEES

HANGCHOW CHRISTIAN COLLEGE

Wednesday June 14th, 1939

INDEX

The Annual Meeting of the Board of Trustees of the Hangchow Christian College was held Wednesday June 14th, 1939 at 7:45 in room 136 of the Parrish Hall, Swarthmore College, at Swarthmore, Pennsylvania. The following being present: Dr. C. Darby Fulton, Dr. G. T. Scott, Dr. W. R. Wheeler, Dr. Lloyd S. Ruland, Dr. H. Kerr Taylor and Curry B. Hearn. Dr. Fulton presided. The meeting was opened by prayer by Dr. Wheeler.

The following officers were elected for the year 1939-40: Dr. C. Darby Fulton, President, Dr. Lloyd S. Ruland, Vice-President and Curry B. Hearn, Secretary and Treasurer. Dr. W. R. Wheeler was elected as representative on the Executive Committee of the Associated Boards for Christian Colleges in China, and Dr. H. Kerr Taylor was elected as alternate.

It was voted that the three officers and the resident members in Nashville shall constitute the Executive Committee of our Board.

It was a great privilege to have present Baen E. Lee, President of the College. President Lee contributed much to the meeting and gave the following inspiring report of the activities of the College:

"In spite of the hardships in Shanghai for the lack of adequate space, the College during the year under review was able to do almost its full program of work. The enrollment for the fall term was 470 and that of the spring term 469. During this school year twenty-seven students were graduated. Out of the faculty of 63, 44 are christians, which represents 70% of the whole personnel. All department heads and major professors, except one who is a professing christian, are communicants. The 30% of non-christian members are largely assistants and clerks.

For religious activities, besides Sunday services, which are attended by 200-300 persons, students and faculty, there were eleven fellowship groups, each having a membership of from ten to fifteen students.. Each group would have a teacher and a christian student leader, and some members of the group non-christian students. Besides religious courses offered in regular curriculum, there were five Bible study classes with a total attendance of about forty, for those who desired to know christianity in order to join the church. There were 24 persons baptized at Christmas and 36 at Easter, a total of 60 for the last school term. Among these were six faculty members and the rest students and members of the families of the faculty. A weekly faculty prayer meeting was well attended. Special services at Christmas, Easter and other Festivals were held and very well attended.

The College during the last year had a very free interchange of students with the other three universities in Shanghai. There were in both terms more students taking courses at Hangchow than our students taking courses in other institutions, showing the relative strength of our courses, as compared with those of the universities. The cooperation of the four colleges was very smooth and intimate, and the College is looking for rather a prolonged and perhaps permanent cooperation in the Shanghai area.

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For the last year the Central Government of China continued to subsidize the College in form of salaries and equipment. No interference with the work of the College, however, was made by the Government, though the funds were earmarked for such use, which were approved by the Government. The College has paid all its debts and its financial situation is sound."

President Lee's report was accepted and the Board also expressed its appreciation to Dr. R. J. McMullen, Mr. R. S. Lautenschlager, Mr. C. W. Worth, Dr. R. F. Fitch and the Chinese staff on the campus for their efficient and courageous service to the College for the protection of its property.

President Lee suggested that respect be paid to the memory of Mr. Edwin F. Willis, former Secretary and Treasurer of the Board and Dr. Lee and Dr. Fulton were selected to prepare suitable resolutions.

The financial statement of the College with auditor's report was read by Dr. Lee and filed with the Secretary and Treasurer. The Board expressed its satisfaction with the financial condition of the College.

Dr. H. Kerr Taylor gave an inspiring report of his recent visit to the College and the very favorable impression gained. We also reported the inspiration he received from attending a dinner with the Presidents and Deans of the different Colleges.

It was reported that Dr. Lloyd S. Ruland is to visit the College in the near future and he was commissioned to carry greetings to the College from the Board of Trustees.

President Lee discussed the College problems with the Board. Dr. Lee and Dr. Scott were requested to present an appeal to the Harvard-Yenching Institute for assistance for the College Department of Chinese Cultural studies.

A resolution was unanimously passed, expressing satisfaction with the way in which the College is cooperating with the other educational institutions in Shanghai. Dr. Lee reported that last years assessment of the Associated Boards in the U. S. A. had been paid.

The Treasurer was requested and authorized to pay the 1939-40 assessment and deduct same from the appropriation of the Presbyterian U. S. Board to the College.

It was decided to ask the Associated Boards for the following special grants for the year 1939-40 for the following expenses from the China Colleges Emergency Fund:

\$ 3,000.00 for the protection, preservation and repairs of the campus and plant at Hangchow College.

3,000.00 for Faculty refugees.

8,000.00 for strengthening the Engineering Department of the College in training men for reconstructive service.

3,000.00 for short term training courses in adult and rural education, etc., and it was decided to encourage the Field Board of Directors to make such use of the College plant that may seem best to this end.

It was decided to urge the two cooperating Boards to try to increase their representation on the Hangehow Christian College faculty. It was decided to amend the By-Laws to increase the present Board of Trustees to six members from each cooperating Board, of whom it was suggested that at least one or preferably two be non-Mission Board members and one a woman.

A report was made by Dr. Ruland and others of the effort to raise the \$500.00 advanced to Dr. Lee to defray the necessary expenses of his year of study in the United States and it was voted to authorize the Treasurer of the Presbyterian U. S. A. Board to deduct from his appropriation to the field any uncovered part of the \$500.00.

It was decided that the annual meeting in 1940 would be held at the call of the Chairman.

A motion to adjourn was carried and the meeting adjourned with prayer by Dr. Lee.

Respectfully submitted,

~~Clayton H. Lounsbury, Secretary~~

*without final  
corrections*

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THE BOARD OF FOREIGN MISSIONS  
OF THE PRESBYTERIAN CHURCH IN THE  
UNITED STATES OF AMERICA  
156 FIFTH AVENUE  
NEW YORK

OFFICE OF SECRETARY

November 14, 1940.

Mr. Joseph I. Parker,  
Associated Boards for Christian Colleges in China,  
150 Fifth Avenue,  
New York, New York.

Dear Mr. Parker:

In your note of October 14 you asked whether I could send you a letter giving you the appointments of the Hangchow Board to the standing committees of the Associated Boards.

I am enclosing a copy of the minutes of the Board of Trustees of Hangchow Christian College, dated June 13, 1940. These minutes give you the information you have requested. Since the minutes were taken, Mr. William Speers has stated that he would be unable to serve on the Board of Trustees of Hangchow College and this, of course, will leave a vacancy on the Committee of Finance.

Sincerely yours,  
*Francis Graham*  
China Office

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BOARD OF TRUSTEES  
HANGCHOW CHRISTIAN COLLEGE

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The Annual Meeting of the Board of Trustees of the Hangchow Christian College was held in room #136 of the Parrish Hall, Swarthmore College, at Swarthmore, Pennsylvania at 2:00 p.m. on June 13, 1940. The following were present: Dr. C. Darby Fulton, Dr. George T. Scott, Dr. Ebert W. Smith, Dr. H. Kerr Taylor, Dr. Lloyd S. Ruland, also as proxy for Dr. W. P. Wheeler, and Curry B. Hearn. Dr. Fulton the president presided. The meeting was opened by prayer by Dr. Scott. Dr. E. H. Cressy secretary of the China Christian Education Association was invited to sit in the meeting as a visitor and he gave some interesting and helpful contributions to the meeting. Dr. Ruland reported that \$74.75 was raised of the \$500.00 advanced to Mr. Baen E. Lee to defray the necessary expenses for his year of study in the United States and it was voted that the balance of \$425.25 be deducted from the special contribution secured for the College by the Associated Boards. Dr. Ruland gave a report of his visit to the College, reporting that he extended the greetings from the Board of Trustees and was warmly received by every one at the College. He also reported that he had gone over the College and gave his impressions gained by the visit. He reported that Dr. McMullen seemed to be giving a great deal of thought and enthusiasm to the College; that the campus is in good condition in view of the fact that it has been vacant for so long a time.

It was voted that the Board defer action on changing the College to Christian University and the Executive Committee was asked to study the question further.

It was also voted to defer action on the question of greater unity of the Boards of Trustees of the China Colleges because one of the cooperating Boards of Hangchow had not acted on the question.

The treasurer was authorized and directed to make payment of \$100.00 the amount of Hangchow's pro-rata of the expenses of the Sustaining Fund Campaign and also the sum of \$146.00, the amount of the regular assessment for the year. Both of these amounts to be taken from Hangchow's pro-rata of the Sustaining Fund Gifts. It was also voted that the remaining balance in the Sustaining Fund be remitted to the College Treasurer

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in Shanghai. The election of officers was held and all of the officers were re-elected for the next year. Dr. Ruland was elected representative of the Board on the <sup>ex. Com. 2/4</sup> Associated Boards of Christian Colleges in China and Rev. H. Kerr Taylor, D.D., was elected alternate. Dr. Wheeler was elected on the Committee on Promotions and Mr. William Speers\* on the Committee on Finance and the Rev. F. S. Miles, D.D., on the Committee on Christian Character and Staff and Curriculum. There was no change in the Executive Committee.

There being no further business the Board adjourned with prayer by Dr. Ruland.

Respectfully,

Curry B. Hearn, Secretary.

\*Mr. William Speers declined to serve as a trustee.

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BOARD OF TRUSTEES

HANGCHOW CHRISTIAN COLLEGE

RECEIVED  
JUN 29 1944  
PERSONNEL DEPT.

A called meeting of the Board of Trustees of the Hangchow Christian College was held in the Presbyterian Board Council Room, Second Floor, 156 Fifth Avenue, New York City on May 20, 1943 at 10 A.M. The following members were present: Rev. C. Darby Fulton, D. D., Rev. Lloyd S. Ruland, D. D., Rev. F. S. Niles, D. D., Rev. Herrick B. Young, D. D. and Curry B. Hearn, Secretary-Treasurer.

Mr. C. A. Evans, Acting Executive Secretary and Associate Treasurer of the Associated Boards of Christian Colleges in China was invited to sit in on the meeting and answer questions regarding the budget and plans of the Associated Boards as they relate to Hangchow College.

Dr. Fulton presided and the meeting was opened with prayer by Dr. Ruland.

There followed a general discussion of the problems of the College and the financial requirements for operation this year and the Building program on the new campus at Shaoww, Fukien, from information received from President Baen E. Lee.

The following actions were taken unanimously:

(1) That in view of the fact that the regular field board is not able to function, our Board of Trustees authorize a temporary field board of control to operate in Free China until the regular board is able to function. The missionary members of the field board to be appointed by their respective Mission Boards.

(2) The Chairman was authorized to cable President Lee that as we survey resources available we have reasonable expectation of sending \$34,000 for the maintenance budget this next year, of which \$27,000 will come from the sustaining fund of the Associated Boards and \$7,000 from the two Mission Boards.

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(3) The Treasurer was authorized to pay to the Associated Boards our pro rata cost of the 1941-42 and 1942-43 sustaining fund campaigns.

(4) That the regular cooperating Mission Boards be asked to explore the possibility of seeking emergency funds for providing emergency capital equipment.

(5) With reference to the equipment program submitted by President Lee, it is the feeling of our Board of Trustees that such a program should be approved as would involve a minimum outlay and that the Provisional Board of Managers on the field be requested to advise what such a minimum program would entail in the way of equipment and cost.

(6) That pending the organization of the Provisional Board of Managers the Minutes and covering letter of this meeting be sent to Dr. Frank Price as well as to President Lee.

(7) It was noted that plans are under way to have Professor A. W. March return to Hangchow this summer and it was voted that the Board of Trustees further urge the two cooperating Mission Boards to send out other personnel for the Hangchow faculty as soon as possible.

(8) That the new Provisional Field Board of Managers be requested to elect a field treasurer to whom funds for Hangchow are to be sent.

(9) The Treasurer was instructed to write a letter to the Recorder of Deeds in Washington explaining the emergency rendering impossible the recording of the annual report of the College and ask what will be acceptable as a temporary substitute.

(10) That the two cooperating Mission Boards be asked to investigate the payment now necessary to replace missionary vacancies on the Hangchow faculty.

(11) It was voted to plan for an annual meeting of the Board in May each year during the meeting of the Associated Boards and it was decided that the next annual meeting be held in New York on either May 1, 2, or 3, 1944, the exact date to be decided later.

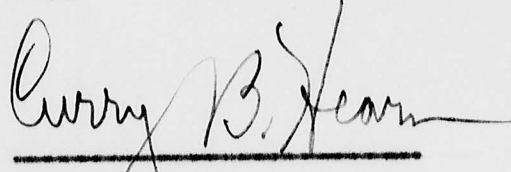
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There being no further business the Board adjourned with prayer by

Dr. Young.

Respectfully,



Curry B. Hearn, Secretary



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REPORT OF THE ADMINISTRATIVE COMMITTEE  
HANGCHOW UNIVERSITY  
FALL SEMESTER  
1949

The liberation of Hangchow gave rise to an entirely different environment. Being advanced in age, the former President Baen E. Lee tendered his resignation which was accepted by the Board of Directors. During the interval between the resignation of Ex-President Lee and the appointment of a new president, a Provisional Council and an Administrative Committee came into being one after the other to carry on the regular work of the University. The following is a sketch in respect of their establishment.

Establishment of the Provisional Council and the Administrative Committee:

A. After liberation, associations of various descriptions, such as the Professors' Association, Lecturers and Assistants' Association, Office Workers' Association, Students' Association and a Labour Union were established. Pending the appointment of a president, the Board of Directors sent its representative Mr. Ho Wei-tung to Hangchow to help the University administration. After his arrival, a Provisional Council was organized with the following representatives from the above-mentioned organizations:

- 4 representatives from the University Administration
- 3 from Professors' Association
- 3 " Lecturers & Assistants' Association
- 1 " Office workers' Association
- 1 " Labour Union

Simultaneously the Administrative Committee was established. Mr. Ho Wei-tung, Deans Hu Kyi-yuan and Liao Wei-tze were appointed by the Board of Directors as members on the Committee, with Mr. Ho Wei-tung as Chairman. The Provisional Council was a planning organization, while the Administrative Committee is responsible for the execution of policies or matters decided by the former.

B. Afterwards Mr. Ho Wei-tung resigned. The Committee was reorganized by the direction of the Board of Directors. Besides Deans Hu Kyi-yuan and Liao Wei-tze, new members, Dr. Wu Chi-yu, Professor Ho Chao-sen and Dr. Chow Cheng were added to the Committee, with Dr. Chow Cheng as Chairman, thus making a total membership of five.

C. In January 1950 a University Council, which was to supersede the Provisional Council, was formerly established. It consisted of the following representatives:

The President, the Deans of the three Colleges and the Dean of Studies as  
ex-officio members

- 5 representatives from Professors' Association
- 3 from Lecturers' and Assistants' Association
- 2 " Office workers' Association
- 3 " Students' Association
- 1 " Labour Union

In the Council there is a Standing Committee of five members, including the President as the ex-officio Chairman, the Vice Chairman and three other members chosen by the Council to assist the President in the execution of fixed policies and in the discharge of urgent matters. Dr. Chow Cheng was elected as Vice-Chairman and is acting for the President for the time being. Letter was sent in the name of the Council to the Board of Directors urging the early appointment of a president.

Student Enrollment:

The total number of students in the fall semester was 872, 736 being men and 136 being women. Of these, 31 are graduating seniors. The Senior and Junior Classes of the Architecture Department have been placed in our Shanghai Unit. As a result of the present situation coupled with financial difficulties, many of our students have left to join government institutions and it is expected that more than one hundred students will have to discontinue their studies in the coming spring semester. (Vide enclosed Statement I).

Faculty and Staff:

There were altogether 123 teachers and staff members. Of this number, 89 were teachers and 34 were staff members. As the staff members include 12 holding concurrent posts as teachers, the actual number of teachers and staff members should be 111. (Vide enclosed Statement 2a and 2b).

Religious Activities:

Our religious work has been carried on without any hindrance. The percentage of Christian students has been over 15%, while that for faculty and staff registers 40%. Now all religious activities are church-centered and directed by a Religious Activities Committee under Professor Ho Chao-sen as Chairman. Sunday services are attended by 150 persons on an average. During this semester 4 persons were selected from among 8 applicants for baptism. There are altogether 8 Christian Fellowship Groups. Preaching and Sunday School work at Zakow Centre has been regularly carried on as before. A literacy school at Zakow under the auspices of university students with a total of more than 70 pupils has been operated with success. An evangelistic campaign, Spiritual Revival Meetings and Retreats for Christians were held and enthusiastically attended. In this trying period, our Christians in this little community have highly manifested their Christian spirit in every respect and have set a good example.

Repairs to University Buildings:

1. Severance Hall was very well repaired, floors varnished, and woodwork painted.
2. Windows of the 3rd floor of two dormitories were completely readjusted and rebuilt so as to be fit for use.
3. A portion of the Commerce Building was reroofed in order to prevent leakage during rainy days.
4. Construction of a new temporary shed for housing machines has been completed.
5. Replacement has been made on window panes in many buildings where they were broken by aerial bombings of the Chientang Railway Bridge.

Payment of Taxes:

A. Agricultural Production tax. The land on which the agricultural production tax was levied covers an area of more than 180 now. The tax was paid in two installments, totally amounting to JMF 28,000,000.

B. Land Tax. In response to our request and in recognition of our educational work satisfactorily done, the Hangchow Municipal Government sanctioned a reduction

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of one-fifth of the tax on the land occupied by buildings. The tax as paid in January amounted to JMF 2,800,000.

C. House Tax. After investigation by the Finance Bureau, the Hangchow Municipal Government fixed the rate of tax at 758 parity units a month for all buildings on our campus. The tax was paid accordingly.

#### The Financial Condition:

Fortunately, we managed to come through with only a small deficit. However, it is realized that we had the advantage of a "balance forward" 12,607 units, which helped us out. Besides, the U.B.C.C.C. provided an extra \$1,255 over the regular appropriation of \$10,000.

Nevertheless, we are particularly pleased with having been able to provide for the following items: a) increased tax obligations; b) departmental equipment and production factory, c) building repair and addition.

It is quite obvious that we had to be extremely careful and frugal in all our expenditures - often inconveniently and painfully so. The uncertain factors of fluctuating prices and foreign exchange rates have been trying and burdensome. Thanks are due to the Finance Committee, of which Prof. R. S. Lautenschlager and Dean Hu Kyi-yuan are Chairman and member respectively, for their pains-taking effort. The continued generous support from abroad by the Missions and the U.B.C.C.C. is also deeply appreciated.

As we face the spring semester, with a probable decreased enrollment, we realize that even more difficult times are ahead, for which we must gird ourselves with all the resources of mind and spirit. (Vide enclosed Statement 3)

#### Census Registration Office:

For the prevention of the activities of reactionaries, the local police authorities always keep a watchful eye on the movements of individuals and a most rigid census has been enforced. The number of our faculty, staff members, students and labourers is considerably large. They are scattered all over the campus and move about frequently. To facilitate their control, the Divisional People's Government ordered the establishment of a "Chia" in this University to deal with such matters. In view of fact that the work required of a "Chia Chang" is heavy, important and detailed and that any failure in checking and prompt reporting on the movements of residents of the campus to the Divisional Government would easily lead to untoward consequences, a Census Registration Office was created.

#### General Consideration of the Three Colleges:

##### College of Arts:

During the absence of Prof. Ku Tun-jou, Dean of Arts and Head of the Department of Political Science, who is now in America for further study, the post of Dean of the College of Arts is now held by Dr. C. B. Day in an acting capacity. In view of the present circumstances, the post of Acting-Head of the Political Science Department, which had been previously held by Prof. Lautenschlager, was taken up by Dr. Wu Chi-yu, who is concurrently Dean of Studies. The vacancy of Head of the Chinese Department was filled by Mr. Wang Chia-wu. A new part-time professor, Mr. Lee Chen-chuan, was added to this Department. In English Department some changes were made. Mrs. C. B. Day left for the U.S.A. in September last. Prof. Sheh K'uan-shan was engaged as full-time teacher. We also obtained the services of Miss Chang Sheng, Messrs. Pao Yu-chang,

Wu Hsin-an and Yang Chien-hai, the last two teachers held concurrent posts as Associate Professor in the Political Science Department and English Secretary, respectively. A new professor, Mr. Wang Tan, joined the Educational Department.

#### College of Commerce:

##### A. Engagement of New Professors:

We regretted to lose the services of Dr. Baen E. Lee, who resigned, and Dean Chen Shih-chen who went abroad for further study. In addition to their administrative duties they taught commercial subjects in this College. For strengthening the faculty of the College, the following professors have been engaged:

Mr. Lu Huai-tao	M. A., Former Dean of the College of Commerce of Chi Nan University, as Professor of Accounting
Mr. Tsung Chih-sin	M. A., Former Professor in Nan Kai University and Customs College, as Acting Head of the Banking Department
Mr. Hu Chi-tsang	M. A., Former Professor in Chungking University, as Professor of Economics

Messrs. Shen Wen-fu, Chow Tze-ya, Chu Chen-chia and Kuo Chia-lin, for teaching the subjects of Commercial Treaties, Banking, History of Economics and Economic Geography, etc.

##### B. New Departmental Changes:

To meet actual needs, the Accounting Department was extended to an Accounting and Statistics Department. The courses offered by the Business Administration, Foreign Trade and Banking Departments were so re-arranged as to ensure a close relation and cooperation. In order to lay a strong foundation on the theories of economics for students of commerce and to act on the suggestion offered by Dr. H. H. Preston, Visiting Professor from the University of Washington, the Department of Economics which had been suspended since the Sino-Japanese War, was re-established, with Dean Hu Kyi-yuan acting as Head.

##### C. Equipment Urgently Needed:

Former President Lee had suggested purchasing for the College a complete set of equipment at an estimated cost of US\$10,000. In his report to the East China Union University, Dr. Preston suggested the construction of a Commerce Building and the purchase year by year of necessary equipment. But up to the present, all these have not materialized on account of financial stringency and the interruption of communication with foreign countries.

The Economics Building was originally intended for the exclusive use of the College of Commerce, but some of its classrooms have been occupied by the College of Engineering. As the number of engineering students greatly increased, it became more difficult for them to move out, which resulted in a lack of definite space for the Accounting and Statistics Classes.

#### College of Engineering:

##### Faculty:

During the one year leave of absence of Mr. Wang Hua-ping, Head of our Architecture



Department, Professor Chen Chih has been acting in his place. The post of Head of Civil Engineering Department was in this semester taken up by Professor Ku Shih-chi. As Professor Ying Chang-tsai had at his own request been relieved of his duties as Head of the Mechanical Engineering Department, the position thus left open was concurrently filled by Dean Liao himself. To meet the requirements of the times, at the beginning of the fall semester a Physics-mathematics Department was created, with Dr. Chow Cheng as Head. New professors engaged for the College of Engineering were Messrs. Wang Tze-hsiang, Chu Fu-hsin, Wang Ting-tsen, Chen Jen-chu, Chang Tsung-jen, Huang Hung-chu and Yang Te-yung. We feel gratified to have secured their valuable services.

Union Project of the Science and Engineering College of St. John's, Soochow and Hangchow Universities:

With financial support by the U.B.C.C.C. for the Union Project of the Science and Engineering Colleges of St. John's, Soochow and Hangchow Universities, definite agreement has been reached by the administrative representatives of these universities to occupy the premises of the Shanghai American School from February to July 1950. Therefore preparations are now being made to move the Senior and Junior Classes of our College of Engineering to the new union campus in Shanghai, and the matter has been laid also before the Educational Authorities in Shanghai for approval.

Conclusion:

The semester under review has been one of extreme difficulties. During the period when old laws and regulations are claimed invalid and new ones had not yet been promulgated, we were greatly bewildered for lack of guiding principles. Therefore on important matters instructions were requested from the Chekiang Educational Authorities, in order to avoid any possible serious mistakes. Internally, we did not hesitate to criticize and adapt ourselves to altered conditions and have kept our esprit de corps while making adjustments to meet new ideals. Externally, we have never failed to keep friendly relations, always adhering to the rule of love and patience. Keeping the interests of this University uppermost in our hearts. We have tried to maintain its Christian character and influence. Though thankful that we have fortunately come through the past semester without serious mishap, yet we always bear a heavy heart on account of our limited ability to bear the heavy responsibilities entrusted to us. We are earnestly looking forward to our Directors for kind instruction and guidance from time to time.

Respectfully submitted,

(signed) C. Chow  
Chairman of the Administrative  
Committee, Hangchow University

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