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COLLEGE FILES
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Lingnan
Administrative
Board of Trustees and Committees
thereof
1908-1909

Minutes of Trustees' Meeting, October 9, 1908.

156 Fifth Avenue, New York.

At the request of Doctor Jackson a meeting of the Trustees was held, at the call of the Secretary, at their office, 156 Fifth Avenue, October 9, 1908.

Present: Samuel Macauley Jackson, Darwin R. James,
Francis S. Phraner, W. Henry Grant.

Absent: Charles A. Stoddard.

Doctor Jackson presided and offered prayer. The Minutes of May 11th were read and approved.

The following were elected members of the Advisory Board:
Rev. Thomas W. Pearce, Hongkong, Rev. R. H. Graves, D.D., M.D., Canton,
Consul General Amos P. Wilder, Ph.D., Hongkong.

The Treasurer reported on the financial status and suggested the possibility of holding meetings in several cities, allowing Mr. Wannamaker 75 cents an hour for his extra time.

The following Minute, appended to the Minutes of April 21st, was reaffirmed: "The Trustees agreed to appoint Mr. James McClure Henry as teacher in the College for a term of five years at ²⁰⁰\$750 per annum, as soon as he should be able to go out, and Whereas he has received a call to work in connection with the Church of the Covenant in Washington, the Trustees consent to his accepting the offer with the view to his going to the College not later than September 1909."

On nomination of the Executive Council Mr. Clinton N. Laird was elected a member of that body, and his election to the office of College Treasurer likewise confirmed.

It was agreed that Doctor Jackson should present a Minute on the death of Doctor Ellinwood, former Trustee and Secretary of this Board.

approved Feb 2/09

Henry Grant Sec

Minutes of Meeting of Trustees, February 2, 1909.

156 Fifth Avenue,
New York City.

The Trustees met in the office of the College at eleven-thirty a.m.

PRESENT- Doctor Jackson, President. Dr. Stoddard, Mr. Phraner and
Mr. Grant.

The meeting was opened by prayer by the President. The minutes of
the last meeting ^{Oct 9/08} were read and approved, with one correction in regard to
salary to be paid Mr. James Henry. Mr. Grant reported that Mr. Henry
had finally decided not to go out in our service but under the Presby-
terian Board.

The President promised to present at the next meeting a memorial
note of the three members of our Board who had died during the year 1908.

The next item of business was the discussion of the matter of in-
creasing the Board of Trustees, and on motion Mr. L. B. Miller was unani-
mously chosen a Trustee. And on further motion the President and the
Secretary were made a committee to canvass new members, and to offer to
such as they agreed upon an election to the Board of Trustees.

The matter of the date of the annual meeting was then brought up,
and formal notice was given by motion that ^{at} the next meeting it would be
suggested to change the date of the annual meeting to the second Tuesday
of May.

The action of the Executive Council of the College in the matter of
Mr. Fuson was read by the President, and after discussion it was unanimously
voted that this action, which comprehended Mr. Fuson's leave of absence upon
a scientific tour through China in the service of the Carnegie Institution
and at their expense, his return to this country by way of Europe, and his
marriage, and his return to the service of the College for a five years'
term beginning in the early part of 1910, be approved subject to the rules
governing such cases. It was understood that the Board of Trustees in

approving of his marriage did so upon the expressed stipulation that his intended wife be regarded as physically able to live in the region of Canton; in other words, that she would be expected to stand the physical test which would be given to a missionary.

The letter of Mr. O'Connor in relation to an alleged claim against the College, arising from the sale of our property in St. Louis, was brought up, and the Secretary was instructed to take proper advice in the matter, with a view to determining the equity of the claim.

Mr. L. B. Miller coming in was informed of the action of the Trustees electing him a member of the Board of Trustees and gave his assent, and accordingly was enrolled in the number of the Trustees.

No further business offering the Board of Trustees adjourned.

Henry Grant Deth

Approved Apr 20

156 Fifth Avenue, New York,
April 20, 1909.

The Annual Meeting of the Trustees was held April 20th, 1909,
at eleven-thirty a.m.

PRESENT: Samuel Macauley Jackson, Charles A. Stoddard,
L. B. Miller, W. Henry Grant.

ABSENT: Francis S. Phraner.

Doctor Jackson presided and offered prayer.

The Minutes of February 2nd were read and approved.

Mr. Grant reported correspondence had with Selden P. Spencer
of St. Louis regarding the claim presented by John Christopher O'Connor,
and stated that he would look up counsel here in the matter.

The motion made at the last meeting to change the date of the
Annual Meeting to the second Tuesday in May was read and approved.

The following action was taken with regard to Doctor Charles K.
Edmunds:

1. That it is the unanimous desire of the Trustees that
Doctor Edmunds continue as President.

2. That his salary as a home salary be continued to Sept-
ember 1910 while at work in the United States, at a rate to be agreed
upon after consultation with him, it being the desire of the Trustees
that he aid them in securing additional teachers, funds and Trustees.

It was unanimously agreed to appoint Miss Susan Little
Griggs to go out to become the wife of Mr. Henry B. Graybill, and do such
work in connection with the College as she felt able.

That upon their marriage Mr. Graybill's salary be raised
to that of a married man, namely, ^{1,150 (?)} ~~\$1,000~~ with \$200 added annually to the
Reserved Salary Account, they being provided with suitable house, medical
and dental allowances, and allowance for summer vacation.

It was agreed to appropriate \$4,500 for building one
residence and providing furniture, the enclosure and walks pertaining thereto.

And that the Trustees favor the building of a second residence as soon as the first is completed.

The budget was adopted as follows:-

The following Memorial Minutes were adopted:

The other matters were deferred until the arrival of Doctor
Edmunds.

Henry Grant
Secy

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Apl. 20/09

Memorial Note

on

Darwin Rush James (May 14, 1834-Nov. 19, 1908.)

Francis Field Ellinwood (June 20, 1828-Sept. 30, 1908)

Daniel Coit Gilman (July 6, 1831- Oct. 13, 1908)

During the year 1908 three of our associates passed away. We bear grateful testimony to the services which they so cheerfully and for so long a time rendered to our College.

The first to leave us was Francis Field Ellinwood. His life was spent in the service of the Church. For many years he was the Secretary of the Board of Foreign Missions of the Presbyterian Church, and distinguished himself by his executive ability, his statesmanlike foresight, and his Christian zeal. In our institution he was from the earliest days down to the time of his enforced retirement on account of physical disabilities, a member of our Board of Trustees (from April 30, 1886 to January 30, 1906), and then of our Advisory Board to his death. His very presence was an inspiration. We were glad to have his counsel, and even although he was inclined to put more stress upon denominational work than upon the broader lines of our present institution, we felt that his interest in the College was always great, and by reason of his long acquaintance with it he could bring out of the treasures of his memory the history of its early days to encourage us by the contrast it made with the present. The last years of his life were spent in waiting for the final call, but although his body was weak his spirit was strong, and down to the close he eagerly responded to any appeal we made him for counsel or encouragement.

The next to leave us was Daniel Coit Gilman. We greatly appreciated his presence upon our Advisory Board (from January 30, 1906 to his death), because he stood for the very best things in our American life, and was considered on both sides of the sea as one of our leading educators. He brought to our enterprise the mature judgment of one who had been all his

life in educational work, and to whose remarkable ability we owe the creation of Johns Hopkins University and the Carnegie Institution in Washington, for of both he had been president successively in their first days. We knew that Doctor Gilman had a profound interest in educational work in China, that he saw the opportunity there was there to duplicate the success which we have had in this country in impressing the truths of our Christian religion along with instruction in what is called "secular learning." It is true that circumstances prevented him from being frequently with us, but we knew that we had a good friend in him and one to whom we could turn for advice in any emergency.

With the last of the trio, Darwin Rush James, our relations were still more intimate, for he was one of our Board of Trustees from April 30, 1886 to his death. He had twice visited Canton; In fact he had just come back from there at the time of his death, and he and we were looking forward with confidence to many years of cooperation in the development of our institution. He brought to our Board unusual qualities of mind and heart. He was a generous, candid, shrewd, open-minded man. He had had experience of a many-sided nature. He had served his city in civic affairs, and in the national legislature. He had long borne a prominent part in the care of the nation's wards. He was a staunch Presbyterian, but his sympathies were with the Church universal. His death was unexpected and deeply deplored, and those of us who met him in different relations bear testimony to his versatility and his high character.

But we are engaged in a great work which is not tied up with the lives of any one. We shall pass away but our successors will carry on the work, if our work is of God, as we believe. And so while we pay this tribute to these departed friends and feel ourselves poorer for their departure, we look forward to the continued life of the institution and anticipate the day when our influence will be far greater than it is at present.

As stated in his own words,--We are engaged in a great work.

Approved 12/1909
Dec 3
MINUTES OF TRUSTEES' MEETING, OCTOBER 4, 1909.

A meeting of the Trustees was held at the home of Doctor Stoddard, October 4, 1909.

ALL PRESENT: Samual Macauley Jackson, Charles A. Stoddard, L. B. Miller, F.S. Phraner, Warren P. Laird, W. Henry Grant. *Dr Edmunds*

Doctor Jackson presided and offered prayer.

Prof. Warren P. Laird of the University of Pennsylvania was elected a trustee and received.

The minutes of the Annual Meeting, April 20, 1909, were read and approved.

The following actions taken by the Executive Committee were read and approved:

(1) Location of first permanent dormitory, May 8/09.

On recommendation of Doctor Edmunds and Mr. Stoughton the Executive Committee of the Trustees decided to authorize the location of the first permanent dormitory to be with its center 490 feet west of the center of East Hall and 210 feet south of the center of East Hall, and that the ground level should be at an elevation of 42 feet with reference to the zero plane of P. & P's topographical survey, and further decided that this location should be notified to Canton by cable.

It was similarly decided to locate the first permanent faculty residence with its center at the intersection of line 21/22 and the line K^L/J^L (Reference is to index at top of P. & P's map of November 21/07)

(2) Relation of Dr. Edmunds to College. May 13/09.

In reply to the Minute from President Edmunds relative to his salary, past and future, the Trustees would say: That they are greatly pleased with the President as professor and as executive. They therefore desire to have him permanently in the service of the College. They note

with satisfaction his generosity in making the offer under consideration. They are willing to allow him to withdraw his declination of extra salary as president, and pay him at the rate of \$1,000 a year salary from the date of his election to the presidency to April 30, 1909.

They note also his expectation of marriage and his willingness to remain on the same salary and allowances after marriage until September 1910. They agree to pay him a salary of \$100 a month, with a salary reserve \$200 for the year, the application of free medical attendance to his wife and himself, and \$125 on life insurance premium, also \$150 for room rent in lieu of similar provision on the field.

(3) Settlement with Mr. O.D. Wannamaker. May 13/09.

On recommendation of Doctor Edmunds the Executive Committee of the Trustees agreed to settlement with Mr. Wannamaker on account of Mrs. Wannamaker's traveling expenses, on the basis of the length of time (in months) during which Mr. Wannamaker was in the employ of the College as a married man in comparison with a five year period, viz., that he be allowed 18/60ths of total round trip expenses of his wife. This according to the account submitted by him would be \$175.84.

That he be paid \$27.25 for services rendered since last salary payment to present date.

That he be asked to give the Treasurer his note for the balance due the Trustees, viz., \$89.98 without interest.

That the settlement on account of freight be left until exact accounts of same are received from Canton.

(4) Appointment of Messrs. Weekes and Wicks. May 13/09.

The Executive Committee of the Trustees, pending the approval of the Trustees, appointed Messrs. Ernest Joseph Weekes and Charles Hall Wicks for three year term of service, to leave America in August 1909, on salary and allowances in accordance with the general regulations of

staff agreements now in force, and requested Doctor Edmunds to draw up a brief agreement with them.

(5) First Permanent Dormitory and First Permanent Staff Residence. May 15/09.

(a) With reference to the first permanent students' dormitory, it was agreed that if proper arrangements could be made with them, that Messrs. Purnell and Paget of Canton be employed to supervise the construction of this dormitory, according to the designs of Messrs. Stoughton and Stoughton. It was recommended that, if possible, they be secured to act as contractors, not merely supervisors, with the understanding that this work was to be a test, and that the assignment of any future building operations to them would depend upon their faithfulness in executing Stoughton & Stoughton's plans.

(b) That the contract should be a running contract, so that the work might be stopped at any time and payment made to the contractor for the work completed at that time and for material delivered, with the understanding that work could later on, when further contributions would come in, be resumed by the same contractors under the same conditions as before.

(c) That two or three of the contributors to the fund who are most likely to be of efficient and active service be chosen by the Council in conference with Mr. Chung and the members of the Advisory Board in Canton and Hongkong, to act in conjunction with Mr. Chung and the Council in calling in the payments from the subscribers from time to time to meet the contractor's bills, and to be with Mr. Chung and the Council a committee on the construction of dormitory

(d) That the general plan for the dormitory as submitted by Mr. Stoughton be approved, and that Doctor Edmunds in conference with Mr. Stoughton be authorized to draw up final detail plans and specifications for the dormitory.

(e) That the Executive Council on the field be authorized upon receipt of these drawings and specifications to make a contract for the construction of the building, provided the contractor's bid was not more than \$26,000 Mex.

(f) That Doctor Edmunds be authorized to engage the services of Messrs. Stoughton and Stoughton for the design and drawing up of the specifications of this dormitory and first permanent staff residence at the usual market rate for such work.

(g) That the final plans for the residence be referred to Dr. Edmunds in conference with Mr. Stoughton, with power to act within the appropriation of \$4,500 gold for dwelling and furniture.

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presented
Doctor Edmunds then ~~presented~~ a report covering thirty pages of typewritten matter containing recommendations with reference to Dormitories, Staff Residences, Layout and Architectural Committee, Administration Buildings, Sanitorium, Staff (Bergstresser, Kinney, Mottley, Fuson, Wicks, Weekes, Knipp, Collins, Wright), Graybill Principal, Instructor in Drawing, Language Study, Educational Policy, Water Supply, Electric Lighting, Power House, Telephone System, Water-Front Bund, Financial Campaign, - and the same was taken up section by section and discussed as follows:

Items-Requiring-Action-

Section A.

- Paragraph 4 Ratify action with reference to first dormitory.
- 12 Appoint committee on layout.

Section B. # 6 Approve action Executive Committee.

- Paragraph 7,8,9 Ratify appointment of Wicks and Weekes, Knipp and Collins.
- " 10 Ratify appointment Miss Wright.
- " 12 Offer H.B.Graybill Principalship.
- " 15 Authorize Executive Council to arrange schedule of absences for language study.
- " 16 Give expression to educational policy.

Section C.

- Paragraph 8 Refer engineering or physical problems to Knipp as indicated.

Section D.

- Paragraph 1-19 Authorize President to proceed along campaign lines indicated.

- Paragraph 20 Authorize necessary traveling expenses.
 " 21 Approve budget for campaign printing.
 " 22 Adopt propositions as to endowments of scholarships and professorship, and as to investment of certain funds in buildings.

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✓ The action authorizing Mr. Graybill to proceed with the building, as cabled, on the basis of \$39,000 Mex. was approved. *what first plan?*

Architectural Committee. It was agreed that the President should appoint a standing committee on buildings and layout and Mr. Warren P. Laird and President Edmunds were appointed.

On motion of Mr. Phraner Mr. A. R. Knipp was appointed on the basis of five years, to do general teaching, and Mr. Archie S. Collins as resident architect on the basis of three years, in accordance with the President's letter, the president being instructed to advise with him as to his duties.

Miss Fannie B. Wright was appointed secretary to the president on the basis of three year term of service when she went to the field, and that meanwhile her salary be \$14 a week.

X On motion of Mr. Miller, Mr. H. B. Graybill was appointed Principal of the Preparatory School, with an increase of salary of \$50, making ^{his} salary as a married man at the rate of ¹¹³⁰ \$1,200 instead of ¹⁰⁸⁰ \$1,150. *Corrected Dec 2, 09*

The Executive Council was authorized to arrange some such schedule of absences for language study to afford members of the staff opportunities for language study as is recommended in President Edmund's report.

The Trustees gave their general approval of the campaign outlined by President Edmunds, and authorized him to work out the details with the Executive Committee. They also authorized the payment of his expenses.

Present Educational Policy of the Canton Christian College.

In view of the fact that at the present time the greatest need of China in an educational way seems to be for properly qualified teachers and superintendents of elementary and preparatory schools, the Trustees express their entire accord with the suggestions contained in the section of President Charles K. Edmunds' Report dealing with the present educational policy of the Canton Christian College.

The Trustees desire that during the present period in the development of the College that the chief emphasis be laid upon the preparation of teachers for elementary and preparatory schools, and request the faculty to shape the courses of instruction modifying existing courses and as far as practical introducing new ones, so that this end may be more distinctly attained and as many students as possible may be induced to become teachers, and to follow courses which will prepare them directly for professional teaching.

In promoting this policy the Trustees approve of establishing several elementary schools in or near Canton in which students may be prepared to enter the preparatory school of the College, and in which the more advanced students connected with the College may have practice as teachers under supervision.

While for the present the College shall be chiefly a "Teachers' College," the Trustees declare their determination unchanged to develop as rapidly as they have the men and means, a fully equipped College of Arts and Sciences, with the allied Schools of Medicine, Agriculture, etc. To this end proper attention should be given to students who desire a thorough preparatory training but do not expect to teach. The details of carrying out this policy shall be left to the Executive Council and Faculty.

The Trustees approved of Mr. Knipp's devoting himself to the engineering and physical problems as indicated in Doctor Edmunds' recommendations, with reference to water supply and electric light and power, telephone, wharf or bund, and that these matters be referred definitely to him for investigation and report.

The Trustees gave general approval to the estimates made of the immediate needs of the institution beyond its current expenses, covering five permanent staff residences \$30,000. gold, Water System \$10,000., Power Plant \$5,000., Administration Building and Guest Hall \$15,000. (Minimum), Endowment \$200,000. and the estimates that \$25,000. would endow an instructorship and \$40,000. would be needed for the endowment of a professorship.

Oct 4. 1909

BUILDINGS.1. DORMITORIES.

1 - It should be reported that by the last advices from Canton, the Dormitory Fund subscribed by the Chinese gentry and by the Cantonese resident in other cities now amounts to over \$43,000 Mexican, as the result of the year's campaign actively waged by Mr. Chung, who is aiming at raising \$60,000 Mexican for two permanent dormitories.

2 - The Executive Committee of the Trustees at a meeting the first part of May authorized the President of the college, in conference with Mr. Stoughton as architect, to draw up plans for the first of these permanent dormitories and authorized the construction of the building if the cost were not to exceed \$26,000 Mexican, and it should be reported that the full plans for a fire and ant proof building of a plain but substantial sort, three stories high, sufficient to accommodate one hundred and ten students and three teachers, allowing one section for bath and toilet on each of the three floors, were sent to Honglok the first part of July, and on Sept. 8th cable message was received, stating that the cost for the building as designed would be \$49,000 Mexican, whereas the subscribers were expecting to build for only \$30,000.

3 - A conference of Dr. Jackson, ~~Mr. Chesser~~, Mr. Stoughton and the President resulted in a reply, instructing Mr. Graybill to secure subscribers' approval of one permanent dormitory as designed, and failing in that, to build the five western sections, omitting concrete floors, plastering of the brick walls, and the tanks and pipes for the water system. To this instruction reply came that the plan proposed was not feasible: that the dormitories could be built on the same plans as originally proposed, but with all floors concrete, corrugated iron roof and brick partitions, ~~at~~

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Oct 4, 1909

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instead of the expanded metal lathing which had been specified, and the building to be laid in lime mortar instead of cement, at a cost of only \$39,000 Mexican.

4- In spite of the fact that corrugated iron roof was proposed instead of the asbestos cement as specified, and lime mortar was to be used instead of cement, a further conference of Dr. Jackson, Mr. Phraner, Mr. Stoughton and the President, resulted in the reply that they were authorized to proceed in the matter. This was considered a perfectly safe proposition under all the circumstances since \$46,000 Mexican is practically in hand, and the contract price of the building was to be \$39,000 Mexican, and the building as designed can be secured ultimately when we are financially able to make the necessary changes, for it is possible to go over the building at no very great expense and substitute cement pointing for the lime mortar and to replace the corrugated iron roof with the cement ^{asbestos tiles}. It is likely that the corrugated iron roof would be of short life any way.

5. This solution of the problem is not entirely satisfactory, but the circumstances required an immediate decision and made it necessary to authorize a procedure which would result in a building approximately of the stated capacity (100) within the stated cost (\$30,000 Mexican), to be begun at once if the interest and further support of the subscribers was to be held.

6. The experience in this connection goes clearly to show the great difficulty of attempting to direct building operations at Canton from New York, and demonstrates that it will be much more efficient and economical to commit the supervision and construction, the drawing up of specifications, and even the design of the building (in accordance with certain general specifications given from this end) to a qualified architect resident at Canton, and under the section of "Staff," recommendation is made with reference to

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Oct. 4, 1909 3^b

the appointment of such a resident architect.

Ratification of the action noted above with reference to the first dorm. is desired.

7- It will be necessary at once to prepare plans for the second dormitory and to determine its location, so that there may be no unnecessary delay when the subscriptions from the Chinese gentry are sufficient to cover the cost of the proposed building.

8- 2. STAFF RESIDENCES.

This campaign for dormitories among the Chinese was undertaken with the idea that the efforts of the students and Chinese faculty would be matched by an active campaign in America for staff residences, and as more than a year has elapsed since the inauguration of the campaign there, it is imperative that active efforts be made at once to secure the funds for five staff residences which will be needed within a year and a half from now. It will be recalled that the Trustees at their meeting in April authorized the construction of the first permanent residence at \$4500 gold, and authorized the construction of a second residence after the completion of the first. The Executive Committee committed to the President, in conference with Mr. Stoughton, the design of this residence, and full plans were approved and dispatched about July 1st, and it is expected that the building operations will be begun in November. As yet no report as to the amount of contract bids has been received, but it is hardly to be expected that a suitable residence of a permanent sort can be constructed for \$4,500 gold and it will be necessary to increase the appropriation. It seems likely that an outside cost of \$6,000 gold will not be too much to cover contract price, architect's fees and furniture.

9- The providing of these five permanent staff residences is the most imperative item in the list of needed buildings. This number is a minimum if we are to properly house the instructors who according to present plans will be at Honglok as married men

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within two years from now, together with the head Chinese master, who must be as soon as possible provided with an adequate permanent residence.

3. LAYOUT.

It is necessary to fix certain items at an early date, as follows:

- 10 - Determine location of second permanent dormitory, of at least two more permanent residences and of a temporary dining hall. The items already fixed are the position of East (or Martin) Hall, the first dormitory and the first residence. These last two were determined by the Executive Committee in May on the recommendation of the President and the architect, and this fixes in a general way the location of the group of college study halls, dormitory group and to some extent ~~the~~ the general location of a line of residences, but it leaves undetermined the arrangement of the buildings within a group, the sizes of the groups, and does not fix the widths of the main esplanades, *altho it seems clear that the axis of development should be west + north of East or Martin Hall.*
- 11 - Now, if the widths of the two main avenues as suggested in Mr. Stoughton's scheme of April 18th be determined, the position of ~~the~~ four study halls is at once determined, and this together with the assigning of positions for the items mentioned above, will suffice for the needs of the next few years. To proceed in this manner will give ample time for the thorough study of the architectural and landscape problems, which in turn in very large measure depend upon the educational policy which is to be adopted, ~~for~~ the problem to begin with is rather educational than architectural.
- 12 - Before the architects are asked to submit detailed plans for the layout of the buildings, a more or less detailed program of the educational side should be drawn up in conference with the faculty.

The faculty have already been requested definitely to embody their suggestions with reference to the buildings that will be needed to match the educational program which they have to propose, and it is herewith recommended that a standing committee of the trustees on buildings and layout be appointed, that this committee be directed to draw up a program on the basis of which the architect may present his scheme for layout, and that the committee in conference with the architect report to the trustees for adoption an approved scheme; that in the meantime this committee be empowered to determine the location of the second dormitory, of four additional staff residences, temporary dining hall and to fix the width of the north and south, and east and west esplanades, so that there may be no delay in the laying out of that portion of the grounds which is now in active use, nor any delay in the construction of the buildings which we expect to build within the next year or two, while at the same time nothing shall be done which shall seriously interfere with the adoption finally of a harmonious and effective general scheme.

13 - d. ADMINISTRATION BUILDING.

Next in importance to the securing of staff residences should be placed the construction of an administration building and guest hall which would accommodate the executive offices of the President, ^{Treasurer & Registrar} ~~and Secretary~~, and the offices of the Chinese head master, and perhaps include quarters for the Student Y. M. C. A., and provide sleeping rooms and reception room for Chinese guests. Such a building would be highly useful and is a present necessity, and it is not unlikely that the ~~increase~~ ^{increase} in subscriptions from the Chinese gentry would be greatly increased as a result of their visitations to the college, which will only be possible when we have proper quarters in which to receive them. ~~Such a building~~

Such a building might possibly be constructed for fifteen or twenty thousand dollars gold, and in this connection it is recommended that an earnest effort be made to revive the John Hay Memorial project as previously projected, but allowed to drop.

5. SANITORIUM.

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It is desirable that the American staff should secure adequate change of environment during the summer vacation, and for this it would seem best for them in part at least to resort to one of the established places of summer residence for foreigners, the most accessible and economical of which is on an island near Hongkong known as Long Island, which is owned by the Hongkong Government and has recently been developed as a resort by the missionaries of the Canton district. The medical department of our institution has a residence there and the faculty requests that the college establish a staff residence on Long Island, and reports that lot, building and furniture can be secured for \$4,000 or \$5,000 Mexican.

President Edmunds
Oct. 4, 1909

S _ T _ A _ F _ F .

1. Mr. Bergtresser has returned to the United States after a period of three years service on the field, and is at present at the University of Pa. studying advanced mathematics. He has reported that his fiancée has not passed a satisfactory medical examination, and on this basis he has declined reappointment at least for the present.
2. Mr. Kinney, who was called from Japan last January for a year's service, with the expectation that a permanent connection might be formed, is willing to accept a five year appointment under certain conditions, but the report of the members of the council with reference to him is unfavorable, and on the whole it may be best not to renew the engagement, but it is recommended that this question be committed with power to the Executive Council on the field with the understanding that if they do not desire the engagement renewed, they can state definitely to Mr. Kinney that the trustees do not authorize his re-appointment, but that if the council does desire an extension of his term, they are authorized to make an agreement with him according to the usual terms for a five years' appointee.
3. Mr. Kinney has stipulated that although he has at present no intention of marrying, he desires ~~if~~ if he were to accept a five year appointment, to be left free in this regard and to have it understood that the allowances of a married man would be accorded him were he to marry within this period. In view of the fact that we have already scheduled Messrs. Fuson and Groff for marriage on their second terms and that we are limited in our resources, both as to salary and as to quarters, it would seem impossible to accede to Mr. Kinney's request, unless

the council desires his reappointment and he is willing to forego this stipulation.

4. Mr. Motley^t, who was appointed for a two year term, is due to leave the field next July and it is about time some decision was reached with reference to his future relationship. The members of the council report unfavorably upon Mr. Motley as a teacher and somewhat as a man. It does not seem desirable to reappoint Mr. Motley. The mistake in appointing him was probably due to the fact that under the stress of circumstances, he was sent out without having been seen by any one connected with the institution.

5. The President has informed the council that no action will be taken with reference to either Mr. Motley or Mr. Kinney, except upon the definite recommendation of the council, and that the council is authorized to put into effect any definite procedure which they may approve with reference to either of these men and that the council may assume the approval of the trustees of the action which they may take. This is perfectly proper since our arrangements with these men definitely terminate without obligation on either part---for Mr. Kinney in January and for Mr. Motley in July. In the case of Mr. Motley^t, however, the President has suggested to the council that if they desire, they should offer him an extension of service for one year, making a full three year term, in order that there may be further opportunity to judge of his fitness for the work, but that no inducement be offered him to accept this extension of service.

6. Mr. Fuson is on the way to the United States and will probably arrive in November. The understanding is that he is to return to Canton in time for the opening of the first semester, 1910, and that during his residence in America he shall be on the same salary as before, but that the trustees agree to his

marriage and will put him on a married man's salary and allowances, beginning with the date of his departure for the field. It should be recalled that the college has been at no expense for the return travel of Mr. Fuson, nor has any salary been paid him since January 1st.

7. Messrs. Wicks and Weekes were appointed under the authority of the Executive Committee for three years' terms as general teachers and have already arrived on the field. The ~~sanction~~^{is} of the Executive Committee should have the approval of the Board.

8. Also on the authority of the Executive Committee, the President has made an agreement with Mr. A. R. Knipp, a graduate of the Johns Hopkins University and of the Mass. Institute of Technology, for a five years term of service as a member of our staff. Mr. Knipp is thoroughly trained as a mathematician, physicist and electrical engineer and beside teaching physics will be of great assistance in handling the engineering problems connected with the institution. He is at present engaged in a study of the question of water plant, power house and bunding of the water front property. It is proposed to send him to Canton in time to arrive at the opening of the first semester, 1910. His appointment for a five year term of service with the usual allowances and terms should be ratified.

9. In consultation with the Executive Committee, the President has sought a suitable man as a resident architect and has had extended negotiations with Mr. Archie S. Collins, formerly a student in the Department of Architecture, University of Pa., now architectural draftsman in the office of the advisory architect to the War Department, and Mr. Collins is willing to accept an appointment for three years on the usual terms and to serve for the purposes as outlined in the President's letter to the Board of recent date.

Unfortunately, Dr. Woods ~~has~~ has rendered an unfavorable medical report with reference to Mr. Collins, stating that Mr. Collins' heart is rapid and irregular. ** (See note attached)* It is unfortunate that no other

Since this was written the following message has come from Doctor Woods.- "Reexamined Collins yesterday improvement satisfactory recommend his appointment."

opinion that the condition of his heart is due to smoking. Mr. Collins has upon his advice given up smoking and agree to continue to abstain. He also agrees to assume the risk of returning to America at his own expense if during the three years his return should become necessary from ill health. Mr. Collins assures us that he is financially able to carry this risk himself, and everything being considered, it is recommended that he be appointed for a three year term. It would in fact be a saving of money for the institution to have his services during the next year and a half or two years only, rather than to attempt the proposed buildings without the assistance which he can give.

10. As communicated to the Board in previous letter, the President has already made an agreement with Miss Fannie B. Wright, of Baltimore, to serve as his secretary during his residence in America and to go to Canton for a three year term of service after that upon the usual terms, but during the residence in America to serve at a salary of ¹⁴\$12 per week. A ratification of this action, which was taken under the authority of the Executive Committee, is desired.

11. In view of the fact that Mr. Motley^t will in all probability be leaving the institution permanently next July, and that Mr. Brownell will probably be returning for further course of study before accepting another term of service, it is necessary that we should secure two good men for either a three or five year term of service, to arrive in Canton by September 1910. One of

Unfortunately, Dr. Woods ~~has~~ rendered an unfavorable medical report with reference to Mr. Collins, stating that Mr. Collins' heart is rapid and irregular. ** (See note attached)* It is unfortunate that no other qualified man is available. Mr. Collins is anxious to go, is perfectly well and sound in other respects. Dr. Woods is of the opinion that the condition of his heart is due to smoking. Mr. Collins has upon his advice given up smoking and agrees to continue to abstain. He also agrees to assume the risk of returning to America at his own expense if during the three years his return should become necessary from ill health. Mr. Collins assures us that he is financially able to carry this risk himself, and everything being considered, it is recommended that he be appointed for a three year term. It would in fact be a saving of money for the institution to have his services during the next year and a half or two years only, rather than to attempt the proposed buildings without the assistance which he can give.

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these men should be especially qualified in mathematics and the other in history and English, and should be willing to undertake courses in any subject which may be assigned him.

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It is desirable that there should be a division of labor and also a division of authority such as will promote efficiency. It has been previously recommended by the Executive Council on the field that Mr. Graybill be appointed Principal of the preparatory department. He is peculiarly fitted to deal with the educational problems involved in the development of preparatory and elementary schools and is a successful handler of boys. It is believed that to definitely entrust to him the development of the preparatory school in its educational phases will greatly increase his interest and zeal, and will be for the benefit of the institution as a whole. It is therefore recommended that the position of Principal of the Preparatory School be offered Mr. Graybill and that the offer be accompanied by a suitable, though not necessarily large, financial recognition of his increased duties and responsibilities, and that Mr. Graybill be requested to outline his conception of the functions of the principalship and to project the lines along which he thinks the work should be developed. Since this recommendation was made over two years ago by a unanimous council, it is highly desirable that no further delay occur in offering Mr. Graybill this appointment.

13. A competent instructor in drawing is needed. At present the courses are being carried by a young student, Sz To Wai, who graduated from the Preparatory School last January (09). He is a skillful but untrained artist and draftsman. There is no place in China where he can secure further training. We should bring him to America for a course in drawing and allied subjects at our expense for two or more years under contract to return to serve us as instructor in drawing for a term of years. During his absence the courses could be carried by Mr. Collins whom it is expected to send out as Resident Architect. An effort should be made to provide Sz To Wai at once with the needed technical training. He is an earnest and reliable Christian young man dependent upon his own resources for support. There is little doubt that he would prove thoroughly capable to judge from his work as instructor thus far.

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The institution has suffered greatly by the loss of the older men on its staff, with the result that at the present time no member of the staff can be said to be in any wise master of the native language, or even to be thoroughly familiar with it. One or two of the men, Messrs. Graybill and Fuson, have made very satisfactory progress, but they have not sufficient time to pursue adequate studies to take advantage of the foundation they have already laid. Mr. Graybill for instance, under pressure of other duties, for the present has given up entirely the study of the language. It is imperative that a large number of the staff should be familiar with the native tongue. It is impossible to conduct a school properly without being able to communicate with the people in whose interests it is being conducted. The obligation to language study should be impressed upon each new appointee and provision for fulfilling this obligation should be made. In the case of the older men already on the field who have not yet had an adequate opportunity for the study of the language, some provision should be made.

15.

Experience has shown that so long as we have a more or less limited staff, with the great number of pressing detailed duties, it is practically impossible for an instructor while resident on the campus to have proper time for language study. The recommendation of the local ^{advisors} ~~officers~~ is that the best results will be secured by language study pursued away from the college, immersed in native life, and it is recommended that the trustees authorize the Executive Counsel on the field to arrange a schedule of absences in periods of a few months each, say even as many as six months,

so that at any time one member of the staff ^{or two} may be entirely free for the study of Chinese under most favorable conditions. This arrangement would be expected to apply to all the members of the staff who are likely to become permanent members, regard being had in the arrangement of the schedule to the length of previous service on the field. The suggestion is not that language study be confined to these periods of absences, but that language study should be pursued by each member of the staff as far as possible during his residence on the campus, ^{and} ~~but~~ that special opportunity for ^{more} ~~a pro-~~ ^{effective} ~~longed~~ study be given by ^{some} ~~such an~~ arrangement.

President Edmund
Oct 4, 1909

129

1. The question of water supply is the most important physical problem which we have yet to solve. Up to the present our procedure has been very inadequate and fraught with danger. We have been compelled to use ordinary river water for bathing and laundry without having any adequate filtration plant. For drinking and cooking we have been limited to rain water caught from the roofs of the dormitory and residences and stored in sealed earthen jars. This method may perhaps give good enough water but is exceedingly awkward because of the large number of breakable storage jars which are required for even an ordinary household or two or three people, about 200 jars being required in order to bridge over the dry season.

2. An attempt was made in the beginning to sink a well, but within 30 ft. of the surface red sandstone was encountered and the drilling machine which was available was of such lightness that after considerable trial, under the direction of Mr. Lewis, it was found impossible to carry the well further and the hole carried only one inch and a half casing. This well was then dug out to a depth of 30 feet and is of small capacity. The water in it probably comes from the pond which lies between the north temporary dormitory and the first temporary residence, which is fed entirely by rain water and surface water from the fields above, and is therefore unfit for drinking purposes, altho we do make use of it for bathing and watering the place and washing the sidewalks. This pond often gets exceedingly low, even exhausted, toward the end of the dry season.

3. The most desirable solution to our water problem would be a deep artesian well with a good flow, but this not only would be the most expensive procedure but involves a great deal of uncertainty. No well to my knowledge has even been sunk in this region to a depth of more than 100 feet, and ~~that is~~ the one in the Canton Hospital grounds ^{of that depth} which is supposed to be fed by water seeping in from the river ~~and is~~ after all

10/4/09 2

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not fit for drinking. There is a deep hole in the grounds of the Provincial Normal School which I have inspected. It is said to be 400 feet deep and they are still in red sandstone and have encountered no water. It seems to be impossible to get a reasonable bid from a well-drilling concern, altho effort has been made to do so. The most reasonable proposition is that of a well-known engineering concern in Hongkong and they would not undertake the job under less than \$10,000, but for that figure they would stand ready to go as deep as 1,000 feet, but could not guarantee water. The advice of the Director of such work in the Philippines in behalf of the Government, and he is a man of considerable experience in this line, is that if we want to have an artesian well, the most economical way will be to join with five or six other parties who would wish wells dug in the vicinity of Canton, these parties to jointly purchase outright a proper well-digging apparatus capable of being driven to 1,000 feet, which would cost about \$3,500, and that they should then employ on a salary an expert American well-digger such as they have in the Philippines, at a cost of \$1,800 a year, and to give him a native fireman and several coolie laborers. I think that if we ever seriously consider the driving of an artesian well that this would be a very desirable procedure, but after all the risk involved in putting such a large amount of money in what may produce no return makes it unlikely that we shall be able to drive an artesian well in the near future.

4 - Aside from this there would be two other sources of water supply such as we are now drawing on, namely, river water for those purposes not requiring pure water, and rain water for purposes requiring pure water. It seems to me, then, possible to adopt either or both of two methods of furnishing supply. Provide each permanent building when constructed with service tanks in the upper portion of the building and build underground concrete cisterns either in connection with the building foundations or separate from the building entirely for the storage of rain water, and install electric pumps to elevate water from ^{these} cisterns to the service tanks. The

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amount of rain-fall is large and will be ample for all purposes requiring pure water, especially if advantage be taken of the catchment from roofs of study halls and other buildings to serve the dormitories, dining-halls and residences. But the amount of rain-water which could be caught from the roofs of the buildings which we are likely to have in the next two years will not be sufficient to supply the total requirements, this is including water for bathing and laundry as well as for drinking and cooking. So that in addition to this system of service tanks and cisterns supplied by rain-water it would be necessary to have another set of cisterns and service tanks, which could be supplied by water pumped from the river, which water might be used without filtration for the flushing of closets, watering of the grounds, laundry purposes, and even, if necessary, for bathing. But this would necessitate a considerable duplication in piping which would be a considerable expense. If, however, some adequate filtration plant could be established either as a central plant or in smaller local units for filtering water pumped from the river, it would be possible with safety to use this water for all purposes except drinking and cooking, and at a pinch it could be even used for these. In fact, we have often been compelled to do so, and in the early days of our residence at Honglok we had absolutely no other water than that which we took from the canal.

If concrete cisterns with filtration compartments were constructed in connection with each of the permanent buildings it would be possible to have but one system of piping and to feed the various service tanks with rain water so long as the supply of this lasts, and in times of drought to pump river water into the filtration compartment of these cisterns, and feed the service tanks by the same pipes with filtered river water.

5. There is also to be considered whether it will be best to have a large central filtration and storage plant with a central pumping station or several local and smaller filter-cisterns with small pumps connected to feed individual buildings or groups.

In this connection the question arises also whether use should

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be made of windmills or electrically driven pumps. Mr. Robert Sinclair of Cedar Rapids, Iowa, stands ready, I understand, to supply us with a windmill, tank and piping, as a contribution toward the solution of our water supply problem, and I am inclined to believe that it would be well to begin by pumping water from the river with a windmill into a filter-cistern somewhere in the neighborhood of the dormitory group, and to pump from this cistern by another windmill into the service tanks of the first two permanent dormitories, and to have for the time being separate simple cisterns in connection with these dormitories for storage of their catchment of rain-water, which should be used only for drinking and cooking, and that similar two-fold provision should be made for the first group of residences, - that is, those that will be built within the next two years. This will adequately meet the requirements for the present period and will give valuable data on which to base judgment with reference to future development of water system, so that in the meantime a proper solution of what sort of a general system to install can be attained. I am inclined to believe that the most feasible and economical arrangement will be to have a filter-cistern in connection with each group of buildings, each of which will be supplied with appropriate service tanks so connected that they can be served either with rain-water when there is such, or filtered river water when necessary, the pumping being done by electrically driven pumps in connection with the filter-cistern of each group, the power for the same to be supplied from a central power house which we shall have to erect not only to meet this need but to light the buildings.

POWER HOUSE

6 - A power house supplied with a kerosene oil engine and electric dynamos capable of lighting the plant that we are likely to have within the next few years, and capable of indefinite expansion by units, can be supplied, together with the installation of the wiring and lights in the residences and dormitories now existing or their future equivalents, at a cost of about

6 10/4/09 33

\$5,000 gold. We have received a bid from electrical engineers in Hongkong on which this statement is based.

TELEPHONE SYSTEM.

When it is noted that there are at present some nineteen different centers on our compound which need to be in active communication with each other, and that some of these are as much as a quarter of a mile apart, and between some of them there is considerable transmission of messages, it will be clear that the installation of a telephone system will greatly increase the efficiency of our plant in the conduct of daily affairs, *even as the plant exists today to say nothing about expansion.*

WATER-FRONT BUND

8
In view of the fact that our temporary wooden pier is in very bad shape and constantly needs repairing, and in view of the fact that we now have a large steam launch which makes it necessary to provide a proper landing even at times of low water, and afford a safe mooring for the launch in times of storm, it is necessary to consider the question of how to treat our water-front property, whether we should build an extended permanent pier or construct a part of such a canal as is depicted on Mr. Stoughton's first general scheme, or whether instead of that canal we should build a wide roadway, the same to extend in the form of a bunded projection to the line of low tide. I am inclined to favor the last treatment, but at present we are somewhat in the dark as to the relative merits and costs of these procedures. The matter needs investigating by a competent man, who should secure definite proposals from local contractors. In any case it seems desirable to authorize the purchase of additional water-front property to the east of our present holdings to an extent which will depend upon which of the treatments is adopted and upon the width of the north and south esplanade.

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9- Mr. Knipp who is under appointment (as noted under the section on Staff) is a trained electrical engineer, and since July has been making a study of the water supply problem and of the water-front problem. It is therefore recommended that these four questions of physical plant be committed to him for investigation, and that he be requested to furnish, as soon after his arrival as possible, a report on each of these problems, giving definite solutions for the immediate present and for the near future, in view of a final proper solution for such plants as may be required for a large institution of several departments such as we hold before us as an ultimate goal. That Mr. Knipp advise what should be done now and what the execution of his proposals will cost. That his report on the water system and fund be drawn up in conference with Mr. Collins. That an earnest effort be made to secure the funds needed for these purposes and that if necessary the appropriation be made for the first parts of the needed water system.

E D U C A T I O N A L P O L I C Y .

16- At the present time the staff feel somewhat at sea as to what the ideas of the trustees are as to the educational policy of the institution, and it is very desirable that some expression be given as to what should be the leading aim in the educational work during the present period. Practically all observers are agreed that the greatest need of China to-day is for properly qualified teachers and directors of elementary and preparatory schools. Their own government institutions are unable to produce the desired men, at any rate in sufficient numbers, and it remains for the better directed and better named Christian colleges to provide these needed teachers, and it is of the utmost importance that we do so in order to improve the opportunity for introducing Christianity into the new China by seeing that the leading teachers and directors in the elementary and secondary schools enter upon their work, not only well equipped in modern studies, but with the impress of Christian thought and discipline deep upon their characters. Also it is of great importance that there be established in Canton a number of elementary schools whose work shall be coordinated with that of our college, so that a system of feeders will be developed from which students will come to the college much better prepared to profit by the life and studies there. Therefore it seems desirable that the trend of our effort during what we may call the present period, the length of which of course will be indeterminate, be the establishing of a normal institution, and ^{the} bending ^{of} special energy to shaping the courses of instruction, so as to prepare the students to become teachers and induce an increasing number of them to adopt teaching as their life work. While this should be our chief aim, we can however

still continue to give suitable courses to students who propose to enter other lines of work, but it is thought that a definite expression from the trustees of their desire that the institution should for the present give special attention to the training of teachers and the development of a system of elementary schools would be helpful, and would not only authorize, but encourage the faculty to proceed along these lines.

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President Edmunds
Oct 4, 1909

1.

FINANCIAL CAMPAIGN.

1- Our immediate needs in order properly to establish the plant and the work which we have already under way are:

	Gold
Five permanent staff residences-----	\$30,000
Water system-----	10,000
Power Plant-----	5,000
Administration building and guest hall-----	15,000 (minimum)
Endowment-----	200,000

2 - Concerning the last item, it should be pointed out that this is no more than sufficient to carry the annual expense to the institution of the President and three married instructors. Some figures in connection with the cost of instructors may be of interest in this connection. Not counting the annual charge for the travel from America to China and back, the salary and allowances of an unmarried instructor ^{may} amount to \$830 gold a year, which at 4% would require an endowment of \$20,750. If you include the annual charge for this round trip travel, viz., \$120, the endowment required to carry the expenses of an unmarried instructor would be \$24,000 gold.

3 - In the same way, the salary and allowances of a married instructor amount to \$1,550 gold a year, say \$1,700, and if the traveling expenses be included \$8,000 more in the endowment would be necessary.

4 - If then, in order to deal in round numbers, we should state the endowment required for professorships, it would be \$25,000 to endow an instructorship to be occupied by an unmarried man, and say ^(Really \$41,500) \$40,000 for professorship to be occupied by a married man, traveling expenses for the man and wife not being

showed in the endowment.

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5- This shows that the immediate needs in this connection are not over-stated when we say that in order to carry the annual expenses to the institution of President and three married instructors, an endowment of \$200,000 is needed. This still leaves all the unmarried instructors to be carried by annual contributions, which for eight men amount to \$7,600, so that our total annual budget in round numbers would be \$10,000 if we are to continue the staff of the same number of men as at present and maintain the work as already begun. It does not mean any real expansion of the work, but only a firmer establishing of our present undertaking. It would seem that the very least that should be aimed at during the next year is the securing of funds for the five staff residences needed, and the increasing of our endowment at least to the amount which was in hand before the large expenditures for land and buildings were made, viz. \$125,000.

6. It would also seem imperative to establish as speedily as possible a proper water system on the premises. In addition to these five major items mentioned above, there are some minor special needs, such as installation of telephone system and the securing of equipment for courses in manual training, besides of course increasing the equipment of the departments already under way.

7. It is highly desirable that a very earnest and active effort be made ^{during the} ~~within a year~~ ^{to} ~~looking toward the~~ ^e ~~securing~~ of these needed funds, and while frankly confessing his ignorance of how to go about such a matter, the President is willing, provided he can have the active and earnest support of the Trustees, to help in raising this money and would make the following suggestions:

8- It is likely that the persons who are already interested in our institution in one way or another are the ones who will be most easily induced to continue and increase their support. It is believed also that the most effective interest is secured by means of personal connections, and it is therefore suggested that one of the main lines of attack should be the development of all of the personal connections now at present existing.

9 It seems not unlikely that the families and friends of members of the staff on the field could be induced either to contribute directly even in a moderate way to the support of the institution, or would bring the matter to the attention of their acquaintances of means. This would apply to past members of the faculty as well as to the present members.

10 It is desired also to try to interest definitely in our work the individual churches or members in the churches from which the members of the staff have gone out, and to do the same with the Christian Associations in the colleges from which the present staff members have gone out.

11 There are also a number of people in the United States who have during their travels visited Honglok, to whom access is therefore easy, and they might themselves contribute or introduce us to likely contributors.

12 The members of the Advisory Board who have had sufficient interest in our undertaking to allow their names to be used in this connection should be approached with regard to more actively promoting our interests, and ~~we~~ allowing us to make use of them in approaching persons to whom they have proper access.

13 - And lastly, it would seem that the various members of the Board of Trustees should themselves exhibit increased interest and appreciation of the importance of our undertaking, and recog-

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nize the critical condition in which we find ourselves financially, and the importance of at once matching the activity in Canton by earnest efforts to secure funds for staff residences and increase of endowment. It is not likely that the members of the Advisory Board or the families and friends of the staff can be expected to render ^{or seek} increased support, unless they are led to do so by the example set by the Trustees.

14 - In order to strengthen the personal connections which already exist, the President desires to become personally acquainted so far as possible with each member of the Advisory Board, the family of each member of the staff now on the field, at least of those who are likely to be permanent men, and to visit the churches and colleges from which these men have gone. At the same time that he would be traveling, to do this, he would make it a point to see those persons in the United States who have visited the college.

15 - It is not unlikely that among the people who would thus be met in these several ways, some substantial new contributors might be secured. At any rate, it does not seem that any systematic effort has ever been made to take advantage of the connections mentioned, and it is believed that these lines of approach should be cultivated.

16 - In addition to these classes of persons already mentioned, it seems likely that those who have already contributed to the institution, say within the last five years, are the ones who are most likely to continue their support, and the President desires to form the personal acquaintance of each of the contributors since 1903.

17 - Another line of attack is afforded in connection with the conventions in the various cities of the Laymen's Missionary Movement, and it is desired that the President take advantage of the

interest which these conventions will undoubtedly arouse and that he shall at least be on hand before, during and after the conventions in Washington, Baltimore, Philadelphia and Harrisburg, which occur before January 1st. The outcome of the effort to take advantage of this opportunity can then determine whether it is advisable to follow this connection further in the conferences to be held in the spring in the West and Middle West. In improving the opportunities which these Laymen's Missionary Movement Conventions will afford, use will of course be made of the personal connections in the other lines indicated above which may exist in the places where the Conventions are held.

18 — To judge from the attitude of certain visitors to the college who have come from Chicago, it would be desirable to hold a well-prepared parlor meeting in that city some time during the winter or spring, and possibly at a date not far removed from the National Convention of the Laymen's Missionary Movement.

19 →

20 — This hasty sketch of some of the lines along which the cam-

19 — It would also seem advisable to revive the effort to secure the support of Chinese in America, and it is recommended that the movement at one time started in New York be revived and some efforts be made elsewhere, and that in this connection use be made of Mr. Kwan Yen Cho and other former students of the College who are now resident in this country.

Washington and Lee, Hamilton, Emporia, Penn State, ~~Vassar~~, in addition to some which are located in the cities already named.

21 — In addition to this authorization of traveling expenses, it will be necessary to make an appropriation for the printing of pamphlets and other campaign material.

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19 →

20 — This hasty sketch of some of the lines along which the campaign may be waged will explain the request of the President that the necessary traveling expenses be authorized which will be incurred in visiting the following places according to an itinerary which will be economical and arranged to take advantage of propitious circumstances in the several places, viz., Washington, Princeton, Philadelphia, New Haven, Leesburg, Vassar, Harrisburg, Burlington, Vt., and Chicago, and the institutions, Cornell, Washington and Lee, Hamilton, Emporia, Penn State, Vassar, in addition to some which are located in the cities already named.

21 — In addition to this authorization of traveling expenses, it will be necessary to make an appropriation for the printing of pamphlets and other campaign material.

In this connection there are four items at present desired.

First, an illustrated pamphlet, setting forth some of the work and outlook at Honglok, embodying a statement of our immediate needs.

2. In connection with the campaign to secure funds for staff residences, it is desired to have a card which will bear on ^{one} part an architectural view in perspective of the proposed residence~~y~~, and on another an architectural drawing of the plan of the first and second floors. The idea is to endeavor to secure contributions from the families, friends and acquaintances of the members of the staff, and to make use of this card which will show them clearly the character of the building for which funds are solicited.

At the request of the President, Mr. Stoughton has already prepared the proper drawing for this, and it is desired that the necessary expenditure for the making of the cards, together with ^a ~~the~~ small folder, on which will be printed some facts concerning the institution and its needs in brief form, be authorized.

3. The President desires to prepare a set of lantern slides exhibiting the life and work of the college, and wishes authorization for the necessary expenditure.

4. It is proposed that we issue for judicial ^{our} ~~distribution~~ a calendar for 1910 which may be attached to some of the cards containing bird's eye view of the first projected layout, each leaf of the calendar to contain some effective statement with reference to ~~a~~ the college, together with a small half tone illustrating some phase of the work at Honglok.

It is expected that the expense of this printed matter will be somewhat reduced by the fact that Mr. Edwin S. Osgood of Chicago, the President of the Osgood Engraving Company, was recently a

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visitor at Canton and offered to make half tones for any matter which we desired to publish for us at cost, and in fact, the half tones which appear in the latest catalogue were furnished by him free of any cost, although they would have cost us some \$30. It is proposed to ask him to prepare the illustrations for the publications mentioned above. However, not taking this for granted, the expenses involved in the above proposals ^{would be about} ~~are~~ as follows:

1, \$200 ; 2, \$40- ; 3, \$25 ; 4, \$30 =

Total \$345 =

The President would recommend the adoption of certain propositions to donors in connection with the campaign.

1. That \$25,000 will endow an instructorship to be filled by an unmarried man.

2. That \$40,000 will endow a professorship to be occupied by a married man.

3. That \$1,000 will endow a scholarship, affording free tuition to one student per annum.

That \$1,000 per year for four years will endow a scholarship to which an annual appointment can be made, so that in ^{the} ~~four~~ ^{and afterwards} years ~~four~~ boys can receive free tuition under the auspices of this endowment. It is proposed to seek the establishment of such a scholarship in behalf of graduates from the Fati School and another in behalf of graduates from the Baptist Boys' Academy, and to approach members of these respective denominations, Presbyterian and Baptist, for the establishment of such scholarships, our requests to be backed by members of the respective missions. Besides affording a higher and further training under Christian auspices to worthy graduates of the respective lower schools, it will have a reflex influence in improving the general scholarship throughout these schools. This ^{an} arrangement will also furnish a vital bond between these two schools and the Canton Christian

College, which may lead to a fuller cooperation and greatly advance the unifying of Christian educational forces in Canton as they ought to be unified. This phase of the matter cannot be over estimated. The President has already moved in this matter and has secured the pledge of cooperation from members of the Presbyterian and Baptist Missions. It remains, however, to secure the endowments through their assistance.

4. It is recommended that money given for the endowment of scholarships be invested in staff residences and that the Trustees pledge themselves to apply, say, 4% of the endowment annually to the purposes designated by the donor. It is recommended specifically that the following ~~monies~~ monies be put into the residence fund:

Mrs. Martin's \$1,625; Mr. Miller's \$1,000, together with Mr. Shafer's \$500, Mr. Phraner's \$500 and Mr. Cook's \$1,000, which are given for that purpose. This will make the residence fund to start with \$4,625.

It is recommended that the \$2,500 given by Mrs. McCormick in 1908, together with Mrs. Hay's \$1,000, be considered the beginning of a fund for a John Hay Memorial Building to be erected for administration and guest hall.

23- The adoption of these recommendations is urged for the reason that it is desirable to be clear and definite in the presentation of these various needs to possible contributors, and it will be impossible to make definite statements that the funds in hand for such a purpose already amount to so much, if there is any chance that the policy as outlined by the President will not be followed. It is desirable that the Trustees at this time express their decision with reference to these points.

December 3, 1909.

A meeting of the Trustees of the Canton Christian College was held at the home of Doctor Stoddard, Friday evening, December 3, 1909.

PRESENT: Doctors Stoddard and Jackson, Messrs. Warren P. Laird, Francis S. Phraner, W. Henry Grant, and Doctor Edmunds.

ABSENT: Mr. L. B. Miller.

Prayer was offered by Doctor Jackson. The Minutes of October 4th were approved, as corrected.

The Trustees approved Mr. Fuson's marriage to Miss Phoebe Meeker, and the payment of insurance ^{premium} on \$1000 out of his salary reserve, ^{pending further agreement} and will grant his request for an annuity amounting to \$50 per annum to his widow in case of his death, as long as she remains unmarried.

Mr. Phraner and Mr. Grant were appointed a committee to investigate the matter of annuity insurance and to report so that the Trustees may establish a policy.

The following actions of the Executive Committee were approved, as corrected:

In reply to the Minute of the Executive Council of the Faculty of October 13, 1909, relating to the Union Theological College, the Executive Committee of the Trustees join with the Faculty in expressing desire to see the cause of ~~Union~~ Theological work advanced in Canton. The Executive Committee is prepared, if the Union Movement secures the co-operation of the several missions named, to recommend to the Trustees the consecration to the purpose ~~of~~ the tract at the southwest of the Honglok land, or some other land in the vicinity, under proper conditions. The Council are authorized to communicate this to those interested in the project.

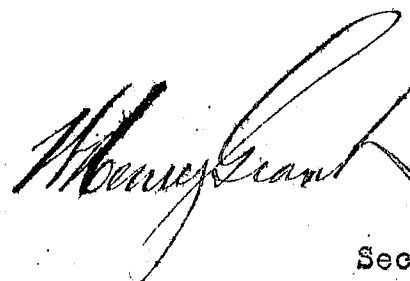
WMS Seal

In response to cable received November 12th, - "21000 Mex. approved alteration 14,000 Mexican," and upon recommendation of Doctor Edmunds, the Executive Committee of the Trustees resolved to assume the responsibility of authorizing the erection of the first residence at a cost of \$5,000 gold, and that the Executive Council should erect either by contract or through direct purchase of labor and materials, with the idea that under Mr. Collins' supervision and from his plans and specifications and within this amount a house of the smallest size consistent with health and comfort, suitable for a single family, and that within these limits the building may proceed without further reference to the Trustees.

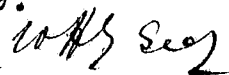
Authorization was given to cable "Graybill, Canton. Await Edmunds' letter November 24th."

It was resolved that the President of the College be ex-officio a member of the Board of Trustees.

Adjourned to meet on Friday afternoon, December 10/09.


Secretary.

Approved, Dec. 10/09.



December 10, 1909.

The Trustees met in the office of the College at 3.30 p.m.

PRESENT: Samuel Macanley Jackson, Warren P. Laird, Francis S. Phraner, W. Henry Grant, Charles K. Edmunds.

Excuses for absence were received from Dr. Stoddard and from Mr. Miller. The latter was excused from attendance until his return from his trip around the world.

The meeting was opened by prayer by Dr. Jackson, the Chairman. The Minutes of December 3/09 were read and approved.

The following actions taken by the Executive Committee May 5/09 were read and approved:

In re Recommendations of ~~Council~~ College, February 27/09.

1. In reply to the letters from Mr. Groff and on recommendation of Dr. Edmunds, the Executive Committee of the Trustees desire that Mr. Groff shall become a permanent member of the staff, and expect to be able upon his return to America, at the end of three year term, to return him again to the College on the basis of a married man. *being offered 7/15/09*

In view of the opportunity which seems to be arising for the development of special work in agriculture, that we urge him to devote himself now very earnestly to the study of the Cantonese colloquial as the essential preparation for his development of that work. And also that he now give as much attention as possible to the actual landscape development of the place, and that he go ahead with his present ideas for the actual laying out of walks and the planting of trees, so that even though the arrangements which he makes prove eventually to be temporary, or even failures, he shall have had the value of the experience.

2. On recommendation of the ~~Council~~ College the Trustees appoint Mr. Chung Professor of Chinese Literature and Head of the Chinese Department, and

W. H. G. Seal

confirm him a member of the faculty. The question of what title in Chinese should be given to Mr. Chung to indicate his general functions in the school is taken under advisement.

3. The recommendation with regard to Mr. Fuson will be considered upon his arrival in America.

4. Dr. Woods has given an unfavorable medical report upon Mr. Pomeroy's fiance, which removes him from the list of candidates, at least for the present, if not altogether.

5. The Trustees confirm the Council's appointment of Mr. Graybill as Acting President on the field.

6. Regarding the action of the ^{College} Council, Feb. 1/09, with respect to Mr. Graybill's insurance, the Executive Committee of the Trustees agreed to incorporate in Mr. Graybill's contract the payment of an annuity to his widow in the event of his death of \$150 gold, this agreement being meant to cover the immediate future, and is in force upon Mr. Graybill's acceptance of the same until a different arrangement has been made after the whole matter has been more thoroughly discussed, instead of insuring him, as requested, for \$3,000. If, however, Mr. Graybill desires this latter arrangement the Executive Committee will agree to that as a special case.

Cooperation in Canton.

The following Scheme for cooperation, drawn up by Mr. Grant, ^{was presented to the Trustees} read by President Edmunds.

In view of the possibility of larger cooperation with the denominational missions located in Kwangtung, it is deemed advisable that the President of the College and the Executive Officers of the Trustees should be authorized to approach the Boards of Missions whose work is

W.H.J.

located there, with a view to securing their active cooperation in enlarging and extending the work of the College. The Trustees will welcome nominations to their Board to join with them in their trust, ^{of} one Trustee representing ^{each} ~~any~~ Board, ~~which has a mission in Canton~~, which desires to cooperate to the extent of furnishing or supporting at least one teacher in the College.

The Trustees would view with satisfaction the development of a comprehensive plan for South China which would include the establishment of primary, elementary and secondary schools, denominational or interdenominational, which were correlated and coordinated in such a way as to become feeders to the College, and forming a united Christian educational work. Should it be decided to locate such schools in the neighborhood of the College the Trustees would favor extending all the aid possible in securing land or expropriating some of their own land to enable any mission to locate its educational work at Honglok.

If a denominational board sends a man to represent it on the faculty of the Canton Christian College, we believe that it should be done in conformity with the general policy and arrangements of that portion of the staff supported by the Trustees, and that correspondence should be had at any time to fit the appointment to the actual need and conditions at the College. Also that as far as possible the mission connected with the board supporting the man should have a representative on the local Advisory Board or Board of General Management. To be thoroughly cooperative, where its representative is married, the board should own its own residence.)

The following action was then taken:

1. In regard to Denominational cooperation. After full discussion, the matter was referred to the Executive Committee of the Trustees in connection with President Edmunds, to carry out the scheme drawn up by Mr.

W. H. See

Grant, with the further recommendation that this scheme be sent simultaneously to the Boards of the Missions working in Canton and to the missions themselves. In carrying out this scheme the general method of procedure shall be as follows:

That the Executive Council shall address a letter upon the subject of cooperation and send it to each of the missions in Canton, asking them to give the matter their most careful attention:

That this letter should express the desire of the Trustees for cooperation with the missions, with some suggestions as to how such cooperation may become operative. That the friendly services of some member or members of the Canton Conference should be secured so that the proposals of the Trustees may be brought up at one of the bi-monthly meetings of the Canton Missionary Conference. That at the same time the Executive Committee notify the boards that such action has been taken by us, so that the boards may be prepared to act upon the recommendations of their missions, should any recommendations be made. - - - - -

After discussion it was resolved unanimously that instructions to the Committee on Layout and Buildings be as follows:

That the Layout Committee be directed to draw up a program on the basis of which a group may be developed. That in the meantime this committee be empowered to determine the location of the second dormitory, of four additional staff residences, temporary dining hall, and to fix the width of the north and south, and east and west esplanades, so that there may be no delay in the laying out of that portion of the grounds which is not in active use, nor any delay in the construction of the buildings which we expect to build within the next year or two, while at the same time nothing shall be done which shall seriously interfere with the adoption finally of a harmonious and effective general scheme.

W.D. See

Mr. Laird as one of the Trustees of the University Medical School at Canton reported the action of that body at its recent meeting to the effect that the Trustees of the Medical School propose to erect a permanent building for their uses upon the property of the Canton Christian College, with the arrangement that in case the Medical School should wish to give up the building, the Trustees of the Canton Christian College would purchase the building at a valuation which should be mutually agreed upon.

.In regard to this matter, we have only to say that the same has not come before us for action; that it has not been brought up in any formal fashion, but we state that it will not be advisable for us to enter into such agreement for the obvious reason that we cannot bind ourselves to assume any expense of a building which we have not authorized. This entry is simply made for record purposes.

Mr. Laird also reported that the Trustees of the University Medical School were under the impression that in electing him a member of that body, they had carried out the contract which existed between the Trustees of the Canton Christian College and themselves.

No further business offering, the meeting then adjourned.

Henry Grant
Secretary