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MEETING OF THE EXECUTIVE COMMITTEE  
NORTH AMERICAN SECTION BOARD OF GOVERNORS  
SHANTUNG CHRISTIAN UNIVERSITY

September 24, 1928 4:00 P. M.

150 Fifth Avenue New York City

Members of the Committee: \*Mr. Henry J. Cochran \*Mrs. Wm. I. Haven  
Principal Alfred Gandier \*Mrs. A. H. Shaw  
\*Dr. George T. Scott \*Mr. B. A. Garside

Those whose names are starred above were present.

Mr. Cochran, the Chairman, presided.

APPLICATION TO ROCKEFELLER FOUNDATION FOR  
CONTINUATION OF MEDICAL SCHOOL GRANT FOR 1929-30

The Secretary presented the following letter received from Dr. Richard M. Pierce of the Division of Medical Education of the Rockefeller Foundation under date of August 29, 1928.

"We have received from Mr. N. Gist Gee a recommendation that a grant toward the maintenance of the Medical School of Shantung Christian University be made for the year 1929-1930 in the amount of Mex \$40,000. May we have an application from your office on this basis, if you concur in the decision which has been reached in China?

Sincerely yours,

(Signed) Richard M. Pierce."

In the discussion which followed attention was called to the fact that the appropriation from the Rockefeller Foundation for the five year period ending June 30, 1928 was for a maximum of Mex. \$49,000.00 per year and that on November 4, 1927, the Rockefeller Foundation voted a continuation of this appropriation for the year beginning July 1, 1928 on the basis of Mex. \$49,000. A letter from Dr. R. T. Shields written from Vancouver on September 6th commenting on this letter was presented to the Committee. It was

NASEC - 94 VOTED that whereas the present grant of the Division of Medical Education of the Rockefeller Foundation toward the Maintenance of the Medical School of Shantung Christian University terminates on June 30, 1929; and whereas the conditions have not been made yet it practicable for the University to seek the endowment fund which it is hoped will ultimately be procured to replace this annual grant; and whereas the work of the School of Medicine has continued in a most creditable manner in spite of the difficulties of the last few years, and all present indications point to steadily growing demands on the School for Medical Education in the future: Now therefore, the Executive Committee of the North American Section of the Board of Governors of Shantung Christian University respectfully petition the Division of Medical Education of the Rockefeller Founda-

tion to continue for the fiscal year beginning July 1, 1929, its annual appropriation of Mex. \$49,000.00 for the School of Medicine of Shantung Christian University on substantially the same conditions as were contained in a similar action of the Foundation on November 4, 1927.

POSSIBLE RETURN TO THE FIELD OF DR. HAROLD BALME

The Secretary reported the receipt of the news of the death of the father of Dr. Balme and raised the question of whether it might be possible for Dr. Balme to return to China in the near future. The Committee discussed informally various administrative problems of the University and agreed in expressing the sincere hopes that it might be possible for Dr. Balme at this time to consider a return to China for whatever administrative duties might be decided upon by the governing boards of the institution. It was

NASEC - 95 VOTED to instruct the Secretary to send a cable to Dr. H.H. Weir, asking that he extend to Dr. Balme the condolences of the North American Section because of the death of his father and further conveying to Dr. Weir the hope of the North American Section that Dr. Balme might find it possible to return to China at an early date to assist in the administrative work of the University; and requesting Dr. Weir to communicate with the field authorities of the University if there is any possibility of Dr. Balme's return.

ACTION BY PRESBYTERIAN BOARD IN REGARD TO QUOTA

The Secretary reported for record the following letter received from Dr. George T. Scott under date of April 17, 1928:

"The Women's Medical Unit of Shantung Christian University has become an integral part of the institution as a whole that it seems advisable to the Presbyterian Board of Foreign Missions to incorporate the Presbyterian women members of the medical staff in an enlarged and inclusive Presbyterian quota for the entire university. At the same time that this step is taken it seems wise to make a readjustment affecting the large and regrettably increasing number of vacancies for which the Presbyterian Board is supplying financial equivalent to the University. In view of the exceedingly large quota which the Board carries at the University (much larger than in any other institution in the world), in view of the distressing financial condition in which the Board finds itself, and in view of the reduction in our Presbyterian force throughout all the Missions in China, the Board believes that circumstances indicate a modest reduction in its guaranteed quota at Shantung University."

In order that this small reduction might affect the University with the least inconvenience, the Board has voted (in accordance with the plan announced at the meeting of the University Board of Governors last week) to withdraw the financial equivalent of one vacancy beginning with the University's next fiscal year, July 1, 1928 and a year later, July 1, 1929, to withdraw the grant for a second of the vacancies in the Board's quota. The action of the Presbyterian Board of April 16, 1928 reads in full as follows:

"In regard to the support by the Presbyterian Board of a quota on the staff of the Shantung Christian University, Shantung Mission, the Presbyterian Board of Foreign Missions on April 16, 1928 voted (a) that

from the beginning of the University's next fiscal year, July 1, 1928, all of the Board's missionaries on the University staff, i.e. men and women in any department, shall be included within a unified quota, (b) that for the year beginning July 1, 1928 this inclusive quota shall be sixteen and (c) that the following year, beginning July 1, 1929, this quota shall be fifteen. At least four members of this quota shall be women in medical or pre-medical work; it is expected that a similar number will be supported by the Women's Foreign Missionary Society of the Methodist Episcopal Church. In accordance with custom the Board will continue to reimburse the University for any expenditures made in filling financial vacancies that may occur in the above quota up to \$250. Mex. per month for each such vacancy. The earnest hope was expressed that the other cooperating Mission Boards will, in accordance with University request, assume appropriate quotas on the staff with provisions for financial equivalents for vacancies. The Board holds itself free to reconsider at any time the provisions of this action."

Attention might be called to the fact that this reduction is nominal rather than real. Up to a year or so ago there were never more than three Presbyterian women members of the Medical staff. During the past year there have, of course, been four regular Presbyterian women on the staff and two or three occasional Presbyterian nurses from evacuated stations. In other words, if a unified quota had been in operation from the beginning, there would be no reduction in it until after July 1, 1929 and then only one, leaving a total of fifteen and this was the size of the unified quota which I proposed to President Balme three or four years ago.

I am enclosing two copies of this letter which you may wish to send to the Secretary of the British Section of the Board of Governors and to the Acting President of the University respectively.

With warm personal regards, I am

Very sincerely yours,  
/s/ George T. Scott.  
George T. Scott"

In this connection attention was called to the following action by the Field Board of Managers at its meeting of June 14, 1928:

"798 (d) Reduction of A.P.M. Quota

Voted:- That the Field Board of Managers notes with concern the action of the A.P.M. Board in reducing its guaranteed quota and while recognizing the soundness of the reasons given, earnestly hopes that this is not the beginning of a policy of gradual withdrawal, and trusts that the guaranteed quota of sixteen will not be further reduced."

APPOINTMENT OF MR. E. F. WILLIS AS MEMBER OF BOARD OF GOVERNORS

The Secretary reported the receipt of a letter from Dr. Egbert W. Smith conveying the following action taken by the Executive Committee of Foreign Missions of the Presbyterian Church in the U.S.A. at its meeting on April 5 and 6, 1928:-



"We recommend that Mr. E. F. Willis, Treasurer of the Executive Committee of Foreign Missions, be appointed representative of the Southern Presbyterian Church on the Board of Governors of Shantung Christian University to take the place of Dr. S. H. Chester."

The Committee adjourned.

B. A. GARSIDE  
Secretary North American Section  
Board of Governors.

MINUTES OF MEETING OF THE  
NORTH AMERICAN SECTION, BOARD OF GOVERNORS,  
SHANTUNG CHRISTIAN UNIVERSITY

November 21, 1928 - 2:30P. M.

150 Fifth Avenue - New York City.

Members of the Section:

Miss Margaret E. Hodge - P.N.	Dr. A. J. Brown - P.N.
*Mr. Henry J. Cochran - P.N.	*Dr. George T. Scott - P.N.
Principal Alfred Gandier - U.C.C.	Mrs. C. K. Roys - P.N.
Dr. R. P. Mackay - U.C.C.	Dr. A. E. Armstrong - U.C.C.
Mrs. W. F. McDowell - M.E.F.B.W.	*Mrs. J. M. Avann - M.E.F.B.W.
Dr. John H. Finley - coopted	Mr. Robert E. Chandler - A.B.C.F.M.
*Dr. Seth Milliken - "	Dr. E. F. Willis - P.S.
*Dr. Paul Monroe - "	*Mrs. W. I. Haven - M.E.F.B.W.
Dr. Robert L. Dickinson "	"

Alternates for any of the representatives of the Presbyterian Church North-  
Dr. R. E. Speer, \*Dr. E. M. Dodd, \*Mrs. A. K. Shaw; for any representatives  
of the United Church of Canada, Dr. A.G.Sinclair.

Corresponding Member: Dr. J. G. Vaughan.

Those whose names are starred above were present as were also Dr. Samuel  
Cochran, Dr. E. W. Wallace, and the Secretary.

In the absence of the Chairman at the beginning of the session, the Vice-  
Chairman, Mrs. Wm. I. Haven, presided. Opening prayer was offered by Dr.  
Scott.

Excuses were presented for Dr. Armstrong, Dr. Brown, Mr. Chandler, Dr.  
Dickinson, Dr. Gandier, Miss Hodge, Mrs. Roys, Dr.Sinclair, Dr. Speer,  
Dr. Vaughan and Dr. Willis.

APPROVAL OF MINUTES

The Secretary reported the distribution of the minutes of the meetings of  
the Executive Committee on April 24th and September 24th, and it was

NAS-96 VOTED to approve the minutes of the meetings of the Executive Com-  
mittee on April 24 and September 24, 1928, as distributed.

APPOINTMENT OF DR. GEORGE H. COREY

The Secretary reported that upon his return to the University, Dr. Shields  
had found that sufficient funds were in hand in the School of Medicine to  
warrant the employment of a dentist, and had accordingly cabled requesting  
the appointment of Dr. George H. Corey as dentist in the School of Medicine,  
and also requesting that funds for his travel be advanced by the Presby-  
terian Board. It was stated that this matter had accordingly been reported  
to the Executive Committee for correspondence action and arrangements made  
through Mrs. Shaw for the advance of necessary travel funds. It was

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NAS-97 VOTED to confirm the following correspondence action of the Executive Committee:

"Voted to invite Dr. George H. Corey to accept appointment to the Department of Dentistry of the School of Medicine of Shantung Christian University, his travel and salary to be paid by the School of Medicine from available funds; the details of the appointment to be adjusted in consultation with Dr. Corey and the field, with the understanding, however, that these arrangements must be in harmony with the general policy of the cooperating Mission Board; and to request the Board of Foreign Missions of the Presbyterian Church in the U. S. A., to advance the necessary funds to care for Dr. Corey's travel to the field and to charge such advance against its current appropriation to the University.

The Secretary also reported the hope that had been expressed by Dr. Shields that later it might be possible for Dr. Corey to be supported by the Board of Foreign Missions of the Methodist Episcopal Church. It was noted that Dr. Corey was starting from Chicago on November 26th.

GRANT FROM THE DIVISION OF MEDICAL EDUCATION OF THE ROCKEFELLER  
FOUNDATION TO THE SCHOOL OF MEDICINE

The Secretary referred to the action taken by the Executive Committee on September 24th concerning application to the Division of Medical Education of the Rockefeller Foundation for a continuance of its grant to the Medical School of M\$49,000. for the year 1929-1930. He reported that this request had been forwarded to the Foundation and advice received that in view of the fact that the previous grants from the Foundation to the School of Medicine had been made with the expectation that the new hospital building would be erected, and since annually the unexpended balance of the appropriation had been converted to a sinking fund, it is unlikely that the full grant as requested would be continued. However, under date of November 10, 1928, a letter was received from Miss Norma S. Thompson reporting the following action of the Executive Committee of the Rockefeller Foundation:

"RESOLVED that the sum of Twenty-two thousand dollars (\$22,000.) be, and is hereby, appropriated, of which so much as may be necessary shall be used for the purchase of Forty Thousand dollars Chinese silver currency (Mex. 40,000) for maintenance of the School of Medicine of the Shantung Christian University during the year 1929-1930 on condition that the sum of Twenty-eight thousand dollars Chinese silver currency (Mex. 28,000) is provided by the Women's Committee of the said University, or from other sources, over and above the amounts provided in the budget of the School of Medicine prior to the year 1923-1924 and with the further understanding that if the full amount is not contributed by the Women's Committee or from other sources the contribution of the Foundation shall be proportionately reduced."

NAS-98 VOTED that the North American Section of the Board of Governors of Shantung Christian University accept with grateful appreciation

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the further grant from the Rockefeller Foundation for the year 1929-1930.

OFFICIAL QUOTA OF THE UNITED CHURCH OF CANADA UPON THE STAFF

The Secretary reported correspondence with Dr. A.E. Armstrong concerning the recognized quota of the United Church of Canada on the staff of the University stating that the Board had accepted as its official quota three members on the staff of the University and in October had taken the following steps:

"Request of the Field Board was presented asking that the Board agree to meet the financial equivalent when there is a vacancy in our staff quota. On motion, it was agreed to grant the request."

MAS-99 VOTED to express to the United Church of Canada the sincere appreciation of the North American Section of the Board of Governors of Shantung Christian University for its action in guaranteeing a financial equivalent for any vacancy on the quota of that Board.

COMMUNICATION FROM THE NATION COUNCIL OF THE PROTESTANT EPISCOPAL CHURCH IN THE U. S. A.

The Secretary referred to the action of the Board of Governors in April, 1928, when in connection with the question of the appointment of Miss Mollie Townsend as nurse on the Hospital Staff it was hoped that the National Council of the Protestant Episcopal Church in the U. S. A. might be interested in supporting Miss Townsend, formerly one of its missionaries upon the staff of the University and had accordingly extended an invitation for participation at least to this degree. He reported the following letter under date of May 2, 1928, from Dr. John W. Wood, in response to this invitation:

"I am sorry that pressure of work following the meeting of the Department of Missions on April 23rd, has delayed my reply to your letter of April 20th. Your letter was laid before the Department and its proposal considered with sympathy and interest. The Department greatly appreciated the invitation to share in the support of Shantung Christian University.

"Please believe it was with real regret that the Department decided that it could not under present conditions, undertake to make the suggested financial provision for an American nurse who is also a member of the Episcopal Church.

"In taking this action the Department desires it clearly understood that it is not due to any lack of appreciation of the excellent work of the School of Medicine of Shantung Christian University or lack of willingness to consider cooperative effort in such a school."

MINUTES OF THE BRITISH SECTION

The Secretary reported the distribution to the North American Section of the minutes of the meetings of the British Section held on May 16, and

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September 24, 1928. Note was taken of the action of the British Section (BS-161) concerning the illness of Dr. Hugh H. Weir, and it was

NAS-100 VOTED that the Secretary be requested to convey to Dr. and Mrs. Weir the sincere sympathy of the North American Section in Dr. Weir's illness, and to assure them of our earnest prayers for his early recovery.

Particular note was taken of BS-171 concerning the allocation of Mr. Cameron Scott to the School of Arts and Science by the Baptist Missionary Society, and the consideration by that Society of increasing its support of the University, the Secretary also reported the encouraging word from Dr. Moorshead on this point. It was,

NAS-101 VOTED that the North American Section record that it has noted with sincere appreciation the possibility of an increase in this year of the support allocated to Shantung Christian University by the Baptist Missionary Society,

other actions of the British Section were considered in connection with matters arising from the minutes of the Field Board of Managers.

#### SUMMARY OF NEWS FROM THE FIELD

The Secretary reported briefly on the enrolment this fall which is considered highly gratifying in view of the local conditions prevailing in Tsinan. The full complement of Chinese staff is present on the campus, although some foreign staff members are still absent on extended furlough. The active interest in the University on the part which Cheeloo would have in the proposed plan for the coordination of all Christian higher education in China was also noted.

#### MINUTES OF THE FIELD BOARD OF MANAGERS

The Secretary reported actions taken by the Field Board of Managers on June 14-15, 1928. It was noted that the printed minutes of the Board of Managers had been distributed to the officers of the Section only, as a sufficient quantity for the entire Section has not yet been received.

The Section noted action FBM-778 Candidates for Degrees (BS-167)

NAS-102 VOTED in accordance with action of the Field Board of Managers FBM-779 and in concurrence with the action of the British Section BS-167 to confer upon Professor Wang Hsi-en the honorary degree of Master of Science; and to instruct the Secretary to convey to Professor Wang the Sections sincere appreciation of the long and distinguished service he has rendered the University in the field of mathematical sciences.

NAS-103 VOTED to approve FBM-780 (BS-167) concerning degrees for alumni on the teaching staff.

NAS-104 VOTED to approve FBM-781 (BS-167) concerning the resignation of Dr. D. J. Evans.

Concerning the extension of leave granted by the Field Board of Managers to

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Dr. W. H. Adolph (FBM-782, BS-167), the secretary reported that in addition to informal communications to Dr. Adolph, there had also been conveyed to him the action of the Field Board of Managers, refusing to accept his resignation, and the earnest desire on the part of both the British Section and the North American Section that he return to the University. Accordingly, it was

NAS-105 VOTED to approve the extension of leave granted to Dr. Adolph by the Board of Managers and urgently request Dr. Adolph to consider the possibility of his early return to the University.

NAS-106 VOTED to approve FBM-783 (BS-167) accepting with regret the resignation of the Rev. A. G. Parker from the Faculty of the School of Arts and Science.

NAS-107 VOTED that the North American Section notes with warm approval the earnest desire of the Field Board of Managers (FBM-789) for the return after furlough of Dr. E. R. Wheeler, and heartily concurs with the British Section (BS-167) in expressing the hope that Dr. Wheeler may find it possible to return to the University after his furlough.

The Section also noted the following action:

- FBM-784 (BS-167) concerning the policy of the School of Medicine.
- 785 (BS-167) concerning the policy of the Arts School.
- 786 (BS-167) concerning the Presidency.
- 787 (BS-167) inviting the Rev. H. H. Rowley to return to the School of Theology.
- 788 (BS-167) inviting Dr. P. L. McAll to return to his work on the Medical Faculty after his furlough.
  
- 790 (BS-167) concerning the appointment of Dr. H. J. Smyly to the School of Medicine.
- 791 (BS-167) concerning the appointment of Miss Mollie Townsend to the staff of the Nurses' Training School.
- 792 concerning the invitation to Dr. P. M. Phillips to join the surgical staff in the Department of Gynaecology and Obstetrics.
  
- 793 (BS-167) concerning the invitation to Mr. Stanton Lautenschlager.
- 794 (BS-167) " " " " Mrs. Seymour to be House-keeper in the University Hospital.
- 795 (BS-167) concerning the request for the transfer of Miss Margaret Smith from Anhwei.
- 796 (BS-167) concerning the transfer of Dr. J. H. Wylie to the staff of the Medical School of Hospital Superintendent.
- 797 (BS-167) concerning the appointment of Miss Carol Brodie to the staff of the school of Nursing.
- 799 (BS-167) concerning the auditor,
- 800 (BS-167) the list of the officers and committees.
  
- FBM-798 (BS-167) the report of the Finance and Property Committee was noted, but as the report of the Treasurer had not yet been received, no action could be taken by the Section.

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At this point Mr. H. J. Cochran took the Chair.

CONTINUANCE OF MISS FRANCES WILSON ON THE NURSES TRAINING STAFF

Note was taken of the fact that the appointment of Miss Frances R. Wilson to the Nurses Training Department of the University had been through the courtesy of the North China Conference of the Women's Foreign Missionary Society of the Methodist Episcopal Church in permitting her assignment for a two year period, which will terminate this coming year. It was

NAS-108 VOTED that in consideration of the invaluable service Miss Frances R. Wilson is rendering in the Nurses' Training Department of Shantung Christian University, the North China Conference of the Methodist Episcopal Church be earnestly requested to extend the time of Miss Wilson's assignment to the University for an additional two years.

RELATIONSHIP OF CHEELOO TO CORRELATED PROGRAM

Dr. Wallace summarized briefly the Correlated Program as a whole and the place it is proposed that Shantung Christian University will occupy in the program. He discussed at some length the important task the University is being called on to do through training teachers, preachers, doctors, nurses and other social and religious workers in the towns and rural districts, which contain over 85% of the population of China.

Dr. Monroe emphasized the tremendous need and opportunity for the type of educational service proposed for Cheeloo, and stated that it is his conviction that the Christian Church can make its greatest contribution to China in serving the needs of the rural areas and the smaller cities and towns.

Dr. Cochran pointed out that throughout practically its whole history Shantung Christian University has emphasized the training of leaders for service in the areas outside the urban centers, and that a large percentage of the alumni of the University are now serving in these areas. There was general recognition of this fact, but some of those present expressed the feeling that there has been a decreasing emphasis by the University in recent years on this type of educational service, and all agreed that if the University is to effectively accomplish the special service proposed for it in the Correlated Program, careful study would have to be made to ascertain what changes in emphasis and range of work are needed.

Dr. Scott suggested that if Cheeloo is to do the work proposed for it in the Correlated Program, the institution should have a substantial endowment so that it can give highest grade educational advantages to its students and still keep fees and other student expenses at a low level.

After a thorough discussion it was

NAS-109 VOTED that the North American Section expresses its hearty approval of the general principles underlying the program for the correlation of Christian Higher Education in China, and records its warm approval of the general proposal that within this program Shantung Christian University shall continue and develop still further its purpose of emphasizing the

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the training of leaders in the fields of teaching, evangelism, medicine, nursing, and other social and religious service in the towns and smaller cities and the rural districts of China;

that the Section requests the Field Board of Managers to make recommendations as to the place of the University in the Correlated Program and the details of its participation therein; and

that the Section refers the Correlated Program to the various mission boards cooperating in the University for their information and for their recommendations.

UNIVERSITY STAFF

Query was raised as to the possibility of Dr. Balm's returning to the University and it was stated that there was no possibility of his return in the near future. It was hoped that Dr. Monroe would find it possible to visit the University, while in China, in order to confer with the field authorities on the need for reinforcements in the teaching and administrative staff.

The meeting adjourned.

BA. GARSIDE  
Secretary.



SHANTUNG CHRISTIAN UNIVERSITY

BRITISH SECTION OF THE BOARD OF GOVERNORS

MINUTES of meeting held at 19 Furnival Street, E.C.4.  
on Friday, November 30th, 1928.

PRESENT Rev. W.T.A.Barber  
Miss M.E.Bowser  
Rev. Charles Brown  
Prof. J.P.Bruce  
Mrs. J.C.Carr  
Dr. H.W.S.Wright  
Mr. F.H.Hawkins  
Dr. A.C.Ingle  
Rev. Preb.Isaacs  
Miss E.G.Kemp  
Mr. Kenneth MacLennan  
Dr. R.Fletcher Moorshead  
Mr. W.B.Sloan  
Dr. H.H.Weir  
Rev. C.E.Wilson

Dr. E.W.Wallace (by invitation)

In the unavoidable absence of Dr. Balme, Dr. Bruce was elected into the Chair.

PRAYER.

The meeting opened with prayer, led by Mr. Sloan.

BS-173. Dr. H. H. WEIR.

In behalf of the Section, the Chairman extended a warm welcome to Dr. Weir on his return after his recent illness.

BS-174. MINUTES.

The Minutes of the last meeting, having been circulated, were taken as read and were signed after one slight correction had been made.

BS-175. APOLOGIES FOR ABSENCE.

Apologies for absence were received from Dr. Balme and Dr. Hooker.

BS-176. HEALTH OF DR. MACRAE.

A letter from Dr. Armstrong was reported, indicating slight improvement in the health of Dr. MacRae.

BS-177. MINUTES OF EXECUTIVE COMMITTEE OF NORTH AMERICAN SECTION.

NASEC 94. Application to Rockefeller Foundation for Continuation of

November 30th, 1928

Medical School Grant for 1929-30.

A letter from Dr. Shields was reported, stating that the full appropriation had been received for this year, and a later one from Mr. Garside, indicating the willingness of the Foundation to continue their grant for another year, though it seemed likely it would be on a basis of Mex. \$40,000 rather than \$49,000 as in former years.

NASEC 95. Possible Return to the Field of Dr. Harold Balme.

Dr. Balme had been consulted on this matter, but it was quite impossible for him to consider such a step at the present time.

The appointment of Mr. E.W. Willis as a member of the Board of Governors, vice Dr. S. H. Chester resigned, was noted.

BS-178. INTERVIEW WITH DR. E. W. WALLACE OF THE COUNCIL OF HIGHER EDUCATION.

The Chairman, on behalf of the Board, extended a cordial welcome to Dr. E. W. Wallace of the Council of Higher Education in China.

Dr. Wallace explained fully the background of the "Coordinated Policy" as recommended by the Council of Higher Education in China, and entered into detail regarding the place of the Shantung Christian University in that programme. It was recommended that Cheeloo should emphasize the training of students as teachers, preachers, doctors, nurses and other social and religious workers with a view to meeting the needs of the population in the rural areas, and country towns of China. A policy of this kind, which would largely amount to continuing what had been the aim of the University in the past years, would afford Cheeloo an almost larger sphere of usefulness than perhaps any other Christian institution of its kind in China.

Discussion followed and it was AGREED to record the grateful thanks of the Section to Dr. Wallace for his presence and valuable help.

BS-179. STATEMENT BY REV. C. E. WILSON.

Rev. C. E. Wilson begged leave to make a statement on the subject of a communication received from China concerning the registration of the University, which statement he made, and the matter was adjourned until the next meeting.

BS-180. DATE OF NEXT MEETING.

The date of the next meeting was fixed for Friday December 7th, at 5 p.m.

SHANTUNG CHRISTIAN UNIVERSITY

BRITISH SECTION OF THE BOARD OF GOVERNORS

MINUTES of meeting held at 19, Furnival Street, E.C.4.  
on Friday, December 7th, 1928.

PRESENT Dr. Harold Balme in the Chair  
Miss M.E. Bowser  
Rev. Charles Brown  
Mrs. J.C. Carr  
Mr. F.H. Hawkins  
Miss E.G. Kemp  
Dr. R. F. Moorhead  
Mr. W.B. Sloan  
Dr. H.H. Weir  
Dr. H.W.S. Wright  
Rev. C.E. Wilson

Dr. E. W. Wallace (byinvitation)

Dr. Wallace as a late member of the Field Board was invited by the Chairman to be present, and welcomed by the Section.

PRAYER.

The meeting was opened with prayer, led by Dr. Balme.

BS-181. APOLOGIES FOR ABSENCE.

Apologies for absence were received from Dr. Barber, Dr. Bruce, Dr. Hooker, Dr. Ingle, Preb. Isaacs and Mr. Maclellan, and later from Sir Alfred Lewis.

BS-182. MINUTES.

The Minutes of the last meeting having been circulated were taken as read and signed.

BS-183. CONSIDERATION OF MINUTES OF FIELD BOARD OF MANAGERS.

One copy only of the Minutes of the Field Board of Managers of November 8 - 10th, having been received, with a covering letter 16.11.28 from Dr. Li Tien-lu, preliminary consideration was given to certain of the resolutions recorded, the rest being postponed until the next meeting, in the hope that all members would by then be supplied with full copies.

FBM 815. Government Registration.

Full discussion took place on Minute 815. A letter signed by the Acting President the Vice-President and the Chairman of the Field Board has been received, and copies circulated to members of the Section.

The following resolution was passed, one member not voting; three absent members - two in writing and one verbally - had expressed their desire to vote in favour of registration under the

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conditions, had they been present.

RESOLVED:

"The British Section of the Board of Governors has given careful consideration to the resolution (F.B.M. 815) of the Field Board of Managers that the University should now be registered in accordance with the new requirements of the Chinese Nationalist Government, and has received with appreciation the letter addressed to it by the Acting President and Vice-President of the University and the Chairman of the Field Board in support of the proposal. It is impressed by the fact that the Chinese members of the staff, the alumni, and the student body are united in their appeal for registration, and that the Senate and Field Board are both strongly in favour of this step. It appreciates the patience which has been shown by the Field Board in delaying action until the present time, in deference to the wishes of the Board of Governors, and realises that further delay would be undesirable, and not without serious risk to the University. In full confidence in its colleagues on the field, the British Section would express its approval of the proposal of the Field Board that steps be now taken to register the University if, in the view of the Field Board, this can be effected without jeopardising the purpose for which the University has been established, and would seek the concurrence of the co-operating Missions in this action."

FBM 804. Rural Programme.

The Section considered this resolution of the Field Board on the place of Cheeloo in the Correlated Programme, in the light of its previous discussion with Dr. Wallace and his further advice. It RESOLVED:

"To express its hearty approval of the proposal made for the University in the Correlated Programme and its appreciation of the efforts of the Council of Higher Education in producing that programme. It appreciates the endorsement by the Field Board of Managers of suggestions so much in accord with the principles and policy of the University from the beginning, which are calculated to give the University a unique and some senses primary place in the Christian Higher Education of China. It requests the Field Board to forward its detailed proposals to the Council of Higher Education for its consideration and further consultation."

BS-184. DATE OF NEXT MEETING.

The date of the next meeting was fixed for Friday, January 11th, at 5 p.m.

EXECUTIVE COMMITTEE  
NORTH AMERICAN SECTION, BOARD OF GOVERNORS  
SHANTUNG CHRISTIAN UNIVERSITY

January 11, 1929 4 P.M.

16 Wall St., New York, N.Y.

Members of Committee

*H. J. Cochran	*Mrs. William I. Haven
Principal Alfred Gandier	*Mrs. A.K. Shaw
Dr. George T. Scott	*Mr. B. A. Garside
Miss Margaret Hodge.	

Those whose names are starred above were present.

Mr. Cochran presided. The meeting was opened with prayer.

ENDOWMENT RECEIVED FROM THE HALL ESTATE

The Secretary reported that on December 28th there was received from the Trustees of the Estate of Dr. Charles M. Hall cash and securities valued at \$150,000.00 as follows:

<u>Amount</u>	<u>Security</u>	<u>Agreed Value for distribution</u>
1,250	shares Aluminum Co. of America 6% Preferred stock with all dividends declared and accrued but unpaid thereon	\$125,000.00
\$20,000	County of Allegheny Road Bonds, Series 28-A, due September 1, 1943	20,350.00
	Cash	4,650.00
		<u>\$150,000.00</u>

At the same time there was placed in trust with the Harvard-Yenching Institute a trust fund of \$1,900,000.00 of which two-nineteenths or \$200,000.00 was designated for Shantung Christian University.

The Secretary presented to the Committee copies of a letter from the two Trustees of the Estate which accompanied the cash and securities. This letter, together with an extract from the will of Dr. Charles M. Hall and a decree of the Surrogates court of Niagara County on August 5, 1927, are attached to these minutes.

Attention was called to the fact that three actions were taken by circulation vote of the Executive Committee upon December 19th. In order to give formal approval of these actions passed by circulation, it was

NASEC-113 VOTED to confirm action NASEC-110 passed by circulation vote of the Executive Committee on December 19, 1928 as follows:

"Voted to authorize the Chairman of the North American Section to sign, and the Secretary attest, the documents submitted

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by the Trustees of the Hall Estate whereby the Shantung Christian University consents to accept the following securities in lieu of cash in the amount of money value of said property in connection with the distribution of the assets of the Estate of Charles M. Hall:-

<u>Amount</u>	<u>Security</u>	<u>Agreed Value for distribution</u>
1,250	shares Aluminum Co. of America Preferred stock with all dividends declared and accrued but unpaid thereon.	\$125,000.00
\$20,000	County of Allegheny Road Bonds, Series 28-A, due September 1, 1943	20,350.00
		<u>\$145,350.00"</u>

NASEC-114 VOTED to confirm action NASEC-111 passed by circulation vote of the Executive Committee on December 19, 1928 as follows:-

"VOTED to authorize any two of the following officers to receive such securities as may be turned over to the University by the Trustees of the Charles M. Hall Estate, and to sign the official receipt of the University therefore:-

Chairman of the North American Section				
Treasurer	"	"	"	"
Secretary	"	"	"	"

NASEC-115 VOTED to confirm action NASEC-112 passed by circulation vote of the Executive Committee on December 19, 1928 as follows:-

"VOTED that the Bankers Trust Company be and it hereby is designated a depository of this corporation for the deposit of stocks and bonds and other securities held by this corporation, and Bankers Trust Company as such depository be and it hereby is authorized and directed to receive for deposit, hold and deliver any such stocks, bonds and other securities held by this corporation pursuant to the written order of any two of the following officers, namely:- the Chairman, the Treasurer and the Secretary of the North American Section of the Board of Governors, who are hereby authorized and empowered accordingly; and that the Secretary of the North American Section is hereby directed to certify to said depository the respective names of said officers of this corporation, with specimens of their respective signatures for use by said depository for purposes of comparison."

FORMAL ACCEPTANCE OF THE CONDITIONS OF THE HALL ENDOWMENT

NASEC-116 VOTED that the Executive Committee of the North American Section of the Board of Governors of Shantung Christian University acting on behalf of the North American Section, gratefully accepts the cash and securities valued at \$150,000. received from the Trustees of the Estate of Charles M. Hall on December 28, 1928, and agrees to the conditions under which this endowment is given to the University as set forth in

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letter signed by those two Trustees under date of December 28, 1928.

The Committee gave careful attention to the supplementary letter received from the Trustees of the Hall Estate under date of December 28, 1928, reading as follows:

"ESTATE OF  
CHARLES M. HALL  
2400 Oliver Bldg.  
Pittsburg

December 28, 1928.

"Shantung Christian University  
150 Fifth Avenue,  
New York City, New York.

Gentlemen:

With reference to substantially \$50,000.00 worth of the gift to you, it would be most agreeable to us, as Trustees, if you could allocate the income to the women's department of your institution, we believe called Cheeloo College. We are not making this mandatory, but would like to feel that at least this much of Mr. Hall's gift should be used expressly for the work of women in your institution.

Very truly yours,

(signed) Arthur V. Davis  
" Homer H. Johnson."

The Committee gave sympathetic attention to this suggestion regarding the allocation of the income from \$50,000.00 to the Women's Unit of the University, but felt that the opinion of the field authorities should be sought before final action is taken. It was agreed, therefore, that pending correspondence with the field formal action on this suggestion be deferred.

The Committee discussed the question of whether it would be desirable to have representatives of the University present, to Mr. Johnson and Mr. Davis in person the gratitude of the institution for this gift. It was the feeling of the Committee that the University should act in cooperation with others of the China Universities in any plans they may have for such a personal conference with Mr. Johnson and Mr. Davis. It was

NASEC-117 VOTED that the Chairman and the Treasurer of the North American Section be requested to prepare a letter addressed to the Trustees of the Estate of Charles M. Hall, thanking them for the endowment received by the University; and that they also represent the University in such personal presentation of thanks to the Trustees of the estate as may be found desirable.

INVESTMENT AND REINVESTMENT OF ENDOWMENT FUNDS

The Treasurer reported that, after securing the informal approval of other

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members of the Executive Committee, she had arranged for the sale of the \$20,000. County of Allegheny Road Bonds, Series 28-A due September 1, 1943 securing as net proceeds of this sale \$20,150.00 plus accrued interest, \$299.86; and that these funds together with the \$4,650.00 on hand in Cash Awaiting Investment, there were purchased 200 shares General Motors Corporation 7% Preferred Stock at a cost of 125-1/8 or \$25,025.00. To complete this transaction it was necessary to make use of \$225.00 of the accrued interest received from the County of Allegheny Bonds. It was

NASEC-118 VOTED to approve the sale of \$20,000. County of Allegheny Road Bonds, Series 28-A due September 1, 1943, for \$20,150.00 plus accrued interest, and the reinvestment of the proceeds of this sale, plus \$4,650.00 Cash Awaiting Investment, plus \$225.00 interest, in 200 shares General Motors Corporation 7% Preferred Stock for \$25,025.00.

INCOME FROM HALL ESTATE ENDOWMENT TO JUNE 30, 1929

The Treasurer called the Committee's attention to the fact that to June 30, 1929 there will be received from the Hall Estate Endowment Fund of \$150,000.00 income amounting to around \$4,450.00. The Committee agreed that of this anticipated income one-third, or approximately \$1,483.00, should be considered tentatively as available for expenses within the Women's unit of the University and the remaining two-thirds, or approximately \$2,976.00 should be considered as available for whatever designation the Committee might make. It was

NASEC-119 VOTED that from income to be received from the Hall Endowment Fund there shall be appropriated \$800.00 for Shantung Christian University's share in the China Union Universities Central Office, this amount being in addition to the \$400.00 already appropriated for this object within the 1928-29 budget of the University.

NASEC-120 VOTED that the remainder of the income from the Hall Endowment Fund to June 30, 1929, amounting to approximately \$3,650.00 be made available for the current uses of the University, and that the Treasurer be authorized to forward these funds to the field at her discretion but calling attention to the request of the Hall Estate Trustees that the income from one-third of this endowment fund be used for the work of the Women's Unit of the University.

It was noted that at the present time no information has been received from the Harvard-Yenching Institute as to the conditions under which the income from the \$200,000.00 they are holding in trust for the University will be paid over. It was agreed that for the present therefore no action should be taken with regard to this income.

INCOME FROM THE HALL ESTATE ENDOWMENT AVAILABLE  
FOR 1929-1930 BUDGET

The Secretary pointed out that at the present time the field authorities are beginning work on the budget for the University for 1929-30, and suggested that it is desirable to communicate to the field such information as is now available regarding probable income from the Hall Endowment for next year's budget uses. It was



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NASEC-121 VOTED that the field be notified that information now available indicates that the income which will be received from the Hall Endowment of \$150,000.00 during the fiscal year 1929-30 will amount to approximately \$8,900.00. Of this amount \$1,200.00 should be reserved in New York for the University share in the China Union Universities Central Office, leaving \$7,700.00 available for the field budget. If one-third, or \$2,967.00 of this income is reserved for the work of the Women's Unit, there would thus remain approximately \$4,733.00 for the general purposes of the University.

It was agreed that the statement of availability of income from the \$200,000.00 held in trust by the Harvard-Yenching Institute must await further word from the Trustees of the Institute.

CONSIDERATION OF MINUTES OF NOVEMBER  
MEETING OF BOARD OF MANAGERS

The Executive Committee gave consideration to the minutes of a special meeting of the Field Board of Managers held in Tsinan November 8 - 10, 1928. Copies of these minutes had been distributed to the Executive Committee and members of the North American Section in advance of the meeting. Note was taken of a number of minutes requiring no special action, action was taken on other matters, and certain important items referred to the North American Section.

M-804 - A Rural Program for Cheeloo.

NASEC-122 VOTED to refer to the North American Section the action by the Field Board of Managers on the subject of the Rural Program for Cheeloo as contained in action M-804.

M-805 - The Presidency.

NASEC-123 VOTED to refer to the North American Section the nomination of the Rev. Y.Y.Tsu, Ph.D., for the office of President of Shantung Christian University.

M-806 - Middle School - Noted.

M-807 - Candidates for Degrees - Noted.

M-808 - Candidates for Diplomas.

NASEC-124 VOTED that the Committee records its agreement with the understanding of the Field Board of Managers that "the giving of diplomas in the School of Arts and Science and the School of Medicine now ceases automatically and that henceforth degrees of B.A. and B.S.C. and of M.B. shall be the only recognition of graduation from the schools concerned."

M-809 - Appointments.

Appointment of Dr. Arabella S. Gaoult to the position of Assistant Professor of internal Medicine - Noted.

NASEC-126 VOTED to approve the appointment of Mr. E. L. Phillips to the

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staff if the School of Arts and Science.

Appointment of Rev. S. Lautenschlager as Acting Head of the Department of English in the School of Arts and Science. - Noted

Appointment of Dr. F. B. Price as Assistant Professor of Surgery in the School of Medicine - Noted. Appointment of Mr. J. B. Wolfe as Business Manager of the School of Medicine - NOTED.

NASEC-127 VOTED to approve the appointment of Dr. H. J. Smyly as Associated Professor of Medicine in the School of Medicine .

Appointment of Dr. L. M. Ingle as Assistant Professor of Surgery in the School of Medicine - Noted.

Reappointment of Dr. F. H. Mosse - Noted.

Reappointment of Dr. F. S. Hou - Noted.

Return - of Miss G. V. L. Nunn after furlough - Noted.

Furlough - of Miss G. V. L. Nunn - Noted.

NASEC-128 VOTED that the Committee sincerely regrets to learn that the health of Mrs. L. V. Cady necessitates the further postponement of the return of Mr. and Mrs. Cady to China, and concurs in the action of the Field Board in extending their furlough for another year.

NASEC-129 VOTED to concur in the recommendation of the Field Board of Managers that an invitation be extended to Dr. H. C. Dildine through the Methodist Board, asking that Dr. Dildine be allocated to the University to take the place of Dr. D. C. Baker as head of the Department of English.

Appointment of Dr. G. H. Corey, Noted (Approval was given by action NAS-97)

M-813 - Resignation of Mr. Chin Yao-Ting.

NASEC-130 VOTED that the Committee notes with regret that Mr. Chin Yao-Ting has resigned from the faculty of the School of Arts and Science in order that he may spend some years in advanced study. The Committee desires to record its warm appreciation of the splendid service rendered to the University by Mr. Chin and instructs the Secretary to write Mr. Chin a letter of appreciation.

M-814 - The Adoption of the Name "Cheeloo" as Semi-Official Name of the University. Noted.

M-815 - Government Registration.

NASEC-131 VOTED to refer to the North American Section M-815 of the field Board of Managers, dealing with the government registration.

M-816 - Re-election of Dr. S. Waddell as Accounting Secretary to the Council of the Women's Unit. Noted.

M-817 - Appropriation for Chinese Dean of Women.

NASEC-132 VOTED that the Committee notes with sympathetic interest the efforts of the Council of the Women's Unit to secure funds needed to complete the salary of the Chinese Dean of Women and suggest that, if no other funds be found available the amount required up to a maximum of Gold \$1,000.00 might be secured from income accruing from the Hall Endowment Fund.

M-818 - New Lines of Work.

NASEC-133 VOTED to refer to the Women's Committee of the Board of Governors the recommendations of the Field Managers as contained in action M-818 in regard to the proposed new lines of work for women at the University.

M-819 - Public Health Worker.

NASEC-134 VOTED to endorse the recommendations of the Field Board of Managers in action M-819 that "since Miss Laura Battin whose appointment as Public Health Worker in the School of Medicine has been approved by the Field Board of Managers, is now being sent by the W.F.M.S. to fill an important vacancy in the Methodist North China Mission, we request the W.F.M.S. if possible, to find another worker to fill that position in view of the urgency of beginning as soon as possible the public and rural extension work which this University is asked to stress."

M-820 - Dr. Frances Heath.

NASEC-135 VOTED to endorse the action M-820 of the Field Board of Managers that "if Dr. Frances Heath does not return to Cheeloo the coming year, the W.F.M.S. be requested to send her salary to the School of Medicine."

M-821 - Allocation of Increased Grant.

NASEC-136 VOTED to endorse action M-821 that "an appeal be made to the W.F.M.S. that the grant of Gold \$25,000.00 promised for the year 1928 be allocated to the addition of teaching Units and further accommodations for the Nurses Training School and the provision of a residence for women internes." The Committee notes, however, that it is the understanding of members of the Women's Committee of the Board of Governors that the action of the W.F.M.S. in regard to the grant of \$25,000.00 as referred to above was an expression of the hope that this amount might be provided rather than a definite promise.

M-822 - Cooperation of Board's in Women's Unit.

NASEC-137 VOTED to refer to the Women's Committee of the Board of Governors action M-822, suggesting that certain additional women's boards be invited to cooperate in the Women's unit.

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M-823 - Cooperation of new Boards

NASEC-138 VOTED to refer to the North American Section action m-823 proposing that certain mission boards not now cooperating in the University be urged to participate in the task that has been assigned to Cheeloo.

M-824 - Dormitory Accomodations

NASEC-139 VOTED to refer to the Women's Committee of the Board of Governors action M-824 in regard to funds for additional dormitory accommodations.

M-825 - Chinese Dean of Women - Noted.

APPOINTMENT OF REPRESENTATIVE ON FINANCIAL SUB\*  
COMMITTEE COMMITTEE FOR CHRISTIAN COLLEGES IN  
CHINA.

The Secretary presented a request from the Committee of Financial Counsel of the Committee for Christian Colleges in China asking that each University cooperating in the Committee for Christian Colleges in China appoint a representative to meet with a sub-committee of the Committee of Financial Counsel to consider ways and means of securing funds for the budget of the Committee of Christian Colleges in China during 1929. It was

NASEC-140 VOTED to appoint Mrs. A. K. Shaw the Treasurer of the North American Section of the Board of Governors, as the representative of the Shantung Christian University on the sub-committee of the Committee for Christian Colleges in China for devising ways and means for securing the budget of that Committee during 1929.

LETTERS FROM COOPERATING BOARDS.

The Secretary reported the following action of the Presbyterian Board was taken on December 18th, 1928 in regard to the proposed program for the correlation of Christian Higher Education in China.

"THE BOARD OF FOREIGN MISSIONS  
OF THE PRESBYTERIAN CHURCH IN THE U.S.A."  
156 Fifth Avenue,  
New York City.

December 18, 1928.

Mr. B. A. Garside,  
150 Fifth Ave.,  
New York City.

Dear Mr. Garside:-

Re Correlated Program for China Christian Colleges

Thank you for your letter of December 12, reporting to the Presbyterian Board the recent actions of the Trustees of the three union universities in China to which the Board is related in the matter of the proposed correlated program for Christian Colleges in China.

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"The matter was discussed last week in our Executive Council, the members of which are more or less familiar with the plans and was yesterday presented to the Board. It seems to the Board that at this time nothing more than general approval of the policy is desired or should be given inasmuch as the program is being so carefully reviewed and may be considerably revised on the field from its present form. The Board consequently took brief, general action of which the following is the full minute::

"The Presbyterian Board of Foreign Missions expressed general approval of the proposal to coordinate more closely the Christian Colleges in China. Formal consideration of the particulars of the Correlated Program will be given after they have been considered further by the interested College Boards in China and in the Home Lands."

Sincerely yours,  
(Signed) George T. Scott  
F."

The Secretary reported the receipt of the following letter from Dr. Frank D. Gamewell of the Board of Foreign Missions of the Methodist Episcopal Church in regard to the participation in the support of the University during the current Fiscal year by the Methodist Board of Foreign Missions:

"December 4th, 1928.

Mr. B. A. Garside, Sec'y N.A. Section,  
Board of Governors,  
Shantung Christian University,  
150 Fifth Ave.,  
New York City.

Dear Mr. Garside:-

"I have your letter of October 23rd, regarding cooperation with Shantung Christian University and am in fullest sympathy with the hope expressed therein that our Board could find it possible to provide one or more members of the staff. The situation however, as I have said to you in conversation is that we have found difficulty in meeting obligations already incurred and therefore it has not been possible to enter upon new responsibilities.

"I agree with all the good things that you say in connection with Shantung University. I knew the school back in the old days of its beginning under Dr. Mateer at Teng Chow fu, also at Wei Hsien and later Tsinan-fu. I think no institution is more deserving of the cooperation of the Mission Boards than Shantung Christian University. I hope it will be possible for us to cooperate in the near future.

Sincerely yours,  
(Signed) Frank D. Gamewell"

MEETING OF THE NORTH AMERICAN SECTION IN ADVANCE OF  
ANNUAL MEETING OF FULL BOARD

It was the general feeling of the Committee that there should be a meeting of the North American Section in advance of the annual meeting of the full

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Board in April. It was agreed to leave the matter of arranging the date for such a meeting to the Secretary in consultation with the officers and members of the Section.

The Committee adjourned.

B. A. GARSIDE  
Secretary.

ESTATE OF  
CHARLES M. HALL  
2400 OLIVER BUILDING  
PITTSBURGH

Arthur V. Davis )  
Homer H. Johnson ) Trustees

December 28, 1928.

Shantung Christian University,  
150 Fifth Avenue,  
New York City, New York.

Gentlemen:

Pursuant to the powers lodged in us by the will of Charles M. Hall, deceased, which has been probated in the Surrogates court of Niagara County, at Lockport, New York, we, as trustees of his estate, herewith hand you the securities and funds set forth in the form of receipt attached to this letter.\* We make the transfer of this property by formal assignment and delivery subject to the terms of Mr. Hall's will and with full power to continue the present investments thereof, change the form of investment and reinvest in such securities as you select as may be your pleasure. By the acceptance of this transfer you agree that

(a) you will use this property in accordance with the terms of the will of Charles M. Hall, and

(b) you will keep the corpus of this property intact as an endowment, applying the income through your institution or as otherwise hereinafter provided;

(c) you will not, by reason of the fact that we, as trustees, have transferred a substantial block of both preferred and common stocks of the Aluminum Company of America to Harvard-Yenching Institute and other distributees sell or agree to sell prior to the year 1934 said preferred stock in any calendar year to an amount more than twenty percent of such preferred shares hereby transferred, without the consent of the Treasurer of said Harvard-Yenching Institute.

We think it proper to call your attention to the fact that the Surrogate's Court of Niagara County, in which court the will of Mr. Hall was probated, by a decree made August 5, 1927, determined that the words of desire set forth in the last sentence of the first paragraph of Item X that institutions "should be limited to those managed or substantially controlled by Board composed of Americans or British" were precautionary merely and not binding upon the recipient. In so far as power and discretion may be lodged in us, we relieve and discharge you as the donee of the property herewith transferred, from compliance with the said words of desire of Mr. Hall.

As trustees we recognize that conditions in the country in which your institution is operating may at some future time render impossible, unnecessary or undesirable the expenditure of the income upon this property for the purposes disclosed in Mr. Hall's will through your institution. So far as power and discretion are lodged in us we hereby invest your institution and its trustees charged with the responsibility of administering the property transferred to you with full power and authority in such an event to arrange witherthrough your institution or its trustees

or through some other educational institution or board of trustees for educational work (higher education always preferred) within the geographical area described in the will and to transfer all or any part of the property and any unexpended income upon it for that purpose. We further authorize and empower any assignee of the property to make such transfer in such an event to any other organization or organizations which may more fittingly carry out the fundamental purpose of Mr. Hall's will that the income from this property should be used for the purposes of education in the territory described. All assignees of the fund however, shall take it expressly subject to the terms of the will and of this letter upon which it is now transmitted to you.

Additional copies of the receipt have been forwarded to you to be executed in the name of your institution by its proper officers and under its corporate seal and returned to us as evidence of the receipt of the fund and of your agreement to said terms. We hope for your success in the use of Mr. Hall's funds.

Cordially yours,

(Signed) Arthur V. Davis  
(Signed) Homer H. Johnson.

Enclosure

\* In addition to the securities and funds transferred under this letter, you are entitled under certain terms and provisions to a certain portion of the income from certain securities and funds lodged by us with Harvard-Yenching Institute. Said terms and provisions are set forth in a letter from us to Harvard-Yenching Institute and in Section (e-21) of the decree made and entered December 26, 1928, in the Surrogates Court, Niagara County, New York, to which you are referred.



EXTRACT FROM LAST WILL AND TESTAMENT OF CHARLES M. HALL.

Item X. Upon the termination of the period of trust hereinbefore created in my Trustees by the expiration of said term of Fifteen (15) years, or by the death of the survivor of my said nephews prior to that time, I hereby direct my said Trustees to assign, transfer and deliver all of the property in their hands, and in such form as it may then be, as follows: One-third to the Trustees of Oberlin College, one-sixth to the Trustees of Berea College, Berea, Kentucky, one-sixth to the American Missionary Association, to be held by them as endowment funds as hereinafter more fully described, the income thereof to be applied to the general uses of said legatees. The balance of said trust fund shall be applied by my said Trustees for the purposes of education in foreign lands, to-wit: Japan Continental Asia, Turkey, and the Balkan States of Europe, in such manner and through such agencies as to my Trustees may seem best. They shall have power to make gifts for the founding, development, support or maintenance of educational institutions already established, or which may in the future be established or maintained by any agency in their judgment thought to be fitted for such purpose. It is my desire, however, that such institutions should be limited to those managed or substantially controlled by Boards composed of Americans or British, and also that no part of it should be used for the purposes of instruction in theology, though it is not my desire that it may not be devoted to institutions a part of whose work consists in imparting religious instructions.

My Trustees shall be fully discharged from all liability for the administration of the said one-third so retained by them on showing to the court to which they shall be responsible, the application of all of said moneys left in their hands, as herein provided.

DECREE OF SURROGATE'S COURT OF NIAGARA COUNTY, NEW YORK,  
AUGUST 5, 1927.

IT IS FURTHER ORDERED, ADJUDGED AND DECREED upon the prayer for determination of the construction or effect of said will, that the words contained in Item IX of the last will and testament of Charles M. Hall, deceased, in relation to the distribution of one-third of the income of his residuary estate, which words are as follows, viz.:

"It is my desire, however, that such institutions be limited to those managed or substantially controlled by Boards composed of Americans or British, and also that no part of it should be used for the purpose of instruction in Theology, though it is not my desire that it may not be devoted to institutions a part of whose work consists of imparting religious instruction."

and the like words contained in Item X. of the last will and testament of said Charles M. Hall, in relation to the distribution of one-third of the principal of said residuary estate, are praeatory, and that an absolute discretion in respect of the application of said income and principal for educational purposes in Japan, Continental Asia, Turkey and the Balkan States in Europe is given to said testamentary trustees by those portions respectively of Item IX and Item X of the said will preceding the words above quoted, which absolute discretion is not limited by such quoted words, which words are in no manner legally binding upon said testamentary trustees.

SHANTUNG CHRISTIAN UNIVERSITY

BRITISH SECTION OF THE BOARD OF GOVERNORS

MINUTES of meeting held at 19 Furnival Street, E.C.4.  
on Friday, January 11th, 1929.

PRESENT Rev. W.T.A. Barber  
Miss M.E. Bowser  
Mrs. J.C. Carr  
Dr. A.W. Hooker  
Mr. F.H. Hawkins  
Dr. A.C. Ingle  
Mr. H.G. Judd  
Miss E.G. Kemp  
Mr. Kenneth Maclellan  
Mr. W.B. Sloan  
Dr. H.H. Weir  
Rev. C.E. Wilson  
Miss Nunn by INVITATION

PRAYER

The meeting was opened with prayer, led by Mr. Maclellan.

BS-185. APOLOGIES

Apologies for absence were received from Dr. Harold Balme, Dr. Charles Brown, Dr. Percy Bruce, Preb. Isaacs and Dr. Fletcher Moorshead.

BS-186 MINUTES

The Minutes of the last meeting, having been circulated were taken as read and signed.

BS-187. WELCOME TO MEMBER OF STAFF

In behalf of the Section, the Chairman extended a cordial welcome to Miss Gladys Nunn now on furlough in this country.

BS-188. ACTING-SECRETARY

The Section expressed its warm thanks to Dr. Moorshead for coming to its aid with so much self-sacrifice and conducting the business of the Section during Dr. Weir's absence owing to illness. The Section feels great gratitude for the vigour and skill with which Dr. Moorshead brought the experience he had already had in conducting the work to this extra piece of service at a time of great inconvenience to himself.

BS-188b. REGISTRATION

The Secretary reported the receipt of letters from the B.M.S., L.M.S., English Presbyterian Mission, S.P.G. and W.M.M.S., concurring in the action of the Field Board on the subject of Registration.

The B.M.S. has also adipted the following minute which was received with satisfaction by the Section:

"Regarding the Theological School of the Shantung Christian University, so far as the B.M.S. is concerned this school remains as it was at the first formation of the University, and integral and essential part of the institution, representing and embodying the highest purpose of the educational work supported by the Mission, viz. the training of Chinese leaders for the Christian Church. If under the Government regulations the functions of the School of Theology in the Shantung Christian University are ignored and the diplomas and degrees of its graduates are unrecognized, the Committee of the B.M.S. see in that no reason for regret. On the other hand, the continued efficiency of the School of Theology in its relation to the University seems to be the more to be desired, as an example of religious education voluntarily undertaken by Chinese students without expectation of official Government recognition, but solely from the desire of Christian service in China."

BS-189. MINUTES OF THE FIELD BOARD OF MANAGERS, JUNE 1928.

Consideration was given to two Minutes of the Field Board of Managers, June 1928 postponed from the British Section meeting of September 14th.

FBM 797. It being understood that Miss Carol B. odie is supported by the United Church of Canada, the Section approved her appointment to the staff of the School of Nursing.

FBM 798. Arts. Deficit. The Treasurer's Report having been received, further consideration was given to this Minute, but a number of points still needing to be cleared up, the Treasurer of the Section was asked to communicate further with the Treasurer of the Field Board.

BS-190. MINUTES OF THE FIELD BOARD OF MANAGERS, NOVEMBER 1928.

FBM 805. Presidency

(a) Nomination of New President.

The Section received with great interest and satisfaction the nomination for the office of President of the University of the Rev. Y.Y.Tsu, Ph.D., Director of Religious and Social Work of the Peking Union Medical College, and RESOLVED heartily to APPROVE this appointment if, as they hope, Dr. Tsu is willing to allow his name to be brought forward for nomination..

(b) Financial Arrangements.

It is noted that financial arrangements for Presidency had been referred to the Finance Committee of the Field Board.

(c) Resignation of the Vice-President.

The Section received with great regret the resignation of Dr. Li Tien-lu from the post of Vice-President of the University, and

recorded its very high appreciation of the services which he has rendered in that capacity during a period of exceptional difficulty. The Section is deeply gratified to know that although feeling compelled to give up the vice-presidency, Dr. Li's unique gifts and wise experience will still be devoted to the service of the University, to which he has made so great a contribution during the past years.

(d) Acting-President.

The Section Noted with great satisfaction that Dr. Li Tien-Lu will continue as Acting-President for the time being.

(e) Foreign Vice-President.

The Section received with satisfaction the nomination of Dr. R.T. Shields as Vice-President of the University and RESOLVED heartily to approve the appointment.

(f) Acting-Dean of the School of Arts & Science

The Section noted with appreciation that Rev. J.W. Hunter will continue to serve as Acting-Dean of the School of Arts & Science for the time being.

FBM 808. Candidates for Diplomas.

The British Section APPROVED the understanding of the Field Board of Managers that the giving of Diplomas in the School of Arts & Science and the School of Medicine now ceases automatically.

FBM 809. Appointments to Staff

- (a) Dr. Arabella S. Gault. APPROVED.
- (b) Mr. E. L. Phillips. APPROVED.
- (d) Dr. P. B. Price. APPROVED.
- (e) Mr. J. B. Wolfe APPROVED.
- (f) Dr. H. J. Smyly. APPROVED.
- (g) Dr. L. M. Ingle. APPROVED.

FBM 810. Reappointments.

- (a) Dr. F. H. Mosse APPROVED.
- (b) Dr. P. C. Hou APPROVED.
- (c) Miss G.V.L. Nunn APPROVED.

FBM 812. Invitations to Staff

- (b) Dr. G. H. Corey. APPROVED.

FBM 814. Semi-Official Name of University. APPROVED.

FBM 818. New Lines of Work.

AGREED to enquire as to the intention of the Field Board of Managers on the subject of the five year's course for nurses, and

its relation to the position of missionary nurses sent to the University from this country.

FBM 822. Cooperation of Board in Women's Unit.

AGREED to forward the requests of the Women's Unit to the S.P.G. and B.M.S.

FBM 823. Cooperation of New Boards.

AGREED that no good purpose could be served at the present time in inviting the other boards cooperating in the British Section to cooperate also in the Women's Unit.

The following Minutes of the Field Board of Managers were NOTED:

- FBM 806. Middle School.
- FBM 807. Candidates for Degrees.
- FBM 809.(c) Appointment of Rev. S. Lautenschlager as acting-head of Department of English in the School of Arts & Science.
- FBM 811.(a) and (b) Furloughs of Miss Nunn and Rev. L.V. Cady.
- FBM 812.(a) Invitation to Dr. H.G. Eildine.
- FBM 813. Resignation of Mr. Ch'in Yao t'ing.
- FBM 816. Accounting-Secretary of the Council of Women's Unit.
- FBM 817. Appropriations for Chinese Dean of Women.
- FBM 819. Public Health Worker.
- FBM 820. Dr. Francis Heath.
- FBM 821. Allocation of Increased Grant.
- FBM 824. Dormitory Accommodations.
- FBM 825. Chinese Dean of Women.

BS-191. MINUTES OF THE NORTH AMERICAN SECTION, NOVEMBER 21st, 1928.

NAS 98. Grant from the Division of Medical Education of the Rockefeller Foundation to the School of Medicine.

AGREED to concur in this minute.

NAS 99. Official Quota of the United Church of Canada upon the Staff.

NOTED with appreciation, while feeling that the British Cooperating Societies have already endeavoured to provide salaries for substitutes, and have several times expressed themselves as quite unable to undertake a definite and formal quota.

The communication from the Protestant Episcopal Church was NOTED.

NAS 102 and 103. Minutes of British Section.

AGREED to amend minute BS-167 (September 14th, 1928) as follows:

In regard to FBM 779. Prof. Wang Hsi-en.

AGREED to confer upon Prof. Wang Hsi-en the Honorary degree of M.Sc.

In regard to FBM 780. Degrees for Alumni on Teaching Staff.

APPROVED.

NAS 109. Correlated Programme.

Arising out of this minute it was AGREED to refer to the Cooperating Societies the Correlated Programme for their information and opinion.

BS-192. BAPTIST MISSIONARY SOCIETY.

It was reported that a B.M.S. house on the University campus had been destroyed by fire, and the full claim settled by the Insurance Company, the money being paid over to the B.M.S.

BS-193. MEMBERSHIP OF THE BOARD OF GOVERNORS.

The terms of office of the following members expire in April 1929:

Miss Bowser, representing	B.M.S.
Dr. Moorshead	"
Rev. C. E. Wilson	"
Dr. A. W. Hooker	W.M.M.S.
Mr. MacLennan	B.M.S.
Dr. H. H. Weir	S.P.G.
Prof. J. P. Bruce	Coopted Member
Sir Alfred Lewis	"
Mr. W. B. Sloan	"
Dr. F. P. Wigfield	"

It was AGREED to notify the Board concerned and to enquire of the Coopted Members whether they would be willing to continue serving if again co-opted.

BS-194. ANNUAL MEETING

A letter was received from Mr. Garside, 28/12/28 stating that the Annual Meeting of the Board of Governors was being arranged to be held in New York on Monday, April 8th, 1929. This action was APPROVED by the Section, and it was AGREED to have a meeting preliminary to the Annual Meeting.

BS-195. DATE OF NEXT MEETING .

The date of the next meeting was fixed for Friday, March 22nd, 1929, at 5 p.m.

SHANTUNG CHRISTIAN UNIVERSITY

BRITISH SECTION OF THE BOARD OF GOVERNORS

MINUTES of meeting held at 19, Furnival Street, E.C. 4.  
on Friday, March 22, 1929.

PRESENT Dr. Harold Balme in the Chair  
Miss M. E. Bowser  
Mrs. J. C. Carr  
Mr. F. H. Hawkins  
Dr. A. W. Hooker  
Mr. Harold G. Judd  
Miss E. G. Kemp  
Mr. Kenneth Maclellan  
Dr. H. H. Weir  
Dr. H. W. S. Wright.

Dr. Peter Kiang by invitation.

PRAYER

The meeting was opened with prayer, led by Dr. Hooker.

BS-196. APOLOGIES

Apologies for absence were received from Rev. W.T.A. Barber, Preb. Isaacs, Dr. R. Fletcher Moorshead, Mr. Sloan, and Rev. C. E. Wilson.

BS-197. MINUTES

The Minutes of the last meeting, having been circulated were taken as read and signed.

BS-198. WELCOME TO MEMBER OF STAFF

On behalf of the British Section, Dr. Balme accorded a warm welcome to Dr. Peter Kiang, now taking a post-graduate course at Cambridge.

BS-199. DR. R. FLETCHER MOORSHEAD

A letter from Dr. Moorshead (5.2.29) was received.

The Section heard with great grief the news of Dr. Moorshead's serious illness and prolonged absence from the office. It rejoiced to hear that he was sufficiently recovered to be able to go to the South of France for his health, and instructed the Secretary to convey to him an expression of its sorrow and its good wishes and prayers for his speedy recovery.

BS-200. CORRELATED PROGRAMME.

The Action of the various cooperating societies on the

Correlated Programme was reported as follows:-

B.M.S., reporting "the general approval of the Committee to the idea of correlation as outlined by Dr. Wallace, reserving for fuller consideration the detailed proposals as they may affect the Society's share in the Shantung Christian University."

L.M.S., resolution: "That the Committee is heartily in favour of such coordination, and expresses its general approval of the policy outlined, and refers the Correlated Programme for Higher Education In China to the China Council for consideration and report."

Presbyterian Board, resolution: "Agreed to express general approval of the suggested scheme for the coordination of the work of Christian Colleges in China."

S.P.G., reporting "the proposals under the correlated programme for Christian Higher Education in China which deal with the S.C.U. were received with interest and confidence in any action which was taken by the Board of Governors."

W.M.M.S., resolution: "The Committee give their approval to the proposal that the Christian Colleges of Higher Education in China should be rearranged and brought under a coordinated scheme as has been prepared in the 'Correlated Programme' of 1928."

This report was received with interest by the Section.

BS-201. WOMEN'S UNIT

The action of the Cooperating Societies on the subject of the Women's Unit was reported as follows:

B.M.S., resolution: "The Women's Committee have had before them the request of the Shantung Field Board of Governors that the English Baptist Mission be invited to send someone to replace Miss Pollard on the staff of Cheeloo and to make a contribution of \$2,000 per annum to the Women's Unit."

"The Women's Committee of the B.M.S. desire to express their sympathy and interest with the work for women in the University, but would point out that the B.M.S. contribution to the University has already been increased this year by nearly £800. They hope at some future date it may be possible to contribute towards the expenses of the Women's Unit, but at this juncture they do not see their way to accept any increased liability for the University."

S.P.G., could not consider the matter until receiving an application from the Bishop in Shantung.

Some slight discussion took place as to the object and significance of the Women's Unit, and the Section recognises the importance and desirability of the Cooperating Societies providing women members of the various faculties.

BS-202. LETTERS FROM DR. ARMSTRONG

Letters from Rev. A. E. Armstrong, M.A., D.D., (6.2.29) and



(28.2.29) were received, reporting on the health of Dr. MacRae on the appointments by the Women's Missionary Society of the United Church of Canada of Miss Coral Brodie, and the acceptance by the United Church of Canada of a quota, with the understanding of that Church on the subject of quotas.

BS-203. LETTERS FROM MR. GARSIDE

Letters from Mr. Garside (27.12.28, 24.1.29, 14.2.29) were considered.

The Section received with very great satisfaction the news of the substantial endowment received from the Hall Estate and noted with interest the fact that while \$200,000 will be held by the Harvard-Yenching Institute and the income therefrom be liable to conditions laid down by the Institute, an additional capital sum of \$150,000 has been paid over directly to the University, the income on which, subject to certain expressions of opinion on the part of the Hall Trustees, is at the disposal of the University.

The Section recorded its very great gratification at the receipt of this information and its most hearty thanks to the Trustees of the Estate of Charles M. Hall for the assistance which they have thus given to the development of the University.

The Section agreed to ask Mr. Hawkins to raise any necessary points as to the disposal and use of this endowment at the forthcoming Annual Meeting.

The Section acknowledged the receipt from Mr. Garside of a duplicate of the University Seal for the use of the British Section.

The Section received the Minutes of the Executive Committee of the North American Section of January 11, 1929.

BS-204. UNIVERSITIES BUREAU OF THE BRITISH EMPIRE.

A letter from the Universities Bureau of the British Empire enclosing leaflets on the opportunities for students of Biology in the Empire was received.

BS-205. MEMBERSHIP OF THE BRITISH SECTION

A report was received that the following had been nominated by their respective societies:

Miss Bowser	B.M.S.
Dr. R. Fletcher Moorshead	"
Rev. C. E. Wilson	"
Mr. Kenneth MacLennan	L.M.S.
Dr. H. H. Weir	S. P. G.
Miss Clara Hornby	W.M.M.W.A.
Dr. A. W. Hooker	W.M.M.S.

It was agreed to coopt the following persons to fill the four vacancies in the British Section, from the date of the Annual Meeting:

Prof. J. P. Bruce  
Sir Alfred Lewis,  
Mr. Walter B. Sloan  
Rev. C. G. Sparham

The Section agreed to place on record its great regret at closing the services of Dr. F. Percy Wigfield, who has been a Governor from the date of the reorganization of the University and was previously a member of the British Joint Board from 1919. The Section realises the very great service which Dr. Wigfield has rendered not only as a member of the Board, but also in promoting interest in his own Society and the very large part he played in bringing that Society into cooperation with the University, a cooperation which in certain particulars has set an example to all the other cooperating societies, and also in his great activities on behalf of the University throughout the country, particularly in the National Layman's Missionary Movement.

The Section realises that while the exigencies of his professional work prevent Dr. Wigfield from attending Board meetings they have in no way diminished his interest in and care for the University.

BS-205. ANNUAL MEETING OF BOARD OF GOVERNORS

Consideration was given to the forthcoming meeting of the Board of Governors on April 8th in New York. The Section requested Mr. Hawkins to put forward the views expressed at its previous meetings on the subject of the Correlated Programme, to represent its feelings about the gift from the Hall Estate, and its attitude towards the difficulties which may arise on the question of the President of the University.

BS-206. PRESIDENCY

The Section received with great regret the announcement contained in the Cheeloo Weekly Bulletin No. 228 that Dr. Y. Y. Tsu has withdrawn his name from nomination as President. No other intimation of this had been received, but, in the light of such information as to negotiations which members of the Board had received, the question of the presidency was discussed, though it was not possible to come to any conclusion.

BS-207. RESIGNATION OF DR. E. R. WHEELER

A letter (4.2.29) from Dr. E. R. Wheeler, definitely tendering his resignation from the B.M.S. and the staff of the University was received with great regret.

The Section desires to place on record its deep appreciation of the unique services which Dr. Wheeler has rendered to the School of Medicine and Hospital since his transference from the Peking Union Medical College to a professorship in Surgery at Tsinan in

1917. During the twelve years of his connection with the University Dr. Wheeler has been one of the most popular and valued members of the staff, inspiring as a teacher, devoted and skilful as a surgeon, tactful in administration and always at leisure to give sympathy and help to students and patients. His place in Tsinan can never be adequately filled, but the Section recognizes with keen regret the circumstances which prevent his return and offer to Dr. Wheeler its warmest good wishes for his success and continued usefulness in this country.

BS-208. FINANCIAL STATEMENT 1927-28

A letter (2.3.29) was received from Dr. H. P. Lair, giving satisfactory answers to the questions on the Financial Statement which had been raised by the Section.

BS-209. DATE OF NEXT MEETING

It was agreed that the next meeting of the Section should be at 5.p.m. on Friday, May 10th, 1929.

MINUTES OF MEETING OF THE  
NORTH AMERICAN SECTION, BOARD OF GOVERNORS,  
SHANTUNG CHRISTIAN UNIVERSITY

2:15 P.M. - MARCH 27, 1929.

150 Fifth Avenue, New York City

Members of the Section:

*Miss Margaret E. Hodge - P.N.	Dr. A. J. Brown - P.N.
Principal Alfred Gandier - U.C.C.	*Dr. George T. Scott - P.N.
Dr. R. P. Mackay - U.C.C.	Mrs. C. K. Roys - P.N.
Mrs. W. F. McDowell - M.E.F.B.W.	Dr. A. E. Armstrong - U.C.C.
Dr. John H. Finley - coopted	Mrs. J. M. Avann - M.E.F.B.W.
*Dr. Robert L. Dickinson "	*Mrs. W. I. Haven - M.E.F.B.W.
Dr. Seth Milliken "	Mr. Robert E. Chandler A.B.O.F.M.
*Dr. Paul Monroe "	Dr. E. F. Willis - P.S.

Alternates for any of the representatives of the Presbyterian Church North - Dr. R. E. Speer, \*Dr. E. M. Dodd; \*Mrs. A. K. Shaw; for any representative of the United Church of Canada, Dr. A. G. Sinclair.

The members whose names are starred above were present as was the Secretary. There were also present by invitation, Dr. Samuel Cochran, Dr. E. W. Wallace, Dr. A. L. Warnshuis, and Mr. C. A. Evans.

The Vice-Chairman of the Section, Mrs. William I. Haven, presided. Opening prayer was offered by Miss Hodge.

Excuses were presented for the following members: Mrs. J. M. Avann, Mr. R. E. Chandler, Mr. Henry J. Cochran, Dr. John H. Finley, Dr. Alfred Gandier, Mrs. W. F. McDowell, Mrs. Charles K. Roys, Dr. A. G. Sinclair, and Dr. E. F. Willis.

MINUTES OF PREVIOUS MEETINGS

The Secretary reported the distribution of the minutes of the meeting of the North American Section on November 21, 1928, stating no corrections had been received.

It was

NAS-141 VOTED to approve the minutes of the meeting of the North American Section on November 21, 1928, as distributed.

The Secretary also reported the distribution of the minutes of the meeting of the Executive Committee of the North American Section on January 11, 1929 on which certain corrections had been reported, the main corrections, aside from a typographical one, being that the Executive Committee should have taken action, approving rather than noting, the appointments of Dr. Arabella S. Gault, Dr. F. B. Price, Dr. L.M. Ingle and the reappointment of Dr. F. H. Mosse. It was

NAS-142 VOTED to approve the appointment of Dr. Arabella S. Gault.

NAS-143 VOTED to approve the appointment of Dr. F. B. Price.

North American Section of the Board of Governors - 2  
Shantung Christian University - March 27, 1929

NAS-144 VOTED to approve the appointment of Dr. L. M. Ingle as Assistant Professor of Surgery.

NAS-145 VOTED to approve the reappointment of Dr. F. H. Mosse.

NAS-146 VOTED to approve the minutes of the Executive Committee of the North American Section of January 11, 1929, the errors having been corrected.

Report was made of the distribution to the Section of the minutes of the British Section's meeting of November 30th and December 7th, 1928 and January 11th, 1929.

#### COMMUNICATION FROM THE HARVARD-YENCHING INSTITUTE

There was presented to the Section a letter under date of March 26, 1929, from Mr. R. W. Boyden, Chairman of the Harvard-Yenching Institute, concerning the terms and conditions under which the Institute will pay the income on that portion of the trust funds received from the Trustees of the Estate of Charles M. Hall, which is designated for Shantung Christian University. A copy of that letter is appended to these minutes as Appendix "A". Careful consideration was given to the application of such income, both to the budget of the present year, and that for 1929-30, and the advisability of planning a program for a period of years relating the work of the University to the purposes of the Institute. It was.

NAS-147 VOTED to receive Mr. Boyden's letter as information and to request Dr. Monroe and the Secretary to present, at the Annual Meeting suggestions as to possible uses of the income from the Harvard-Yenching Institute Trust Fund for this year and in the near future.

#### REPORT ON CONFERENCE WITH REPRESENTATIVES OF THE ROCKEFELLER FOUNDATION

Dr. Samuel Cochran and the Secretary reported on a luncheon conference which they had held on March 27th with Dr. Pearce and Mr. Greene of the Rockefeller Foundation looking to the favorable consideration by the Foundation of a capital grant to the School of Medicine for endowment, and the relation of this to the proposal that Dr. Shields return to the United States this fall to raise endowment funds for the School of Medicine, and the further consideration of the relationship of such effort to the proposed coordinated campaign for all Christian higher education in China. It was

NAS-148 VOTED to refer this matter to the meeting of the full Board of Governors on April 8th.

#### REPORT ON PLANS FOR THE NEW HOSPITAL

The Sub-committee appointed by G-87, April 12, 1927, reported on the proposed plans, noting several points on which they were not satisfied. It was

NAS-149 VOTED to refer the proposed plans for the new hospital back to the committee to bring in definite recommendations to the

meeting of the Board of Governors on April 8th.

CONSIDERATION OF RURAL PROGRAM FOR CHEELOO

Dr. Monroe, who had recently visited the University, reported briefly on his impressions of the attitude of those on the field toward the proposed rural program for Cheeloo, stating that he found a great deal of sympathy with and interest in these plans as the purposes and the ideals of the plans were fully explained. In connection with this topic, there were presented to the section copies of letters from Dr. Monroe to Dr. Scott under date of January 21st, from Dr. Li Tien-lu to Dr. Scott under date of January 21st, and Dr. Scott's reply to these letters under date of February 19th, 1929. Copies of these letters were attached to these minutes as Appendix "B". Note was taken of the schedule of additional funds required to effect the proposed plans as stated in Dr. Li's letter of January 21st. Consideration was also given to the proposal that Dr. Butterfield should pay a visit to the University for the purpose of organizing a program of rural work, as suggested. Dr. Monroe urged that if Dr. Butterfield undertook this work he should be prepared to spend some time at the University, or else that someone working with him should be prepared to remain to carry on the plans after his visit. It was emphasized that the proposed plan was not essentially an agricultural problem.

Dr. Warnshuis then described the work which Dr. Butterfield is now doing in South Africa, stating that the need of rural work had received consideration by the International Missionary Council at the time of the Jerusalem Conference when it was found that Dr. Butterfield was eager to do that type of work. It was noted that while Dr. Butterfield is due to return from South Africa in the fall, financial provisions for his further work have not yet been completed by the Council. Dr. Warnshuis stated that a decision concerning Dr. Butterfield's possible relation to Cheeloo should be reached before the first of June. Dr. Warnshuis also reported evidence he had had of very active interest on the part of the deans of several agricultural colleges in this country in possible cooperation in rural work in China.

Dr. Wallace spoke of the difficulties of the problem, pointing out that it was not one of the organizing farming or merely working in the villages, but rather endeavoring to help college graduates to see how they may fit into the conditions existing and raise the standards of living; he mentioned also the danger of making the work too academic or of duplicating the work now being done by the University of Nanking. Dr. Wallace referred to the work being done by the "Mass Education Movement" and the desirability of that type of work being done at Cheeloo under Christian auspices, leaving the technical work to the University of Nanking, and endorsed the recommendations of Dr. Monroe that anyone who might be asked to undertake the leadership of such work at Cheeloo should plan to spend ample time there.

Consideration was given to whether or not conditions would favor undertaking such work this year, to the financial questions involved, and to the responsibility of procuring the services of others than Dr. Butterfield for this project, if he were not available. It was

NAS-150 VOTED that the North American Section expresses its general approval of the proposals which have been made as to the development of rural work as outlined in Dr. Li's letter of January 21, 1929, and also its approval of seeking Dr. Butterfield, Dr. Jones

or Dr. Brunner to spend some months at Cheeloo, and refers to a sub-committee consisting of Dr. Monroe, Dr. Warnshuis and Mr. Garside, the matter of a study of the details of the proposals for full report to the Board of Governors.

#### THE PRESIDENCY

Note was taken of the Executive Committee, NASEC-125, January 11, 1929, referring to the North American Section the nomination of Dr. Y. Y. Tsu as President of the University. Note was also taken of the action of the British Section, January 11, 1929, BS-190. It was reported that no final word had been received from the field as to Dr. Tsu's acceptance of the nomination. The desirability of having definite word in hand prior to the meeting of the Board of Governors on April 8th was emphasized, and it was

NAS-151 VOTED to inquire by cablegram whether Dr. Tsu is interested in the position of the Presidency, if offered to him, and what, if any, conditions may affect his consideration, with a request that a reply be sent before April 8th.

#### THE VICE-PRESIDENCY

In connection with FBM-805, the following actions were taken:

NAS-152 VOTED to concur in the acceptance with regret of the resignation of Dr. Li Tien-lu as Vice-President, but to note with satisfaction his continuance as Acting-President.

NAS-153 VOTED to approve the nomination of Dr. Randolph T. Shields as Vice-President.

It was noted with satisfaction that the Reverend J. W. Hunter was continuing as Acting-Dean of the School of Arts and Science.

#### REGISTRATION OF THE UNIVERSITY

Report was made of the reference by the Executive Committee to the North American Section of action FBM-815 of the Field Board of Managers on the subject of registration. Note was also taken of BS-183 taken by the British Section on December 7th, 1928, and the minutes of the meeting of the British Section on January 11, 1929, in which report appeared of "letters from the B.M.S., the L.M.S., the English Presbyterian Mission, the S.P.G., and the W.M.M.S. concurring in the action of the Field Board on the subject of Registration". It was

NAS-154 VOTED to defer consideration of the matter of registration to the Annual Meeting of the Board of Governors.

#### COMMUNICATION FROM THE METHODIST BOARD CONCERNING THE SUPPORT OF DR. DILDINE

The Secretary reported the following reply from Mr. Frank T. Cartwright under date of February 13, 1929, in response to the invitation extended by the action of the Executive Committee, NASEC-129, to Dr. H. C. Dildine through the Board of Foreign Missions of the Methodist Episcopal Church:

"Your letter of January 25th presenting the action of the Board of Governors of Shantung Christian University relative to the invitation to Dr. H. C. Dildine lies next upon the stack of letters to be answered.

"It seems to me very unlikely that Dr. Dildine can be appointed from two different angles. The first one is that he himself does not seem to be interested for I wrote to him some time ago, asking what his attitude would be toward such an appointment if the funds were available. The letter has not been answered. The second and more serious stumbling block is the matter of funds, a question which we have already discussed at considerable length. It seems to me that the unmet obligations to other union universities, institutions to which we are committed, in formal fashion, constitute a first claim upon any additional funds which may come in the near future. Until these institutions are adequately provided for we cannot very well appropriate money to an institution in which, although we have an interest, we have no organic part. This is written with full recognition of the large number of Methodists who are attending Shantung Christian University and a full recognition of the moral obligation which rests upon our Church, to help train these men."

NAS-155 VOTED to express regret that the Board of Foreign Missions of the Methodist Episcopal Church does not now find it possible to meet the request for the assignment of Dr. Dildine to Shantung Christian University at this time, and to also express the hope that the way may later open for the assignment by them of someone to replace Dr. D. C. Baker.

MATTERS CONCERNING THE WOMEN'S COMMITTEE

Note was taken that the Executive Committee had referred to the North American Section Action FBM-823. Report was made that the Women's Boards of the Congregational and Canadian Boards had been urged to participate, and that it was hoped that the latter might be able to do so later.

It was

NAS-156 VOTED that the North American Section approves and endorses action FBM-823 as follows:

"That in view of the recommendation that all Departments of the University be open to women, Boards not now cooperating in the Women's Unit which have work in Mandarin-speaking China be urged to participate in the great task which has been assigned to Cheeloo, of training men and women to uplift the rural life of China, a task which will fail unless its constructive work is based on the home."



REQUEST FROM THE COMMITTEE FOR CHRISTIAN COLLEGES IN CHINA

Report was made that on February 25, 1929, the Committee for Christian Colleges in China took action requesting the universities cooperating in the work of the Committee to assume proportionate shares of the expenses of the Committee to June 30, 1929, Cheeloo's share of the total amount of \$7,086.00 being computed as \$864.00. Note was taken that Yenching University, and Lingnan University had already taken action accepting responsibility for the amounts requested from them, paying from current funds, with the hope that later procuring designated contributions for these amounts, and that full payment had also been made by Fukien Christian University and Yali. After consideration of present sources of income, it was

NAS-157 VOTED to pay from current receipts up to \$864.00 toward the expenses of the Committee for Christian Colleges in China to June 30, 1929, with the hope that designated funds for this object may later be secured.

CONTINUANCE OF MISS FRANCES WILSON ON THE NURSES TRAINING STAFF.

The Secretary reported the following letter, under date of January 23, 1929 from Miss Jacquet of the North China Conference of the Methodist Episcopal Church concerning the continuance of Miss Wilson on the Nurses Training Staff, in response to action NAS-108:-

"Your letter of December fourteenth was received. Before receiving it, I had received one from Tsinan asking that Miss Wilson be permanently appointed to Shantung Christian University. This question was considered by our society and we decided that we would be willing to loan Miss Wilson to the University for one more year. The understanding on the part of all our women here is I believe, that if at the expiration of the year, Miss Wilson feels that she is greatly needed there for another year in order to put the work in such condition that it can be carried on by someone else, we would than be willing to consider her appointment for another year. Since this action has already been taken and since it will practically meet with your desire for her appointment for two years, it has not seemed necessary to me to take further action".

It was

NAS-158 VOTED that the North American Section records its sincere appreciation of the action of the North China Conference of The Women's Foreign Missionary Society of the Methodist Episcopal Church in continuing the loan of Miss Wilson to the University Hospital, and express the hope that her permanent transfer to this important work can be arranged.

ELECTION OF OFFICERS AND APPOINTMENT OF EXECUTIVE COMMITTEE

NAS-159 VOTED to elect the following officers of the North American Section for the ensuing year:

North American Section of the Board of Governors - 7  
Shantung Christian University - March 27, 1929

Chairman:	Mr. Henry J. Cochran
Vice Chairman:	(Mrs. Wm. I. Haven
	(Dr. Alfred Gandier
Secretary:	Mr. B. A. Garside
Treasurer	Mrs. A. K. Shaw
Assistant Secretary, and	
Assistant Treasurer	Mr. Carl A. Evans.

NAS-160 VOTED to name as the Executive Committee of the North American Section for the ensuing year, the officers of the Section, and such out of town members as may be available.

The meeting adjourned at 5:10 P.M.

B. A. GARSIDE  
Secretary

Appendix "A"

50 Federal Street  
Boston

March 26, 1929

Board of Trustees, Shantung Christian University  
150 Fifth Avenue,  
New York City.

Gentlemen:

Your institution is named as one of the beneficiaries of the income from certain funds which Harvard-Yenching Institute has recently received from the Trustees under the will of the late Charles M. Hall. The income from this fund is to be distributed by the Institute quarterly on the first days of August, November, February, and May. The first remittance will be sent to you on or about May first and will include income accrued from January 1st, 1929.

Under the terms of the gift imposed by the Hall Trustees, Harvard-Yenching Institute must prescribe and approve the purposes and manner in which you are to use the income. It is obviously too early for the Institution to prescribe other than general purposes. Accordingly until further notice the income is to be used for the purpose of strengthening your instruction in Chinese language, literature and history and purposes which in the judgement of your Board of Trustees are incidental thereto.

We however, consider that the intent of the gift is that your institution may be put in a position to cooperate effectively with Harvard-Yenching Institute in the field of higher education in China, and in the future an effort may be made to carry out this intent by prescribing the purposes for which the money is to be used with more exactitude. In this connection the Institute will welcome any suggestions from your Board of Trustees as to the purposes for which your institution desires to use the income.

It is expected that the purposes specified in this letter will cover the use of income received prior to the end of the next succeeding fiscal year, viz., June 30, 1930. In February 1930 further suggestions as to the use of income for the ensuing fiscal year will be invited.

The income is to be expended through your appropriate officers and under the supervision of your Board of Trustees. You are requested to submit to the Institute in October of each year a statement in reasonable detail indicating the purposes for which the income received during the preceding fiscal year ending June 30th has been used.

Will you kindly inform our Treasurer at 50 State Street, Boston, Mass., of the name, title and address of the person to whom remittances should be made.

Yours very truly,

HARVARD-YENCHING INSTITUTE

By R. W. Boyden  
Chairman of the Trustees.

## THE ROCKEFELLER FOUNDATION

61 BROADWAY, NEW YORK

Far Eastern Office,  
Peking, China.

January 21, 1929.

Dear Dr. Scott:

I am enclosing a letter from Acting President Li of Shantung Christian University. While this is a personal letter, I am enclosing it since it will save my writing a duplicate of the statement he has made.

I heartily approve of both requests that were discussed in detail during my brief visit. G\$5,000. a year for three or four years would seem to me a minimum essential in carrying out the new program. They have some very definite ideas and I think this is a very modest estimate.

Will you also transmit to Dr. Warnshuis the suggestion regarding Dr. Butterfield? I have not my address book with me - consequently cannot write Dr. Warnshuis directly as I forget his address, but if Dr. Butterfield could be sent to China for, say a two year period, and located for most of that time at Tsinan, this would fulfill some of the long discussed plans with reference to mission work in China. Both of these plans certainly have my heartiest approval.

As I am reaching home by the next steamer after this letter, you may forward the enclosure and any answers direct to my office.

Very truly yours,

(Signed) Paul Monroe

Dr. George B. Scott, Secretary,  
Presbyterian Board of Foreign Missions  
156 Fifth Avenue,  
New York City.

PM.MC

SHANTUNG CHRISTIAN UNIVERSITY

Tsinan, China.

Office of the President

21st January, 1929

Dr. George T. Scott  
Presbyterian Board,  
156 Fifth Ave.,  
New York.

Dear Dr. Scott

We have recently had a visit from Dr. Paul Monroe, and though he was only able to spend one day with us we feel that his visit was of inestimable value and has done much to make clear the real significance of the rural programme which has been proposed for this university. You will realize that although the Senate and the Field Board of Managers whole-heartedly accepted this programme in its essential features and took action looking towards carrying it into effect, the administrative officers and staff have not been by any means clear as to the practical measures which could and should be taken, or how much of it is possible to do at all without some addition to the funds at our disposal.

Besides addressing the staff and students, Dr. Monroe held two long sessions with the Deans and Finance Committees. As an outcome of these discussions Dr. Monroe became convinced that before any practical steps could be taken it was highly desirable that the following additions should be made to our budget:-

\$2,000.Mex. per annum for week-end visits by small groups of students from all three schools to some nearby rural centre for the purpose of practical demonstration work in mass education, public health, recreation, social and religious activities.

\$2,000.Mex. per annum for establishing a sort of "laboratory" where staff and students could study the real needs of a rural district for the purpose of relating courses of study to them.

\$3,000.Mex. per annum for a teacher in Rural Sociology.

\$3,000.Mex. per annum for a teacher in Rural Education.

Of course these sums to be of practical value should be assured for at least three years, or until the funds to take their place are available from the financial campaign or from other sources.

Dr. Monroe also told us of the Proposal that President Butterfield should pay an extended visit to China, under the auspices of the International Missionary Council, for the purpose of carrying out two or three years' study of rural sociology. We were all agreed that it would be a tremendous help to us in formulating and putting into practice this new orientation of our work if a man of Dr. Butterfield's experience could make Cheeloo his headquarters say for one year, and while carrying out his investigations direct us in our working out of this rural programme. It would doubtless not only ensure the support of the people concerned in China, but it would soon produce tangible results in meeting the needs of the community and demonstrating to our students the infinite scope and value of the kind of work which we

1/21/29

seek to prepare them. We are writing to Dr. Warnshuis with regard to this matter, but would be grateful if you, with your long experience of and interest in this University would use your influence both in this matter and in the effort to secure additional funds. We were greatly interested to hear that you yourself are proposing to visit China in the Spring. We sincerely hope that you may find it possible to spend some considerable time in Shantung, and in Tsinan, so that you may gain a real insight into the problems and opportunities of the work in Cheeloo and may give us the benefit of your advise and counsel.

Yours sincerely,

(Signed) LI TIEN-LU  
Acting President

TLL/GMH

February 19, 1929

Dr. Li Tien Lu  
Shantung Christian University  
Tsinan, Shantung,  
China.

Dr. Paul Monroe;  
Teachers College  
New York City

Dear Dr. Li and Dr. Monroe

Permit me to address you jointly inasmuch as I have just received from each of you a letter bearing on the same subject and I am compelled to leave New York on rather short notice for an absence of a couple of weeks.

I have given some little thought to the proposals for increased funds which you recommend as necessary for new pieces of work at Shantung Christian University and also what impresses me as a very excellent commendation that President Butterfield should pay an extended visit to China under the auspices of the National Missionary Council. I am today laying this question before Dr. Warnshuis, as you requested.

It is a great gratification to hear of the yeoman and highly constructive work which Dr. Monroe is rendering during his visit to China and of the splendid way in which Shantung Christian University is going forward under Dr. Li's leadership.

In order that your recommendations may come officially before the Shantung Board of Trustees I am passing your letters on to Mr. B. A. Garside Secretary of the Board of Trustees, and am returning herewith to Dr. Monroe the enclosure which accompanied his letter to us.

With warmest personal regards, I am

Sincerely yours,

/s/ G.P. Scott.

GTS-MMF  
Copy to Mr. Garside.

MINUTES OF THE MEETING OF THE  
BOARD OF GOVERNORS, SHANTUNG CHRISTIAN UNIVERSITY

APRIL 8, 1929 - 10:00 A.M.

150 Fifth Avenue, New York City

Members of the Board:

Chinese Section: Dr. Li Tien-lu, Acting President, ex-officio, \*Dr. Chang Po-ling, Dr. Cheng Ching-Yi and Mr. Sung Hui-wu.

British Section Class of 1929

Miss Eleanor Bowser -B.M.S.	Rev. Charles Brown - B.M.S.
Dr. R. Fletcher Moorshead -B.M.S.	Dr.A.C. Ingle - B.M.S.
Rev. C.E. Wilson -B.M.S.	Dr. H. G. Judd - E. P. M.
Mr. Kenneth MacLennan -L.M. S.	*Mr. F. H. Hawkins - L. M. S.
Dr. H.H. Weir -S.P.G.	Rev. Godfrey Phillips -Alt. for Miss Crosby
Dr. A.W. Hooker -W.M.M.S.	Rev. C. W. Andrews - W.M.M.S.
Dr. P.K. Hill -Alt. for Dr. Hooker	Prebendary F. W. Isaacs -S.P.G.
Sir Alfred Lewis -Coopted	Miss Grace Crosby - S.P.G.
Mr. W. B. Sloan "	Dr. H.W.S. Wright, MS.,F.R.C.S., Alt. for Miss Crosby.
Professor J.P. Bruce "	Rev. W.T.A. Barber - coopted.
Dr. F. P. Wigfield "	Dr. Harold Balme "
	Miss E.G. Kemp "
	Miss E. G. Kemp "

North American Section:

*Miss Margaret E. Hodge -P.N.	*Dr. A. J. Brown - P. N.
Mr. Henry J. Cochran -P.N.	*Dr. George T. Scott - P.N.
Principal Alfred Gandier-U.C.C.	Mrs. C. K. Roys - P. N.
*Dr. R. P. Mackay -U.C.C.	*Dr. A. E. Armstrong - U.C.C.
*Mrs. W.F. McDowell-M.E.F.B.W.	*Mrs. J. M. Avann - M.E.F.B.W.
Dr. John H. Finley -coopted	**Mrs. W. I. Haven -M.E.F.B.W.
*Dr. Robert L. Dickinson "	*Mr. Robert E. Chandler -A.B.C.F.M.
Dr. Seth Milliken "	Mr. E.F. Willis - P. S.
*Dr. Paul Monroe "	

Alternates for any of the representatives of the Presbyterian Church North-  
\*Dr. E. M. Dodd,\*Mrs. A. K. Shaw; for any representatives of the United  
Church of Canada, Dr. A. G. Sinclair.

Corresponding Member: \*Dr. J. G. Vaughan

Those whose names are starred above were present for at least a part of the  
meeting. There were also present; Dr. A.L. Warnshuis, proxy for Dr. Hugh  
H. Weir, Dr. C.H.Fenn, Dr. E.W. Wallace, Mr.C.A. Evans and Mr. B.A. Garside.

Mr. Hawkins presided.

Opening prayer was offered by Dr. Mackay

PRESENTATION OF PROXIES

Proxies were presented in favor of Mr. Hawkins from Harold Balme, Miss



April 8, 1929

Eleanor Bowser, J. Percy Bruce, Miss Grace A. Crosby, Alfred W. Hooker, Arnold C. Ingle, F. W. Isaacs, Harold G. Judd, Miss Emily C. Kemp, Alfred Lewis, Kenneth MacLennan, Walter B. Sloan, F. Percy Wigfield, Dr. A. L. Warnshis presented a proxy from Hugh H. Weir. In accordance with minute 843 of the Administrative Council, Dr. Chang Po-ling held proxies for Dr. C.Y. Cheng and Mr. Sung Hui-Wu.

PRESENTATION OF EXCUSES

Excuses were presented for Mrs. C. K. Roys, Dr. C. Y. Cheng, Dr. John H. Finley, Dr. Alfred Gandier, Dr. Seth Milliken, Dr. A. G. Sinclair, Dr. H. H. Weir, and Mrs. E. F. Willis.

CHANGES IN ROSTER

Note was taken of the following changes in the roster of membership:-

British Section:

The re-election of Miss Bowser, Dr. Moorshead, and the Rev. C. E. Wilson by the Baptist Missionary Society; the re-election of Mr. MacLennan by the London Missionary Society, the re-election of Dr. Weir by the Society for the Propagation of the Gospel; the re-election of Dr. Hooker by the Wesleyan Methodist Missionary Society; the election of Miss Clara Hornby by the Wesleyan Methodist Missionary Society, Women's Auxiliary and the co-option of Prof. J. P. Bruce, Sir Alfred Lewis, Mr. Walter B. Sloan, and the Rev. C. G. Sparham, to the Class of 1933.

North American Section:

The re-election of Miss M. E. Hodge, and Mr. H. J. Cochran by the Board of Foreign Missions of the Presbyterian Church in the U.S.A. with Dr. Dodd or Mrs. Shaw to serve as alternates, the re-election of Dr. Alfred Gandier and the election of Dr. J. H. Arnup by the United Church of Canada, to the Class of 1933.

Note was taken of the expiring term of Dr. R. P. Mackay, and it was

G - 121 VOTED to request the Secretary to record a resolution expressing the deep appreciation of the Board of Governors of the services rendered by Dr. Mackay over a period of many years the assistance he gave at the time of the incorporation, and his helpfulness in counsel for the Board; and to assure Dr. Mackay of the affection in which he is held by every member of the Board.

MINUTES OF PREVIOUS MEETINGS

Note was taken of the distribution of minutes of the following meetings;

Board of Governors; April 12, 1928

British Section; March 14, 1928, May 16, 1928, September 14, 1928, November 30, 1928, December 7, 1928, and January 11, 1929.

North American Section, November 12, 1928, March 27, 1929.

Executive Committee, North American Section; April 24, 1928, Septem-

April 8, 1929

ber 24, 1928, December 17, 1928, and January 11, 1929.  
Women's Committee; April 11, 1928.

Report was made of an error in the minutes of the North American Section's meeting on March 27, in that the committee appointed at that time to consider the functions of the Women's Committee had actually been appointed by the Board of Governors on April 12, 1928.

G - 122 VOTED to approve the above minutes, subject to separate consideration and action on such matters in these minutes as are taken up in this meeting.

APPOINTMENT OF NOMINATING COMMITTEE

G - 123 VOTED to appoint Dr. Scott, Mrs. Avann and Dr. Chang to serve as a nominating committee to present to the afternoon session of the Board of Governors nominations for officers for the ensuing year.

REVIEW OF DEVELOPMENTS OF THE PAST YEAR

There was distributed to the members of the Board, with the docket of the meeting, a summary of events of the past year, prepared by the Secretary of the North American Section. In addition to this, Dr. Warnshuis spoke briefly of the negotiations afoot for the evacuation of the Japanese from Tsinan-fu and Dr. Chang stated that it was expected that this would be begun about the middle of the month. Mr. Hawkins stated that the minutes of the British Section, which had been regularly distributed to the members of the North American Section, reported all developments in Great Britain.

USE OF HARVARD - YENCHING TRUST FUND

Report was made of the letter received from Mr. R. W. Boyden under date of March 26, 1929 and the action of the North American Section NAS - 147, requesting a sub-committee to present to the meeting of the Board of Governors suggestions as to possible uses of the income from the Harvard-Yenching Institute Trust Fund for the current year and in the near future. The recommendations of this sub-committee were presented and considered. It is estimated that the income on the \$200,000. trust fund held for Shantung Christian University by Harvard Yenching Institute will be approximately G\$4,500. to June 30, 1929, and approximately G\$10,000. for the fiscal year ending June 30, 1930. It was

G - 124 VOTED that the Board of Governors of Shantung Christian University agrees to the conditions of the trust fund held by Harvard-Yenching Institute as set forth in the letters from the Chairman of the Trustees of the Institute, Mr. Roland W. Boyden, under date of March 26, 1929, as to the use of the income from the fund of \$200,000 held for the University and assures the Institute of its earnest desires to meet the requirements of the Institute both now and in the future.

G - 125 VOTED to request the Secretary of the North American Section to communicate with the Trustees of Harvard-Yenching Institute as to whether the study of social conditions, organizations and functions, which the University is being asked to under-

take can be included among the objects toward which the income from the Harvard-Yenching Institute Trust Fund will be applied.

G - 126 VOTED that the Harvard-Yenching Institute Trust Fund Income for 1928-29, Gold \$3,000.00 be used toward meeting the expenses of the department of the Chinese languages, literature, and history, and othe work incidental thereto, and that Gold \$1,500.00 be reserved for use in 1929-30.

G - 127 VOTED that of the Harvard-Yenching Institute Trust Fund Income for 1929-30 Gold \$6,000.00 be used toward meeting the expenses of the work already being done inf the department of Chinese language, literature and history, and such other purposes as are, in the judgement of the field authorities, incidental thereto, and Gold \$4,000.00 be applied toward strengthening and improving this work.

G - 128 VOTED that the field authorities be requested to work out plans for the most effective use of this income from the Institute Trust Funds, covering both present work and proposed developments as suggested above, and be further requested to send these plans to the two Sections for their information and approval, and for use in making reports to the Institute.

CHEELOO'S PLACE IN THE CORRELATED PROGRAM OF CHRISTIAN HIGHER EDUCATION  
IN CHINA.

Consideration was given first to the proposed "Rural Program for Cheeloo". In this connection note was taken of the minutes of the meetings of the North American Section of March 27th, pages three and four, and to Appendix "B" of those minutes and to the appointment of a sub-committee, at that meeting, to present recommendations on this matter to the Board of Governors at this time.

Dr. Monroe reported on his visit to Cheeloo a few weeks ago and the discussions held of the place of Cheeloo in the Correlated program and the meaning of the "rural program" proposed. He stated that there had been a fear in the minds of some of those on the field that the proposed program would limit the scope of the activities of the University's graduates, but that he believed the discussions did much to remove this misapprehension. Dr. Chang confirmed the statements which Dr. Monroe made, adding that Dr. Monroe's visit had helped the situation a great deal. Emphasis was laid on the importance, now that those on the field had been awakened to the possibilities of the proposed rural program for the university, that there be someone on the field, not merely to arouse enthusiasm, but to aid in the formulation of the program and its direction in its early stages.

Dr. Warnshuis spoke briefly to the Board of the action of the Jerusalem Conference in referring to the International Missionary Council the problems of rural work throughout the world for its study, mentioning the work Dr. Butterfield has been doing in South Africa along these lines, and the interest he had found when discussing the general subject with several deans of agricultural colleges in this country. It was

G - 129 VOTED that the Board of Governors records its cordial approval of

April 8, 1929

the proposal that some thoroughly qualified leader in the field of rural sociology and economics be asked to spend one or two years in China, with the seat of his work at Cheeloo, with a view to developing the University's rural program.

G - 130 VOTED that the Board of Governors appoint a sub-committee to make nominations for such a special appointee and to seek support for this work, and further to invite the International Missionary Council or one of its officers to cooperate in both of these functions.

It was decided to ask the present sub-committee consisting of Dr. Monroe, Dr. Warnshuis, and Mr. Garside to continue this work, coopting further members if necessary.

Consideration was then given to the cooperation of Cheeloo in the work of the Committee for Christian Colleges in China. Note was taken of the action of the Committee for Christian Colleges in China under date of February 25. It was reported that practically all of the institutions cooperating in this work had met their shares of the budget for 1928-29, and there was general agreement by the Boards of the desirability of the general plans.

Dr. Wallace on behalf of the Committee for Christian Colleges in China, requested, however, that definite approval of the work of the Committee be given, as well as support of the work. It was

G - 131 VOTED that the Board of Governors approves in principle the conduct of a joint campaign under the direction of the Committee for Christian Colleges in China, as the appropriate method of financing the Christian Colleges in China. It is the understanding of the Board however, that it does not commit itself by this adoption of a correlated program and prior to specific action by the Board after detailed study and all problems involved in such a joint campaign.

It was noted that Cheeloo's share in the budget of the Committee for 1929-30 was estimated, based on its income during this year from American sources as up to \$2,110.00. After consideration, it was

G - 132 VOTED to assume \$2,110.00 as the share of Cheeloo in the budget of the Committee for Christian Colleges in China for 1929-30 with the understanding that effort will be made to secure contributions for this object from interested individuals, but that pending the receipt of such designated contributions, the Treasurer be authorized to make payment of this amount from general funds.

On behalf of the Committee for Christian Colleges in China, Dr. Wallace requested that approval be given to an amendment of its constitution, empowering the Committee to coopt members to the number of one-third of its appointed membership.

G - 133 VOTED to approve an amendment to the constitution of the Committee for Christian Colleges in China, permitting the Committee to

co-opt members to the number of one-third of its appointed membership.

ELECTION OF OFFICERS

The nominating committee appointed during the morning session presented its report, suggesting nominating, and recommending that the offices of Recording Secretary, and Treasurer of the Board of Governors need not be held by the same person as heretofore. The Secretary was requested to cast the ballot for the following officers who were then declared duly elected:

Chairman:	Mr. F.H. Hawkins
Vice Chairmen:	Mrs. W.F. McDowell
	Dr. Alfred Gandier
Recording Secretary:	Dr. A. E. Armstrong
Administrative Secretaries:	The Secretaries of the Sections
Treasurer:	Mr. Henry J. Cochran
Assistant Treasurers	The Treasurers of the Sections.

BUDGET FOR 1929-1930

Attention was given to the budget for 1929-30 in the minutes of the Administrative Council's meeting of February 26-27, 1929, distributed to the Governors with the docket with covering letters from Dr. Li Tien-lu and a joint letter from both Dr. Lin Tien-lu and Dr. Shields, and a survey of the budget, attached as Appendix "A" to these minutes. It was

G - 134 VOTED that the Board of Governors approves the budget for 1929-30 as submitted, showing a total income and expenditure of Mex. \$333,375.00; with the understanding that the Administrative Secretaries will consult with the various cooperating Boards and agencies as to remove of their appropriations to Cheeloo and will advise the field of any corrections, which shall then be so incorporated into the budget by the field authorities, as to maintain the balance between income and expenditures.

G - 135 VOTED that the field be advised to use the income from the Harvard-Yenching Institute Trust Fund amounting to approximately G\$10,000.00 for 1929-30, plus a balance of approximately G\$1,500.00 from 1928-29, as follows:-

G\$6,000.00 toward the present work of the department of Chinese language, literature, and history, and purposes which, in the judgement of the field, are incidental to this work.

G\$5,500.00 toward increasing and strengthening the work of the departments of Chinese language, literature and history, especially along the lines of the new program of the University.

Mrs. A. K. Shaw reported briefly for the Women's Committee on their action of April 8, 1929 to the effect that the income from the fund of \$50,000.00 from the Estate of Charles M. Hall approximately E\$2,967.00 be appropriated and follows:-

Not to exceed Gold \$1,000.00 for the salary and office ex-

expenses of the Chinese Dean of Women.  
G\$250.00 to remain to America.

The balance to be used by the Women's Unit on the field as authorities may approve.

G - 136 VOTED that the income from \$50,000.00 of the Hall Estate Endowment amounting to approximately G\$2,967.00 be appropriated as follows:

Not to exceed Gold \$1,000.00 for the salary and office expenses of the Chinese dean of Women.  
Gold \$250.00 to remain in America, held for later designation.  
The balance to be used toward the budget for the Women's Unit as the field authorities may approve.

G - 137 VOTED to reserve Gold \$2,000.00 from the unrestricted Hall Estate Fund, to be held in this country for later designation by the Board of Governors.

G - 138 VOTED that such items of contingent income (as shown in Appendix "A") as are not met on the field, be met from unrestricted income from the Hall Estate as given above, together with general University funds released by G - 134.

G - 139 VOTED to appropriate toward the development of the rural program at Cheeloo for which M\$10,000.00 is requested by the field, the balance of the undesignated funds released in G - 138 after making deductions called for in G - 138 (Note:- This appears to be approximately M\$7,226.00 plus any receipts from items listed under contingent income.

#### PROMOTIONAL WORK IN BEHALF OF CHEELOO DURING 1929-30

Note was taken that at the meeting on March 27th the North American Section had given consideration to the question of whether during the next year Dr. Shields should be asked to come to America to seek support for the University, particularly to secure an endowment for the School of Medicine to replace, and possibly augment, the present annual grant of the Rockefeller Foundation. After consideration of the relation of such promotional efforts to the proposed campaign for the Christian Colleges in China which is now anticipated maybe lauched in 1930. It was

G.- 140 VOTED to record the opinion of the Board of Governors, that, in view of the larger campaign planned for next year, it is not advisable for Dr. Shields to return to America for this year for promotional work for Cheeloo.

#### THE PRESIDENCY

Note was taken of the report appearing in the minutes of the meeting of the Administrative Council on February 26,- 27th that Dr. Y.Y.Tsu had requested that his name be withdrawn from nomination for the Presidency. It was understood that a committee on the field is seeking a new nominee for the Presidency.

#### AMENDMENT TO THE BY-LAWS

Note was taken of the recommendation by the Administrative Council of the

meeting held on February 26-27th of certain amendments to the By-laws. It was

G - 141 VOTED to appoint a sub-committee, Dr. Armstrong, Mr. Wright, (of the firm of Rowell, Reid, Wright and McMillan) and Mr. Garside to investigate the legality of the suggested amendments to the By-laws, reporting to the North American Section and to the British Section for further consideration and action.

#### REGISTRATION OF THE UNIVERSITY

Attention was given to the following actions:- (1) the action of the Field Board of Managers on November 8-10, 1928, recommending that immediate steps be taken to register this University with the Nationalist Government; (2) the action of the British Section on December 7, 1928, expressing approval of the proposal of the field board that steps be now taken to register the University, if, in the view of the the Field Board, this can be affected without jeopardising the purpose for which the University has been established and (3) the action of the North American Section on March 27th, 1929, deferring action on this matter to the annual meeting of the Board of Governors. It was

G - 142 VOTED that in view of NAS34, March 23, 1927, BS-95, March 11, 1927 BS-183, December 7, 1928, BS-188b, January 11, 1929, the Board of Governors authorizes the Field Board of Managers to seek government registration within its discretion, whenever it seems advisable in the understanding:-

- (a) that the Christian character and purpose of the institution shall not be compromised and
- (b) that effort will be made under registration to continue the full religious liberty of the institution.

#### FINANCIAL GUARANTEES

Note was taken of M-835 (A.C. minute 0279) of the Administrative Council request of the Board of Governors to use its influence to induce the contributing Mission Boards to guarantee, as far as possible, for at least a period of five years, that there shall be no decrease in their support for current expenses and personnel. It was

G - 143 VOTED that the Board of Governors inform the field Board of Managers that after examining the recommendations contained in A.C. Minute 0270, finds that all the cooperating Boards have the same interest in the University as heretofore, and so far as the Board can ascertain, plans to continue its advisable to request the cooperating Boards to furnish guarantees covering a period of five years.

#### REORGANIZATION OF THE SCHOOL OF THEOLOGY

Consideration was given to M-836 (A.C. Minute 0271) of the Administrative Council concerning the reorganization of the School of Theology, if necessary in connection with registration of and to the minutes of the Baptist Missionary Society quoted in the Minutes of the British Section's meeting on January 11, 1929. It was

April 8, 1929

G-- 144 VOTED that pending further information from the field, the Board of Governors defer action on the proposed reorganization of the School of Theology, referring the matter to the Mission Boards for their consideration, but that meanwhile the Secretary of the North American Section be requested to inquire into the proposed directorship of the School and its relation to the University as a whole; to ascertain whether under paragraph 4 of this section the term "administration" means "internal administration", and what the present standards of the School are; to suggest that the President of the University should be ex-officio a member of the Board of Directors and to transmit the information received from the field to the constituent Boards.

COOPERATION OF GENERAL CONFERENCE OF THE MENNONITE CHURCHES OF NORTH AMERICA

Report was made of correspondence with the general conference of the Mennonite Churches of North America and of the appointment of Dr. Ed. G. Kaufman as a member of the staff of the School of Theology. There was presented to the Board a resume of information concerning Dr. Kaufman, a cablegram from the field inviting Dr. Kaufman to join the staff of the school of Theology if supported by the Mennonite Board, and a communication from Dr. J. W. Kliever, President of the Mennonite Board. It was

G - 145 VOTED that the Board of Governors cordially invites the General Conference of the Mennonite Churches of North America to participate in the University with the hope that they may do so on the basis of the minimum unit.

G - 146 VOTED to refer to the cooperating boards for their endorsement and approval the invitation extended to the General Conference of Mennonite Churches of America.

G - 147 VOTED that Dr. Ed. G. Kaufman be invited to join the faculty as a member of the staff of the School of Theology.

ITEMS RELATING TO THE WOMEN'S COMMITTEE

Mrs. Shaw reporting for the Women's Committee read the minutes of the meeting of the Women's Committee held on April 8th, appended to these minutes as Appendix B.

G - 148 VOTED to approve the minutes of the Women's Committee and to vote the appropriations recommended therein.

REPORT ON PLANS FOR NEW HOSPITAL

Dr. Dickinson, reporting for the special sub-committee appointed to study the proposed plans for the new hospital, reviewed the studies which had been made, and the points on which the Committee was not satisfied, recommending that further study be given to the plans, new drafts prepared, and sent to the field, and further information procured from the field. It was

G - 149 VOTED TO continue the sub-committee on hospital plans, with sincere appreciation of the services rendered, requesting the committee to make further inquiries and to report their recommendations to the field.



FIELD STAFF ITEMS

Note was taken of M-837 (A.C. 0272-0274) of the Administrative Council and it was

- G - 150 VOTED to approve the appointment of Dr. M.P.Gell (M-837) to the staff of the School of Medicine.
- G - 151 VOTED to approve the assignment of Mr. J. Cameron Scott to the teaching staff of the School of Arts & Sciences. (M-837).
- G - 152 VOTED to approve the request for the permanent appointment of Miss Frances R. Wilson to the staff of the Nurses Training School. (M-837).
- G - 153 VOTED to approve the reappointment of Dr. H. P. Lair (M-838).
- G - 154 VOTED to approve the appointment of Mr. H. F. Smith (M-838).
- G-- 155 VOTED to accept the resignation of Miss M. F. Logan (M-839).
- G - 156 VOTED to accept the resignation of Rev. H. H. Rowley (M-839).

CANDIDATES FOR DIPLOMAS AND DEGREES

Note was taken of actions M-840 and 841 concerning the candidate for diplomas and candidates for degrees.

COMMUNICATION FROM MR. ROGER S. GREENE

There was presented to the Board a letter from Mr. Roger S. Greene under date of March 27, 1929, concerning the salaries of Chinese staff. This letter attached as appendix C to these minutes. It was

- G - 157 VOTED that the Board of Governors instruct the Secretary of the North American Section to express the Mr. Roger S. Greene its sincere appreciation of the suggestions in his letter of March 27, 1929, and instruct the Secretary of the North American Section to forward this letter to the field for their thoughtful consideration.

PROPOSAL CONCERNING THE JUNIOR COLLEGES

Dr. Scott presented to the Governors a proposal that the work of the Junior colleges be made more distinctive, being recognised by the granting of a special diploma and degree. He referred to the system now in operation in India where an F.A. degree is given at the end of the Junior College Course, and emphasized the need for some similar plan in China where economic conditions make a full four-year collegiate course too expensive and too prolonged for a large percentage of the student class. It was

- G-- 158 VOTED that in order that junior college work and Junior College graduation may have a more distinctive recognition than at present, the Board of Governors requests that Board of Managers to consider the question of granting, on the satisfactory completion of a Junior College course, a suitable diploma and degree.

PROPOSAL FOR COORDINATION OF PRACTICAL WORK WITH COLLEGE STUDIES

There was also presented to the Governors the proposal that for educational, economic and other reasons there might well be a coordination of practical experience with college studies by alternating periods of study at the University and practical work outside along similar lines. It was pointed out that in Antioch College for example, such a coordination of practical experience with regular academic work is being successfully carried on. In the Department of Education and also in the Department of Theology some such arrangement might prove practicable at Cheeloo. It was

G - 159 VOTED that the Board of Governors refer to the Board of Managers the proposal of coordinating practical work with college study with the request that they report on the possibilities of alternating study in the University with practical work on the field, particularly in the training of teachers and preachers

The meeting adjourned after closing prayer offered by Dr. Fenn.

A. E. ARMSTRONG  
Recording Secretary.

SURVEY OF SHANTUNG BUDGET1929-30

(All amounts in Mex.)

I. EXPENDITURES

<u>DEPARTMENT</u>	<u>1929-30</u> <u>Budget</u>	<u>1928-29</u> <u>for com-</u> <u>parison</u>
General University	\$ 40,236.	\$ 36,326.
School of Arts and Science	76,336.	72,376.
School of Theology	24,461.	27,436.
School of Medicine	138,986.	145,289.
University Hospital	79,287.	86,855.
Extension Department	11,630.	11,580.
Library	4,000.	4,000.
	<u>\$374,036.</u>	<u>\$383,862.</u>
Less transfers	40,661.	54,419.
Net Total	<u>\$333,375.</u>	<u>\$329,443.</u>

II. INCOMEA. Regular

Cooperating Missions	190,416.	204,605.
China Medical Board	45,850.	54,850.
British Section of the Board of Governors	10,582.	7,102.
Women's Committee(W.F.M.S. & A.P.M.N.Women)	11,360.	-
Tuition Fees	15,875.	19,482.
Rent	5,964.	-
Hospital Fees	20,700.	18,000.
" subscriptions and Samaritan Fund	2,119.	1,000.
" department receipts	13,400.	13,700.
Government Provincial Grant	3,000.	3,000.
Laboratory Fees	340.	200.
Interest and exchange	439.	384.
Foreign Service Committee	200.	-
Women's dormitory fees	840.	840.
Extension Department	250.	200.
Rural Institute contingent	1,000.	-
	<u>\$322,335.</u>	

B. Contingent Income as requested by Field.

Board of Governors	\$5,000.	
Hall Estate Grant	3,370.	
Arts Department Contingent	<u>2,670.</u>	
	11,040.	
	<u>\$333,375</u>	<u>\$323,363.</u>

III. ADDITIONAL SOURCES OF INCOME

In place of the Contingent income amounting to Mex. \$11,040, listed above the New York office estimates that the following income will be available from Hall Estate Endowment and Harvard-Yenching Institute Trust Funds:-

From G\$1000,000. General Endowment	<u>Mex.</u>
G\$5,933. less G\$800. additional for home base administration, net G\$5,133.	\$ 10,266.
From G\$50,000. General Endowment received for Women's Unit                      G\$2,967.	5,934.
From G\$200,000. Harvard-Yenching Institute Trust Fund 1929-30	20,000.
From Harvard-Yenching Institute Trust Fund, balance from 1929-29	3,000.
	<u>\$ 39,200.</u>

MINUTES  
OF THE WOMEN'S COMMITTEE  
OF THE SCHOOL OF MEDICINE  
SHANTUNG CHRISTIAN UNIVERSITY  
April 8, 1929.

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A meeting of the Women's Committee of the School of Medicine of the Shantung Christian University was held at the Fifth Avenue Hotel at one o'clock April 8th, 1929.

Members present:      Mrs. W. F. McDowell, Chairman      Mrs. W. I. Haven  
                                 Miss Margaret E. Hodge                      Mrs. Arthur K. Shaw  
                                 Mrs. J. M. Avann,

Excused:  
                                 Mrs. Charles K. Roys.

Minutes

Voted that the minutes of the last meeting held April 11, 1928 be approved.

Ratification of Correspondence Actions

Voted approval of the following actions of Cooperating Committee for Women's Union Christian Colleges.

1. That the office of Cooperating Committee be discontinued on December 31, 1929.
2. That Cooperating Committee recommend to each of the Cooperating Colleges Committees and Mission Boards that on December 31, 1929, or as soon thereafter as possible, the Cooperating Committee for the Women's Union Christian Colleges in Foreign Fields be dissolved.
3. That an Administrative Committee of representatives chosen by the seven College Committees be named to cooperate with and advise with the Executive Secretary in order that in the three months remaining for the continuation of the office, provision be made for the conservation, in so far as possible, for everything gained through the efforts of Cooperating Committee and that this Committee after December 31, 1928, become a Continuing Committee to begin work when Cooperating Committee ceases to exist and continue its work until such time as the books of Cooperating Committee shall be closed.

Voted that Miss Margaret E. Hodge be elected as the member of the Administrative Committee for Shantung Christian University.

Treasurer's Report

Capital funds held for hospital buildings & equipment	\$118,149.26
Income balance	8,665.64
Total funds	\$126,814.90

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LIST OF SECURITIES

33,000	Bethlehem Steel Corp.	5s	1930	\$	2,985.00
2,000	" " "	5s	1930		1,992.50
10,000	Baltimore & Ohio R.R.Co.	4 $\frac{1}{2}$ s	1933		9,000.00
10,000	Chicago Rock Island & Pacific	4 $\frac{1}{2}$ s	1952		9,675.00
5,000	" " " " "	4s	1934		4,756.25
10,000	Edison Elec. Illum. Co. of Boston	4 $\frac{1}{2}$ s	1930		10,000.00
10,000	General Motors Acceptance Corp.	5s	1930		9,823.00
10,000	International Tel. & Tel. Corp.	4 $\frac{1}{2}$ s	1952		9,737.50
10,000	New York Power & Light Corp.	4 $\frac{1}{2}$ s	1967		9,750.00
10,000	Pacific Gas & Electric Co.	4 $\frac{1}{2}$ s	1957		10,000.00
10,000	Public Service Co. of No. Ill	5s	1931		9,937.50
10,000	St. Louis, San Francisco Ry. Co.	4 $\frac{1}{2}$ s	1978		9,675.00
10,000	St. Louis, Iron Mt. & So. Ry. Co.	4s	1929		9,900.00
10,000	Mecklenberg County of No. Carolina	6s	1929		10,017.51
			Total		\$118,149.26

Voted that the Report of the Treasurer be approved and filed.

Voted that the Committee approve the action taken by the Treasurer in transferring \$2,622.11 from income to Principal, in order to care for the purchase of securities.

Voted that the Committee approve the purchases made of

5,000	Bethlehem Steel Corp.	5s	1930
10,000	Mecklenburg Co. of No. Car.	6s	1929

American Board Grant

The Committee expressed its appreciation upon learning of the receipt of \$300. gold from American Board of Commissioners of Foreign Missions on February 26, 1929, included in its annual appropriation for the School of Theology towards the salary of a Chinese dean of women.

Appropriation for Chinese Dean of Women

Voted that in addition to the American Board's Grant of \$300. gold towards the salary of a Chinese dean of women, the Committee recommends that gold \$1,000. of the income from the \$50,000. of the Hall Estate set aside for Women's work in Cheeloo, be used for salaries, rent, office, expenses of the Chinese Dean of Women, - and that gold \$250. be held in reserve in the United States of America, the balance being sent to the field be used for the budget of the Women's Unit.

Hospital Plans

Voted that the Committee ask the Board of Governors that the joint committee on hospital plans, consisting of the medical men of the North American Section and the members of the Women's Committee of the School of Medicine, be continued for the purposes of further reviewing the hospital plans.

Canadian Board

Miss Hodge reported word from the Women's Missionary Society of the

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Women's Committee  
School of Medicine Shantung Christian University

United Church of Canada which indicated their interest and the hope that they would soon be able to become one of the cooperative boards, For the present, however, they could only provide the services of Miss Brody.

Rent

Voted on motion of Miss Hodge seconded by Mrs. Shaw, that the item of rent asked of the W.F.M.S. on account of two of the representatives of said society who cannot be housed in faculty residence is cared for from accumulated income on funds held in Shanghai.

Repairs

Voted that the Committee authorize the Medical School to expend up to Mex. \$10,000. from interest accruing on hospital building funds in Shanghai for necessary permanent improvements in the Medical Department.

China Medical Board.

The secretary was instructed to report to the China Medical Board that the Women's Committee has fulfilled their requirements with said Board to qualify for their grant of Mex \$40,000. toward the Budget of the School of Medicine, for the year closing June 30, 1929. The Women's Foreign Missionary Society of the Methodist Episcopal Church has provided:-

	<u>Mex.</u>
Dr. Julia Morgan	\$3,000.00
Miss Frances R. Wilson, R.N.	3,000.00
Nationals	
Chinese Assoc. Prof.	900.00
Chinese Physician	400.00
Medical Interne	900.00
Hospital Bible Woman	240.00
Scholarships	
Nurse	80.00
Medical	3,640.00
Undesignated	200.00
	Mex. \$12,360.00
2 salaries - 1/2 yr. each	3,000.00
	Mex. \$15,360.00

The Board of Foreign Missions of the Presbyterian Church, through the Women's Committee, has provided salaries of missionaries?

Dr. Susan Wadell	Mex.	\$3,000.00
Dr. Annie B. Scott	"	3,000.00
Dr. Arabella Gault	"	3,000.00
Miss Margaret Vanderbilt	"	3,000.00
Appropriated for current	"	5,000.00
	"	\$17,000.00
	"	15,360.00
	"	\$32,360.00

Women's Committee  
School of Medicine Shantung Christian University

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A total of Mex. \$32,360. on the Mex \$28,000. required.

The meeting adjourned.

LUCY LEPPER SHAW  
Secretary.



The Rockefeller Foundation  
61 Broadway, New York

Roger S. Greene  
Vice President in the Far East

March 27, 1929

Dear Mr. Garside:

Referring to our conversation this morning I wish to confirm what I said then as to the doubt which has arisen in my own mind about the policy of the Shantung Christian University in the matter of salaries of Chinese staff. A case came to my attention last year of a vacancy in the Department of Otolaryngology which had previously been filled by a foreign teacher. I was asked to suggest a Chinese to fill the vacancy and proposed a member of the staff of the Peking Union Medical College who had had several years of training and experience in this field, including a year abroad. I proposed that, if he seemed to be qualified for the position he should be offered a salary equal to that of the foreigner whom he was succeeding since that salary would not be in excess of what Chinese professors in government institutions are receiving. As I think you know, salaries in Chinese government schools are not excessive and may even be regarded as inadequate for men with large families. In reply to my suggestions the representative of the Medical School informed me that it would be out of the question for the University to pay any such salary as I had suggested and so far as I know there was not even any investigation of the qualifications of the man whom I had suggested nor any attempt at a conference with him.

This policy causes me a good deal of concern: first, because it raises doubt as to whether the funds which the mission boards are contributing to Medical education are being used as economically and effectively as they might be; and secondly, because it will, in my opinion, be impossible to build up a competent and loyal Chinese staff unless salaries approximately equal to those paid in the ordinary government colleges are established for Chinese members of the staff. It will be obvious to you that without a strong and enthusiastically loyal Chinese staff the outlook for securing large local contributions for the support of the institution will not be favorable. It may be that consideration such as these might influence to some extent the attitude of the Rockefeller Foundation towards current applications for aid to the Shantung Christian University and it therefore seems only fair to let you know how I feel on this subject.

Yours sincerely,

(Signed) Roger S. Greene

Mr. B. A. Garside  
Shantung Christian University  
150 Fifth Ave.,  
New York, N.Y.

RSB:EFC

SHANTUNG CHRISTIAN UNIVERSITY

BRITISH SECTION OF THE BOARD OF GOVERNORS

MINUTES of meeting held at 19, Furnival Street, Holborn,  
E.C.4. on Friday, May 10th, 1929

PRESENT Dr. Harold Balme (in the Chair)  
Rev. W.F.A. Barber  
Miss M. E. Bowser  
Dr. J. Percy Bruce  
Mrs. J. C. Carr  
Mr. F. H. Hawkins  
Dr. A. M. Hooker  
Dr. Arnold C. Ingle  
Dr. Harold G. Judd  
Miss E. G. Kemp  
Dr. R. Fletcher Moorshead  
Mr. Walter B. Sloan  
Dr. H. W. S. Wright

PRAYER.

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

NS-210. APOLOGIES FOR ABSENCE.

An apology for absence was received from Sir Alfréd Lewis.

BS-211. MINUTES.

The minutes of the last meeting, having been circulated, were taken as read and signed.

BS-212. CORRESPONDENCE.

Letters from Sir Alfred Lewis and Mr. Sloan, accepting co-option, were presented.

A letter (24.4.29) of Dr. Wheeler, thanking the British Section for their minute of appreciation, was reported.

BS-213. HEALTH OF DR. MACRAE.

A letter (14.3.29) re the health of Dr. MacRae was reported.

BS-214. ROCKEFELLER FOUNDATION.

The Secretary reported that Miss Gladys Nunn had asked him to apply to the Rockefeller Foundation for a travelling fellowship for her, but the Foundation had not been able to grant this.

BS-215. ANNUAL MEETING.

The Minutes of the Annual Meeting, held on April 8th, 1929, in New York having been received on the morning of May 10th,

were distributed at the meeting, but detailed study of them was impossible. It was AGREED to bring them up again at the next meeting, so that the Governors could then raise any questions upon them which did not arise in the course of this meeting.

Mr. Hawkins reported on the meeting, making reference to the docket and various points in the Minutes, and giving information about them.

Special note was taken of the fact that a sub-committee had been appointed to investigate the legal implications of the proposed Amendments to the Byelaws, and that it would report to the two sections later for further consideration and action.

The action taken on the subject of Financial Guarantees was noted as not further steps are required from this Section.

Considerable discussion took place on the question of the reorganization of the School of Theology, and the Section instructed the Secretary to write endorsing the comments made by Mr. Garside on this subject in his letter of April 29th, 1929, to the Acting President and Vice-President, and pointing out the great concern of the British Section that the scheme for re-organization should involve the continuation of close and vital relations between the Board of Governors and the proposed Board of Directors for the School of Theology, and further a close organic relationship between the proposed Board of Directors of the School of Theology and the Field Board of Managers, as well as between the Faculties of the two institutions.

BS-216. MINUTES OF NORTH AMERICAN SECTION.

The Minutes of the North American Section of March 27th, 1929, which had been circulated to the Governors, were noted.

BS-217. MINUTES OF ADMINISTRATIVE COUNCIL.

The Minutes of the Administrative Council of February 26th, 1929 with a covering letter from Dr. Li Tien-Lu, circulated since the last meeting, were noted, and various points were illuminated by discussion.

BS-218. STATEMENT OF ACCOUNTS.

The Statement of accounts for 1928/29 was presented by Mr. Judd, showing receipts had been £1,054.18. 9. and expenditure £975.16. 8. The balance at bank on March 31st, 1929, stood at £538.10.11. and this included £348. to cover Miss Hickson's furlough expenses.

The Section was very gratified at the improvement which is gradually taking place in the financial situation and expressed its thanks to Mrs. Carr and Mr. Judd for their efforts.

It was agreed to transfer £180. of the balance to the Capital Fund in part restoration of the sum owing to that Fund and to notify the Field that the sum of £200 is now available

in that Fund for transmission to China.

Mrs. Carr gave a brief report of the Promotion work of the past year.

BS-219. BUDGET FOR 1929-30.

The Budget of the Section for 1929-30 was presented as follows by the Treasurer, and accepted;

Salary and Insurance	£123. -- 8.	
Rent	25. -- --	
Telephone and Telegraph	12. -- --	
Postage and Carriage	18. -- --	
Printing and Stationary	18. -- --	
Literature	60. -- --	
Deputation and Expenses	20. -- --	
Sundries	<u>10. -- --</u>	285. -- 8.
Carr Scholarship		15. -- --

Field Budget:

Miss Hickson	\$1852.	
General Expenses	3500.	
Medical Salary	<u>1500.</u>	<u>685. -- --</u>
		<u>£986. -- 8.</u>

BS-220. UNIVERSITY BUDGET FOR 1929-30.

It was noted that the Minutes of the Annual Meeting on the subject of the University Budget instructed the Administration Secretaries to communicate with the various societies and report any modifications to the Field for necessary adjustment.

The British Section regretfully found itself unable to agree to the small increase in the remittance anticipated from it in view of the fact that any increase in receipts in this country must be present be applied to repaying the Capital Fund, and the Secretary was instructed to notify the field to this effect. The British Section therefore accepted the following appropriations:-

Secretary to President	\$1852.	
Travel	1500.	
Substitute during furl.	<u>1980.</u>	\$5332.
General Expenses		3500.
Medical Salary		<u>1500.</u>
		<u>\$10,332.</u>

BS-221. CCHINA MEDICAL ASSOCIATION.

A letter, dated March 1929, from Dr. J. L. Maxwell, the Executive Secretary of the China Medical Association, was

noted. The Secretary was instructed to inform him that the University is fully in agreement with the Association in its views as to the continued need of foreign medical missionaries in China.

BS-222. CHRISTIAN COLLEGES IN CHINA.

A report on the activities, and Minutes, of the Committee for Christian Colleges in China, was received.

BS-223. DATE OF NEXT MEETING.

Friday, September 13th, 1929, at 5 P. M.

MEMORANDUM MINUTES OF MEETING  
SPECIAL COMMITTEE ON HOSPITAL BUILDING PLANS  
BOARD OF GOVERNORS, SHANTUNG CHRISTIAN UNIVERSITY

9:30 A.M. June 1, 1929

150 Fifth Avenue, New York City

Members of Committee Present

Dr. R. L. Dickinson  
Mrs. W. I. Haven  
Mrs. A. K. Shaw

Present by Invitation

Dr. Samuel Cochran  
Mrs. F.C. (Frances Heath) Hughson  
Dr. E. H. Hume.

Dr. Dickinson presided.

The Committee gave consideration to a report prepared by Drs. Milliken and Dickinson in consultation with a number of other medical men and hospital administrators. There was also distributed for the information of those present copies of a letter from Dr. Shields to Mrs. Shaw under date of April 17, 1929. Copies of the proposed plans for the hospital were also before the Committee and were given detailed study.

The time of the Committee was given chiefly to a study of the report prepared by Drs. Milliken and Dickinson. This report is quoted below and following each section the discussion of the Committee are summarized:-

Report of Sub-Committee on Hospital Plans

With Summary of Discussion by  
Committee.

I. General Features of the Plans

The Sub-committee was instructed to hold up the plans only in case its advisors found serious reasons for so doing.

The following doctors freely contributed time to study the plans:-

- S. S. Goldwater, Hospital Consultant, former Superintendent Mt. Sinai Hospital.
- Samuel Cochran, Former Dean, Shantung School of Medicine, Tsinan.
- T. Dwight Sloan, Former Superintendent Nanking and P.U.M.C., now Superintendent Postgraduate Hospital, New York.
- T. D. Van Buskirk, Vice-President of Severance Hospital and Medical School, Seoul.
- W.D. Neally, Superintendent, Brooklyn Hospital.
- E. H. Hume, Formerly President, Yale-in-China, Director of Postgraduate Hospital, New York.
- J. G. Vaughan, Former Hospital in China, Medical Secretary, Methodist Episcopal Board of Foreign Missions.
- R. L. Dickinson, Former President, Brooklyn Hospital Staff; has notes on fifty eight hospitals, and medical schools visited in China in 1919, Korea and Japan in 1919, and plans of many of them.

Others have given advice on special items.

The group was somewhat handicapped because no explanations came with the plans, since these might have answered some of the questions which arose. Moreover, there are local problems that we are not altogether qualified to consider. For example, the reason for absence of basement and space for storage there; storage facilities in nearby building; the relative proportion of private patients; size of private rooms and provision therein for servants and members of family, and for closet in such rooms; requirements for foreign food; need of space on roofs or balconies -- these are some of the special or local problems on which your committee feels that men on the spot are better qualified to make decision than any of our group here. Moreover, it has seemed to each of the men who were consulted that the sub-committee was justified in stressing full and detailed study and reconsideration of the plans. Basic questions were raised by all those named above, questions which involve considerable changes, chiefly in the readjustments of units if not in the general plans themselves. Therefore, time has been taken for repeated consultation. It was hoped that sketch plans might be drawn up here, for sending to China, but we have finally decided to forgo this attempt except for such section as operating rooms.

Discussion. The Committee expressed general approval of statement. Dr. Cochran stated that the absence of a basement is due chiefly to the problem caused by dampness during the rainy season.

Type of Architecture. Whether to build Chinese roofs or to adhere to some such plan as that submitted will depend chiefly on the decision of the need for balcony and roof space. In most of the hospitals which treat acute cases or patients of relatively short stay, these who are put on the roofs or balconies are children, sufferers from joint and bone diseases, tuberculous patients and the septic, as after labor. Therefore, as cost is to be seriously considered, a moderate space on balconies and roofs is to be provided. Roof space involves foreign architecture. On the other hand, utilization of roof space calls for so much labor in moving beds in and out, particularly with showers, that it is not very generally resorted to.

Discussion. Dr. Hume stated that in Yale-in-China the hospital architecture is Chinese in style and modifications to give flat roof space. The Soochow Hospital was also referred to. The Committee agreed that this consideration should be kept in mind, and expressed itself as favorable to Chinese architecture if the necessary adaptations could be made and the cost not be materially increased.

Simplification of Ground Plan to Avoid Jogs or Recesses. A very considerable saving can be effected by cutting out certain comely architectural features. This applied (1) to the solarium - the rooms at the south end of the south wings where the jog each side of the projection is not sufficient to admit of a window, and where two beds could be added if there were no such form of projection. Omission of the jog applies particularly to the north wing where the expense can hardly be justified and counts for little.

Discussion. The Committee gave general approval to this statement, particularly to it as it applies to the north wing.

The secondary ward on each wing such as that for children on the second and fourth floors, located, as it is, in a pocket, is subject to general criticism. By shortening the south wings and other economies as might be possible to save enough to carry the building up another story and provide for the extra

instead of the present awkward location.

Discussion. Mrs. Hughson stated that one reason for the present location of the childrens' wards was that it was thought that the number of children's treated would be smaller than the number of adults, and they would be more easily moved.

## II. First Floor Plan

Entrance. The present layout calls for six or seven outer doors. The bare essentials are a main entrance and a service entrance. The present arrangement would require three complete admitting offices, one for the main entrance, one for ward patients, and one for private patients.

It is recommended that the main entrance be altered to the following fashion: provision be made for admission of patients and students; the information bureau be moved to the business room on the left; the place provided for hospital superintendent be turned into a waiting room; a room near the stairs be used for private patients' waiting room. Of two admitting entrances are deemed on the field to be important, the west wing is probably best. The doctors sitting room and bedrooms, presumably for male internes, to be moved to one of the other wings in order to make room for the superintendent and business affairs in this west division.

Discussion. Dr. Cochran stated that the local situation is such as to make it essential that the entrance for private patients be distinct from that for ward patients. It was also stated that the main entrance would be used chiefly for business and administration rather than for the admission of patients. The judgment of the Committee was that the field should be asked to restudy the question of entrance with the above qualification of entrances for the above considerations in mind but that final decision be left to the judgement of the field, since these in touch with the local situation can make the wisest decision.

Elevators: The elevators should be turned into the North Hall; the near elevator for patients and visitors, and the northerly elevator for service. Room for a third elevator might be left in the space for stair cases by making the stair case run around the elevator. This evidently could be the service elevator, particularly if another floor were added now or later.

Discussion. The Committee emphasized the need for adequate and efficient elevator service, in order to facilitate the most effective use of the building.

Kitchen. It was agreed by everyone that the kitchen is insufficient in area. The west and east walls should each be moved outward seven feet to the full width of the building. This would furnish a floor space of 25 x 42 provided the partition walling off the food cars were omitted. The scullery should have wide and direct communication with the kitchen. The porch outside the present sewing room might be moved to the opposite side of the wing. The jogs should be taken out of this wing.

Discussion. There was general approval of the above suggestions. Mrs. Hughson pointed out, however, that the kitchen space required for the preparation of Chinese food is not as great as would be needed for the preparation of western food.



The isolation quarters are not now arranged as nearly independent unit. Utility room, toilet, nurses quarters are required. Ventilation in a northerly direction is desirable.

Doors across the north hall at some point have been doubtless provided, but are not shown on the plan. Without these anyone entering looks clear to the kitchen.

The Committee accepted these suggestions without special comments.

### III. Second and Third Floor Plans

Hall Width. Seven feet instead of eight feet is suggested.

Private Patients. The administration of six private rooms is not thought to be economical as a unit unless in charge of a nurse under the head nurse for the floor. It is suggested that the medical and surgical private patients be grouped on a single floor for the sake of facility in their care. Private and semi-private patients can well be grouped together for control and service. Twenty patients is a minimum group for economic administration in this country. A restudy of this problem is in order. The size of the private room will depend upon whether servants or members of the family should be provided for, as is, we understand, the case in the Japanese hospital. On the whole, 14' x 12' or 15' by 12' is a better size room than 12' x 12'5". Then the room could be used for two patients if necessary.

Discussion. The Committee agreed to the desirability of regrouping the private patients for facility in their care.

Children's Wards: These should be small. Cubicles are now standard practice, with glass upper parts of partition to permit supervision. As an example, pneumonia cases belong by themselves. The children might be well placed on the fourth floor as there is the largest roof space on this floor over the third floor wing.

In these plans there is no sink and service room for the semi-private patients.

Agreement is general that as between adults' and childrens' wards, the children belong at the south end of the wing.

If the plan is maintained for the secondary ward in the angle between main building and south wing, as in the gynecology ward, the upper part of the north wall of the ward can carry pivoted sash so as to furnish ample ventilation.

The film storage problem is acute, in view of the Cleveland disaster. It has to be placed where ample cross ventilation is available and no steam pipes run through. A concrete room gives the necessary protection.

Discussion. The Committee approved the above comments and recommendations. It is agreed that the problem of film storage should be given particular attention, and that this storage room should be located in some place either in the hospital or elsewhere with a view to safety and isolation.

### IV. Fourth Floor Plans.

Operating rooms. At present two grave faults are shown in the plans: 1

volving non sterile people crossing the floor, either to scrub rooms or to view operations. The first is easily remedied by the standard arrangement of placing the scrubroom between the operating room with entry from the hallway and exit, after scrubbing to the operating room. The sterilizers go between the operating room which is also standard, provided very free outward ventilation and ample fan exhaust is furnished. The new Harper Hospital in Detroit is well satisfied with these two arrangements. As to the difficult provision for students and visiting doctors, the device successfully used in Brooklyn hospital for operating rooms of this size is suggested and the plans forwarded. With scant loss of floor space a lateral alley behind a low partition, with glasses in upper part, gives access to the North or window side of the room. There is a long bench, a raised alley for standing, and a window ledge seat provided for two or three ranks as desired. The alley gives a side view in case of large numbers being present.

The anesthesia room need be only wide enough for one two foot wagon or table, and a passage around this and is to be turned east and west. The extra wagons can stand in the hall, or one across the far end. A utility room is needed close by, and a telephone booth. The plan shows what experience had developed with this type of operating room wing.

Discussion. The Committee approved the suggestions given above for revision of the plans of the operating rooms. Dr. Cochran mentioned the problem of steam for the sterilizing room if located between the two operating rooms, but it was agreed that an exhaust fan would meet this difficulty. The problem of operating in too high a temperature during the hottest part of the summer was also referred to.

#### General Discussion

The Committee briefly discussed several problems not covered by the above report:-

Exterior Appearance. Dr. Dickinson pointed out that the tendency in American hospital architecture is toward plainness of exterior in order to utilize the largest possible part of available fund for providing maximum facilities and equipment. A pleasing impression is given primarily through providing an attractive approach and entrance. The Committee agreed that further study should be given to the question of an attractive exterior appearance and expressed its desire that the matter be carefully considered by the field.

Supervision of Construction. The Committee expressed its judgment that the construction of the hospital should be supervised by some man who is both a competent architect and is familiar with modern hospital planning.

Possible Delay in Completion of Entire Plant. It was noted that Dr. Shield's letter of April 17th suggested that it might be found necessary because of limited of available funds, to postpone until later certain parts of the construction, as for example the westernmost wing, which is to be devoted chiefly to private patients. It was formally suggested that if such a change was found necessary, it might be possible to accommodate private patients for the present in the first floor of the southeast wing, now assigned to isolation patients.

B. A. GARSIDE

Secretary

SHANTUNG CHRISTIAN UNIVERSITY

BRITISH SECTION OF THE BOARD OF GOVERNORS

MINUTES of meeting held at 19, Furnival Street, Holborn, E.C.4.  
on Friday, September 13th, 1929

PRESENT Dr. Harold Balme (in the Chair)  
Rev. W.T.A. Barber  
Miss M.E. Bowser  
Dr. A.W. Hooker  
Dr. R.Fletcher Moorshead  
Mr. W.B. Sloan  
Rev. C.G. Sparham  
Dr. H.H. Weir.  
Rev. C.E. Wilson  
Dr. H.W.S. Wright

PRAYER.

The meeting opened with prayer led by Mr. Sloan.

BS-224. APOLOGIES FOR ABSENCE.

Apologies for absence were received from Dr. Charles Brown, Mrs. Carr, Mr. F.H. Hawkins, Preb. Isaacs, Mr. Judd, Miss Kemp, Sir Alfred Lewis and Mr. MacLennan.

BS-225. MINUTES.

The Minutes of the last meeting, having been circulated, were taken as read and signed.

BS-226. REV. C.G. SPARHAM.

A letter from Rev. C.G. Sparham, accepting cooption on to the British Section was received, and Mr. Sparham was welcomed as a member of the Board of Governors.

BS-227. BUSINESS ARISING FROM MINUTES.

The Minutes of the Annual Meeting of the Board of Governors held on April 8th 1929 in New York were brought forward, but no Governors wished to raise any further question on them.

In reference to Minutes G 129 and 130, Mr. Hawkins reported by letter that it had been agreed that Dr. Butterfield should visit India first and not proceed to China before the autumn of 1930.

Mr. Hawkins also reported by letter his discussion in New York as to the future place of the Annual Meeting and the Section : AGREED:

"to suggest to the North American Section that the Annual Meeting should be held in New York and London in alternate years, unless there are reasons, owing to the presence of members of the North American Section in England or of members of the British Section in America, for varying the practice."

A letter 13.6.29 from Mr. Garside was received, stating that he proposed to send dockets of the Annual Meeting to all Governors in future, if possible at a date early enough to enable them to instruct proxies before the date of the meeting.

BS-228. GENERAL CONFERENCE OF MENNONITE CHURCHES IN AMERICA.

Letters from the Baptist Missionary Society, the Presbyterian Missions Committee, the Society for the Propagation of the Gospel, and the Wesleyan Methodist Missionary Society, approving the invitation to the General Conference of the Mennonite Churches in America to cooperate in the University, were received.

BS-229. BYELAWS OF THE BOARD OF GOVERNORS.

A first tentative draft of the Proposed Alterations to the Byelaws of the Board of Governors, forwarded by Mr. Garside, was received and discussed by the Section. No action was taken in view of the fact that the draft needs to be considered by Mr. Wright, the Toronto lawyer and the special Sub-Committee appointed by the Annual Meeting before action can be taken.

BS-230. HALL ESTATE GRANT.

A letter 16.8.29 from Mr. C. A. Evans, the Assistant Treasurer, enclosing a letter from the Harvard-Yenching Institute, defining the conditions under which the income from the \$2000,000. applicable to the University can be used, was considered. The Section was clear that the terms laid down by the Institute are in accordance with the trust and strict adherence to them is absolutely necessary though they noticed that for this year a certain liberty might be allowed. The Section AGREED!

"to refer to the Field Board of Managers the reconsideration of the allocation of this income in accordance with these conditions, and to recommend that the University should decide what portion of the income it can utilise for new work in the appropriate departments, without rendering the departments of the School of Arts and Science lopsided. "

BS-231. MINUTES OF THE FIELD BOARD OF MANAGERS.

The Minutes of the Field Board of Managers, July 2-3rd, 1929, with covering letters from Dr. Li Tien-lu and Dr. Shields, were considered.

NOTE was taken of the various minutes FBM 848 to 880, with the exception of the following in which other action was taken:

FBM 848. Division of School of Arts and Science into Two Colleges. Approved.

FBM 850. Head of Department of English in School of Arts. APPROVED.

FBM 852. Director of Out Patient Department. APPROVED.

FBM 853. Hospital Superintendent. APPROVED.

FBM 854. Director of Rural Extension Work. APPROVED.

FBM 856. Mr. E.L. Phillips. APPROVED.

FBM 857. Resignation of Dr. Luella Miner.

RESOLVED:

"In receiving, with great reluctance and regret, the resignation of Dr. Luella Miner from the post of Dean of Women, the British Section desires to record its deep appreciation of the splendid services which Dr. Miner has rendered during her tenure of office. The Section gratefully acknowledges that it is largely to Dr. Miner's experience and wise administration, and to her personal influence upon the lives of the women students that the successful establishment of co-education in the University is to be attributed, and rejoices to know that Dr. Miner is only asking to be relieved of the burdens of ministration in order to be the more free to devote herself to literary and teaching work in the institution. The Section earnestly hopes that she may long be spared for this important service."

FBM 859. Head of Department of Surgery, School of Medicine. APPROVED.

FBM 864. School of Nursing.

This Minute, with comments of the acting President and Vice-President and the Statement of the Curriculum proposed, was considered at some length. The Sections is definitely in favour of a School of Nursing on the general lines suggested, and awaits with interest the results of the further consideration of the question by the field Board of Managers.

FBM 866. Nomination of President.

RESOLVED:

"The Section approves unanimously and enthusiastically the appointment of Dr. Li Tien-lu as President of the University for a period of five years, and in doing so desires to place upon record its deep appreciation of the services which Dr. Li has rendered hitherto in various capacities to the University and the spirit in which he has done the work. It desires to offer its most hearty support to the first Chinese President of the University in what it recognises must be an extremely difficult task and rejoices that it has had the opportunity of some personal acquaintance with the New President which enables it to appreciate the more fully the powers and qualities which he brings to the post."

FBM 871. Ranking of Staff. APPROVED.

FBM 874. Allocation of Hall Estate Income and FBM 877. Budget.

In view of the letter from the Harvard-Yenching Institute (Minute BS-230), the Section AGREED:  
"to ask the field Board of Managers to reconsider these minutes."

FBM 875. Request to Board of Governors for Release of God \$2000.  
APPROVED.

FBM 881. Rank of Dr. Ch'eng Chi Pao.

This Minutes was not considered, as Dr. Li had reported that Dr. Ch'eng Chi Pao had tendered his resignation.

BS-232. LETTERS FROM CHINA.

<sup>1</sup>/<sub>2</sub> A letter 10.7.29 from Dr. Li Tien Lu, commenting on the Minutes of the Annual Meeting of the Board of Governors, was considered, but did not call for any action.

Another letter of the same date, making a proposal for the use of the £200 in the Capital Funds held by the British Section, was considered, and the Section AGREED:

"that this money be used for the building of a gymnastic dressing room close to the athletic field."

BS-233. STATEMENT OF ACCOUNTS.

The audited Statement of Accounts of the British Section for 1928-1929 was laid on the table. The Section passed a hearty vote of thanks to Mr. Alfred Wright for his services.

BS-234. DATE OF NEXT MEETING.

Friday, December 6th, at 5 p.m.

MINUTES OF MEETING  
EXECUTIVE COMMITTEE  
NORTH AMERICAN SECTION  
SHANTUNG CHRISTIAN UNIVERSITY

Friday, September 27, 1929; 1 P.M.

150 Fifth Avenue, New York City

List of Members:

Mr. H. J. Cochran	Dr. Alfred Gandier	*Dr. G. T. Scott
*Mrs. W. I. Haven	Dr. A. E. Armstrong	*Mr. B. A. Garside
*Mrs. A. K. Shaw	*Miss M. E. Hodge	Mr. C. A. Evans

By Invitation:- \*Dr. H. P. Lair.

Those whose names are starred above were present. Excuses for absence were presented on behalf of Mr. Cochran and Dr. Armstrong.

Mrs. Haven presided.

The meeting was opened with prayer, led by Dr. Scott.

CHANGE IN ROSTER

Record was made of the election of Dr. Wynn C. Fairfield as representative of the American Board, in the class of 1931, to succeed Mr. R. E. Chandler,

RESIGNATION OF MR. H. J. COCHRAN

The Secretary presented letters from Mr. H. J. Cochran stating that because of his increased duties as President of the Bankers Trust Company he found it necessary to present his resignation as a member of the Executive Committee of the North American Section, and also as a Shantung representative on the Supervisory Committee of the China Union Universities, Central Office. It was the judgment of the Committee that action on Mr. Cochran's resignation from the Executive Committee could be taken only by the North American Section. However, it was.

NASEC-161 VOTED that the Executive Committee regretfully accepts Mr. H. J. Cochran's resignation as one of the Shantung representatives on the Supervisory Committee of the China Union Universities Central Office.

NASEC-162 VOTED to elect Mrs. W. I. Haven a representative on the Supervisory Committee of the China Union Universities Central Office to succeed Mr. Cochran.

MATTERS ARISING FROM FIELD BOARD MINUTES

The Committee gave careful consideration to the minutes of the meetings of the Field Board of Managers held on July 2nd and 3rd, 1929. The following actions were taken:-

NASEC-163 VOTED to approve the division of the School of Arts and Science into a College of Arts and A College of Natural Science.  
(M-848).

- NASEC-164 VOTED to accept with deepest regret the resignation from the staff of the University of Dr. E. R. Wheeler; and in so doing to record on behalf of the North American Section, the Governors' warm appreciation of the invaluable service rendered by Dr. Wheeler to the Hospital, to the School of Medicine and to the life of Christian influence to the University. (M-849).
- NASEC-165 VOTED to approve the appointment of Rev. S. Lautenschlager as Head of the Department of English. (M-850).
- NASEC-166 VOTED that the Committee learns with pleasure of the hope for the return of Prof. H. W. Harkness. (M-851).
- NASEC-167 VOTED to approve the appointment of Dr. L. F. Heimbürger as Hospital Superintendent, and Director of the Out Patient Department. (M-852,853).
- NASEC-168 VOTED to approve the appointment of Dr. C. A. Stanley as Director of Rural Extension work. (M-854).
- NASEC-169 VOTED to approve the appointment of Rev. J. W. Hunter as Acting Treasurer. (M-855)
- NASEC-170 VOTED to approve the appointment of Mr. E. L. Phillips as Assistant Professor of Mathematics. (M-856).
- NASEC-171 VOTED to accept with profound regret the resignation of Dr. Luella Miner as Dean of Women; and to request Mrs. Haven to write a letter expressing the Section's appreciation for the services Dr. Miner has rendered in building up the work of Women at Cheeloo. (M-857).
- NASEC-172 VOTED that the Committee notes with approval the appointment of Dr. Susan Waddell as Acting Dean of Women. (M-858)
- NASEC-173 VOTED to approve the appointment of Dr. Thornton Stearns as Head of the Department of Surgery. (M-859).
- NASEC-174 VOTED that the Committee cordially endorses the invitation to Mr. A. L. Carson to join the staff of the School of Arts and Sciences, not only with gratification that his mission has, with Board approval, transferred him to this work; and express the hope that he may find it possible to take up the work at the University in 1930. (M-860).
- NASEC-175 VOTED that the Committee cordially endorses the invitation to Dr. R. A. Mitchell to join the staff of the school of Theology in the Department of Old Testament; and express the hope that he may continue his work at the University. (M-861).
- NASEC-176 VOTED to approve the appointment of Dr. Gordon King to the staff of the School of Medicine, and to record on behalf of the North American Section, warm appreciation of the English Baptist Missions action in making this assignment. (M-862).



- NASEC-177 VOTED to defer action on the proposed School for Nurses until further information as to costs, program, and probable enrollment has been received. (M-864).
- NASEC-178 VOTED unanimously, to approve the election of Dr. Li Tien-lu as President of the University for a term of five years; and to request Mr. Henry J. Cochran, the Chairman of the North American Section to convey to Dr. Li the Sections gratification over his nomination to the Presidency, and its sincere hope that he may be willing to accept. (M-866).
- NASEC-179 VOTED to approve the granting of the B.Sc. degree to Pre-Medical and to Medical Students as outlined in action M-867, with the understanding that the requirements for the degree thus conferred will not be lower than those for the degree of B.Sc. already being conferred in the School of Arts and Science.
- NASEC-180 VOTED TO approve the insertion of the list of ranks of members of the staff, of the rank of Associate between that of Instructor and that of assistant Professor. (M-871).
- NASEC-181 VOTED to accept the resignation of Dr. Li Tien Lu as Dean of the School of Arts and Sciences, and as Head of the Department of Education. (M-872).
- NASEC-182 VOTED that after careful and sympathetic consideration of the request from the Field Board of Managers that the Governors release for use in the 1929-30 budget the G\$2,000.00 held for later designation, the Committee reaffirms the earlier decision of the Governors to hold this amount in reserve for the present. (M-875).
- NASEC-183 VOTED that inasmuch as no indication has yet been received of approval by the Women's Unit of the proposal that the income from the Women's Unit share of the Hall Estate Endowment be used for initiating a Girls Senior Middle School the Field Board be requested not to expend or to hypothecate this income for this purpose until the proper committees of the Women's Unit have agreed to this proposal and the Board of Governors have approved. (M-876).

The various other actions of the Field Board of Managers were noted, but it was agreed that no other matters dealt with by the Field Board required action by the Governors, except for the financial items dealt with in the following section of these minutes.

#### FINANCIAL MATTERS

Dr. Lair briefly reported on the financial condition of the University at the close of the fiscal year ending June 30th, 1929. He discussed with the Committee the annual report of the Field Treasurer, and explained that the balances shown in that report. He stated that although financial problems of the past year have been numerous and difficult, the University administration had succeeded in closing the year with the finances in fairly satisfactory condition and with moderate balance in hand. It was

September 27, 1929

NASEC-184 VOTED to express to the Field Board of Managers, and to the Officers responsible for the University's financial affairs, sincere appreciation for the careful and economical administration which has made possible such a satisfactory financial report at the close of the year.

ALLOCATION OF HARVARD-YENCHING INSTITUTE INCOME

Careful consideration was given to the allocation of income from the Harvard Yenching Institute trust fund, as proposed in Action M-878, and in this connection the Committee studied the letter received from the Institute under date of July 2, 1929 (See Appendix A). It was

NASEC-185 VOTED to advise the field that inasmuch as the fiscal year 1929-30 is now well advanced it is deemed inadvisable to recommend any immediate or radical modification of the allocation of the Harvard-Yenching Institute income for this year as proposed in M-878, but to request that the University authorities take such steps as they can this year to bring their policy for the use of this income into accord with the wishes of the Institute as contained in their letter of July 2, 1929.

APPROVAL OF REVISED BUDGET, 1929-30

NASEC-186 VOTED to approve the revised budget for 1929-30 as outlined in Action M-877, subject to any reductions required by the non-receipt of any items of income listed therein, and with the understanding that no additional appropriations are asked of the Board of Governors beyond those already approved.

GIFT FROM REV. HENRY A. LEWIS

The Secretary reported the receipt of a gift from the Rev. Henry A. Lewis of 2810 shares of the common stock of the Southwestern Securities Corporation of Tucson Arizona. Inasmuch as accurate information as to the nature and value of this stock was lacking, it was decided to postpone formal action until the next meeting of the Section.

APPLICATION FOR EXTENSION OF ROCKEFELLER FOUNDATION  
GRANT FOR THE SCHOOL OF MEDICINE

The Secretary reported that the field has made application for a further one-year extension, to cover the fiscal year 1930-31, of the Rockefeller Foundation's annual grant toward the support of the School of Medicine. This grant amounts to M\$40,000.00 for the current fiscal year. After consideration it was

NASEC-187 VOTED that inasmuch as it has not yet been possible to obtain endowment funds to replace the annual grant of the Rockefeller Foundation toward the work in the School of Medicine, the Executive Committee, on behalf of the North American Section of the Shantung Christian University Board of Governors earnestly request the Rockefeller Foundation to continue their grant for the fiscal year 1930-31 for an amount not less than M\$40,000.00.

AMENDMENTS TO BY-LAWS

The Secretary presented draft of proposed amendments to the By-laws of the Board of Governors, as prepared by the special committee appointed by the Board of Governors on April 8th, 1929. After certain modifications in terminology were suggested, it was

NASEC-188 VOTED to submit to the two sections of the Board of Governors for their ratification, the proposed amended by-laws of the Board of Governors attached to these minutes as Appendix B.

MEETING OF THE NORTH AMERICAN SECTION

The Committee agreed that a meeting of the North American Section should be held at some time during the autumn, preferably in the month of November. The Secretary was instructed to seek to arrange such a meeting at a time when the largest number of out-of-town members are available due to other interdenominational meetings.

The Committee adjourned..

B. A. GARSIDE  
Secretary

"A"

HARVARD-YENCHING INSTITUTE

Cambridge, Mass  
July 2, 1929

Shantung Christian University  
150 Fifth Avenue,  
New York City

Gentlemen:

I have been instructed to inform you that at a meeting of the Executive Committee of the Harvard-Yenching Institute the following vote was passed:-

"That in replying to the letters from the institutions which are beneficiaries of the fund of \$1,900,000. the Secretary be instructed to state that it was the intention of the Trustees that the funds from the Institute should in general be used to strengthen departments of Chinese language, literature and history. It is assumed that each institution benefitted is in fact spending some money for this work. It was not the intention of the Institute to displace these expenditures and make amounts so displaced available for other departments. The Institute further assumes that over a period of years the department thus enlarged will grow and be strengthened with the other departments of the institutions. The Trustees of the Institute do not wish to impose any definite limitations other than those expressed in the original communication, this year, but they feel that they should call attention to the dangers involved in starting on a policy inconsistent with that defined above."

Yours very truly,

/s/ HOWARD C. HOLLIS

Secretary

SHANTUNG CHRISTIAN UNIVERSITY

PROPOSED CHANGES IN THE  
BY-LAWS OF THE BOARD OF GOVERNORS (BOARD OF FOUNDERS)

ARTICLE I - NAME

The corporate name of this Institution shall be Shantung Christian University; the Chinese name shall be \_\_\_\_\_ (Cheeloo Ta Hsueh).

ARTICLE II - PURPOSE

The purpose of Shantung Christian University shall be the advancement of the Kingdom of God through higher education of a distinctly Christian character, having in view the development of a capable and consecrated leadership for the Christian Church and the community in China.

ARTICLE III - COMPOSITION

SECTION 1. The University shall be constituted, operated and controlled by the cooperation of various Christian organizations.

SECTION 2. Any Christian agency by accepting the regulations governing the University, by undertaking at least the minimum basis of cooperation and after approval of three fourths of the cooperating bodies may participate in the University. The Charter names the bodies participating at the time of incorporation.

SECTION 3. The minimum basis and unit of cooperation shall be the provision of an approved member of the University staff with residences or rent along with either an annual payment of Mex.\$2,000 or a capital grant of Mex.\$35,000 for current expenses. An annual grant of Mex.\$4,000 or a capital grant of Mex.\$70,000 for plant or endowment shall be considered the equivalent of the support of a member of the staff. A full cash unit shall be an annual grant of Mex.\$6,000 or a capital grant of Mex.\$100,000.

SECTION 4. A cooperating organization is free to withdraw from the University, or may have its relationship discontinued by the Board of Governors hereinafter mentioned, upon notice of at least one year, and with such special financial adjustment on property and other equities as may be agreed upon mutually or by arbitration.

ARTICLE IV - BOARD OF GOVERNORS

SECTION 1. CONSTITUTION

(a) Membership. There shall be a Board of Governors, (also to be known as the "Board of Founders") hereinafter usually called "the Governors" composed until members are elected under these by-laws, of the members of the joint Boards of the unincorporated University as constituted in 1924, and thereafter it shall be composed of (1) members designated by constituent organizations according to their degrees of cooperation as follows: one member of a quota which is temporarily less than a unit, provided the Governors specifically approve; or two members for one to three units; or three members for four to seven units; or four members for eight to twelve units; or five members for thirteen or more units; and (2) members coopted by each section of the Governors to a number not exceeding one-half the

members of its representative members; and (3) Chinese members designated by the Board of Directors; and (4) the President of the University. All Governors shall be Christians in cordial sympathy with the Purpose of the University.

(b) Alternates and Proxies. Any member may be an alternate who shall be chosen in the same manner as the principal. In the absence of the principal, an alternate may sit with full powers. At ensemble meetings an absent representative member, in the absence of his alternate, if any, may be represented by a properly accredited proxy with full powers. Alternates and proxies shall count in constituting a quorum.

(c) Length of Term. The term of membership shall be four years but for the initial organization one-half of the members shall be elected for two years. The members shall be divided into two classes with terms expiring alternately in the odd numbered years. Members shall continue in office until their successors are chosen. Members are eligible for re-election.

(d) Vacancies. A vacancy shall be filled for the balance of the term in the same manner as the former member was chosen.

#### SECTION 2. - SECTIONS

(a) "The Board shall be sub-divided into a North American Section and a British Section, and all acts done concurrently by both sections shall have a same force and effect as if done at a meeting of the whole Board." (Act.)

(b) Each Section shall hold such meetings and adopt such regulations as may either be required by the Governors or desired by that Section. Actions by Sections to be valid as actions of the Governors must be carried by a majority, of each Section.

(c) The functions of the Sections shall be chiefly the joint promotion and execution of ad interim affairs and such other activities as may either be designated by the Governors or undertaken by the Section in harmony with the Governors' policy of program.

(d) Each Section may have such officers and committee of its own as may seem desirable.

SECTION 3. - MEETINGS. The Board of Governors will usually meet in Sections. Ensemble meetings may be called according to provisions hereinafter specified.

(a) Time of Meetings. The annual general meeting shall be held ensemble at such times and place as the Governors may decide. Special ensemble meetings may be called by the concurrent action of two Sections. Members of the Board of Directors may attend meetings of the Governors as corresponding members.

(b) Call for Meetings. Written notice of each ensemble meeting shall be sent to each Governor by the Secretary at least sixty days prior to the date of such meetings; and the call shall indicate the exact time and place of meeting and as far as practicable the nature of the business to be considered.

(c) Quorum. Of all ensemble meetings the quorum, including alternates and proxies, shall consist of one-half of the Governors provided that they represent both Sections of the Board and one-half of the cooperating organizations.

#### SECTION 4.- FUNCTIONS

(a) "The government, conduct, management and control of the University and of the property, revenue, business and affairs thereof shall be exercised by the Board" (Act.) The Governors shall be responsible for the various functions indicated by the Act for the University and for the Board.

(b) The Governors shall be the ultimate authority for the University but for field administration shall empower the Directors and act through them as fully as possible. Matters from China referred to the Governors should come through the Directors.

(c) The Governors shall determine the annual budget of the University (see Art.VI, Sec.4 (c)), shall pass upon the purchase, construction or sale of property, may hold in trust or by other agreement property used by or for the University, shall consider all matters involving change of policy of the establishment of new departments of the University, and shall endeavor to provide for the needs of the University through the cooperating organizations and in other ways.

(d) The Governors shall have power, subject to the provisions of Art.VI, Section 4(b), to appoint the vice president(s), treasurer, deans, professors, associate professors, and all non-Chinese, permanent members of the staff; and may at their discretion remove any of the above named officers and members of the staff. The Governors may, however, delegate to the Board of Directors authority to make any or all of such appointments or removals. The election of the President of the University by the Board of Directors shall be subject to the concurrence of the Board of Governors.

(e) The Governors may, from time to time, as and when required for the objects of the University; (1) borrow money upon the credit of the University; (2) limit or increase the amount to be borrowed; (3) make, accept, draw, endorse and execute bills of exchange, promissory notes and other negotiable instruments; and (4) invest the funds of the University in such a manner and upon such securities as shall be determined from time to time by the Governors. (But see Act. V, Section 13.)

(f) The Governors shall determine the custody and use of the University seal, impression of which is to be found in the margin. The seal is to be lodged in the Toronto office and by vote of the Governors duplicate seal(s) may be lodged in Tsinan, London, New York and/or other suitable place(s)

#### SECTION 5 - OFFICERS

(a) The Officers of the Board of Governors shall be a Chairman, vice-Chairman, A Secretary or Secretaries, a Treasurer or Treasurers, and such other officers as may be duly chosen. One person may hold more than one office.

(b) Election. The Officers shall be elected at annual meetings to serve one year or until their successors shall have been elected and shall have qualified. In case any vacancy occurs, an election may be held at any

regularly called meeting of the Chairman of the Governors may designate an acting officer to serve ad interim.

(c) Duties of the Officers. The Chairman of the Governors shall perform all the customary duties of that Office; he shall sign and shall execute with the Secretary and other designated officer(s) attesting, contracts and instruments authorized or issued by the authority of the Governors requiring his signature. A vice-Chairman of the Governors in the absence or disability of the Chairman shall perform all duties of the Chairman of the Governors. A Secretary shall perform the usual duties of this office and shall have custody of a corporate seal. A Treasurer shall perform the duties which ordinarily pertain to this Office.

#### SECTION 6 - COMMITTEES

The Board of Governors ~~on~~ either Section may appoint such committees under such regulations as it may desire.

#### ARTICLE V - FINANCE AND PROPERTY

The fiscal year of the University shall be from July 1 to June 30. Remittances on University account may be made by any cooperating missionary organization through its own Mission in China to the University Treasurer on the Field. Any cooperating missionary organization may receive funds for transmission to the University. Title to the property used for University purposes shall preferably stand in the name of the University, but when necessary it shall be held in trust or under agreement by the University for the organization providing it or in trust by such organization for the University.

#### ARTICLE VI - BOARD OF DIRECTORS (FIELD BOARD OF MANAGERS)

SECTION 1. There shall be in China a Board of Directors (the corporate title of which Board, as contained in the University's Act of Incorporation, being the "Field Board of Managers"), the members of which shall be from time to time appointed and elected as the Board of Governors may by By-laws from time to time authorize. The Board of Directors shall have the duties and powers from time to time authorized by the Board of Governors by By-laws. The By-laws of the Directors and amendments thereto shall be subject to the approval of the Governors.

#### SECTION 2.- MEMBERSHIP

The Board of Directors shall be composed of: (1) Representatives of the cooperating Christian Missions and Churches in the Field, designated on a basis from time to time determined by the Governors with due regard to the responsible relationship with the University and the part taken by women in the University affairs; (2) three or, at the discretion of the Governors, more members designated by and from the graduates; (3) coopted members not to exceed in number one half of the representatives members; and (4) the President of the University. Each director shall be a Christian, in cordial sympathy with the Purpose of the University. All elections to the Directors shall be subject to approval by the Governors. Procedure regarding term of membership, alternates, vacancies, et cetera shall be regulated by the By-laws of the Directors.

#### SECTION 3 - MEETINGS.

The Directors shall hold an annual meeting and may hold other meet-



ings. Full minutes of all meetings shall be submitted to the Governors. Procedure regarding time, place, quorum, and call of meetings shall be regulated by the By-laws of the Directors.

#### SECTION 4 - FUNCTIONS

(a) The Directors shall, in agreement with these By-laws, have an responsibility and authority for the Field Administration of the University, with powers and duties similar to those of the Directors or similar institutions, their duties and powers to be more specifically designated in their By-laws. The Directors may delegate such of their powers and duties to other responsible groups or persons as will provide the most efficient functioning of the institution. They shall promote the interests of the University in all appropriate ways.

(b) The Directors shall elect the President of the University, subject, however, to the concurrence of the Governors. They shall appoint, and may at their discretion remove, subject in each case to confirmation by the Governors, the Vice President(s), Treasurer, Deans, and other administrative officers, and permanent, none-Chinese members of the teaching staff, and shall, in consultation with the mission or church concerned, appoint or remove any other members of staff supported by the cooperating missions and churches. They shall appoint or remove all other members of staff. They shall prescribe the courses of studies, determine the conditions of entrance, fix the fees and other charges, and in general decide all questions of local management in harmony with the recognized policy and program of the University with due regard to the corporate opinion of the University staff. Important change in the character of the educational or financial policy or program shall be made only with the approval of the Governors.

(c) The Directors shall at least annually prepare and present to the Governors audited balance sheets and financial statements including proposed budgets for the following years and shall make recommendations or suggestion of any and all matters vitally affecting the University.

(d) The Directors shall be accountable to the Governors for the condition, custody and uses of all funds received by them from whatever sources. They shall determine the salaries of members of the staff paid directly by the University. They shall locally administer and control on behalf of the owners all land, buildings, equipment and other properties used by the University in China. Funds shall be expended or obligations incurred only within the annual budget sanctioned by the Governors or with their special authorization. Appeals for funds in North America or Great Britain shall be only through or with the approval of the Governors or the respective Section.

(e) The Directors shall have power to enter into an agreement with the Governors for a lease of the University plant on whatever terms may be found mutually satisfactory.

#### ARTICLE VII - THE UNIVERSITY STAFF

SECTION 1. Each officer and teacher shall be distinctly Christian in profession and character and shall be in cordial sympathy with the purpose and Program of the University. In an exceptional case involving particular qualifications of a Chinese for a specialized position for which no qualified Christian is available, the Directors may, by two thirds vote,

temporarily waive this requirement.

SECTION 2. Prior to assigning a representative to the staff a co-operating organization shall make sure that the prospective appointment is desired by the Directors.

SECTION 3. The various ranks in the teaching staff shall be Professor, Associate Professor, Assistant Professor, Associate, Lecturer, Instructor and Assistant Instructor.

SECTION 4. The President of the University shall be ex-officio a Director and a Governor. He shall preside at meeting of the faculty and unless there is special action to the contrary shall be the official medium of communication between the Directors and the Governors. He shall be responsible for the educational policy and general principle of the University and for the execution of measures, not otherwise committee, concerning the field administration of the University. He shall have custody of a duplicate seal. In case of vacancy in the office of President or of his absence or inability to serve, an acting President shall be designated by the Directors subject to the concurrence of the Governors.

#### ARTICLE VIII - DEGREES AND CREDENTIALS

(a) The Directors may, subject to conditions approved by the Governors, confer undergraduate and graduate degrees upon the basis of examinations passed after the Special Act of Parliament of Canada incorporating the University on July 19, 1924.

(b) The Directors, subject to the concurrence of the Governors, may confer honorary degrees.

(c) Credentials may be granted by the Directors to those who have satisfactorily completed certain prescribed courses of the University.

#### ARTICLE IX - AMENDMENTS

Amendments to these By-laws may be proposed by either Section of the Board of Governors, or by the Directors. The By-laws may be amended by a two-thirds vote at any regular called and constituted meetings of each Section, provided that a month's advance notice, with at least the substance of the amendment, shall have been furnished each member of the Board of Governors.

MINUTES OF MEETING  
NORTH AMERICAN SECTION, BOARD OF GOVERNORS  
SHANTUNG CHRISTIAN UNIVERSITY

Room 606, 150 Fifth Avenue, New York City

9:00 A. M. Friday, November 29, 1929.

Roster of Section:

<u>Terms Expire</u>	<u>1929</u>	<u>1930</u>	<u>1933</u>
Presbyterian North		*Dr. A. J. Brown Dr. G. T. Scott Mrs. C. K. Roys Dr. W. M. Dodd(Alt.)	Miss M. E. Hodge Mr.H. J. Cochran *Mrs. A.K.Shaw, (Alt.)
United Church of Canada		*Dr. A. E. Armstrong *Dr. A. G. Sinclair(Alt.)	*Prin. A.Gandier Dr.J. H. Arnup
WFMS	Mrs. W. F. McDowell	Mrs. J.M.Avann	
ABCFM		*Mrs. W. I. Haven	
Presbyterian South		*Dr. Wynn C. Fairfield Mr. E. F. Willis	
Coopted:-	Dr. John H. Finley Dr. R. L. Dickinson *Dr. Seth Milliken *Dr. Paul Monroe		

Those whose names are starred above were present, as were Dr. H. P. Lair, Mr. C. A. Evans, and the Secretary.

Mrs. Wm. I. Haven, the Vice-Chairman of the Section, presided.

The meeting was opened with prayer, led by Dr. Gandier.

Excuses for Absence were presented on behalf of the following:- Dr. Arnup, Mrs. Avann, Mr. Cochran, Dr. Dodd, Dr. Finley, Miss Hodge, Mrs. Roys, Dr. Scott, and Mr. Willis,

APPROVAL OF MINUTES

The minutes of the September 27th, 1929 meeting of the N.A.S. Executive Committee were approved as distributed.

INVITATIONS TO WOMEN'S MISSIONARY SOCIETY OF THE  
UNITED CHURCH OF CANADA

Attention was called to the fact that the Woman's Missionary Society of the United Church of Canada has now become one of the Boards cooperating in Shantung Christian University by virtue of their support of Miss Carol Brodie. It was noted that this cooperation does not yet equal a full unit of cooperation, which is defined in the By-laws, Article III, Section 3 as being "the provision of an approved member of the University staff with residence or rent along with either an annual payment of M\$2,000. or a capital grant of M\$35,000. for current expenses." However, the By-laws further provide in Article IV, Section 1, that cooperating Boards may have one member on the Board of Governors, "for a quota which is temporarily less than one unit". It was therefore

NAS - 189 VOTED that in consideration of the fact that the Woman's Missionary Society of the United Church of Canada is now cooperating in the work of Shantung Christian University on a basis temporarily less than one full unit, the North American Section of the Board of Governors cordially invited this Society to elect one representative on the Board of Governors; and that the Section expresses the earnest hope that this Society may soon find it possible to still further extend its participation in the work of the University.

RESIGNATION OF MR. COCHRAN FROM EXECUTIVE COMMITTEE

The Secretary presented a letter from Mr. Henry J. Cochran stating that because of the increased demands on his time and due to his election as President of the Bankers Trust Company he felt compelled to tender his resignation as a member of the Executive Committee of the North American Section. In considering this resignation it was the judgment of the Section that inasmuch as Mr. Cochran is a member of the Executive Committee by virtue of his position of Chairman of the Section, his resignation as Chairman is also implied. It was

NAS - 190 VOTED that inasmuch as Mr. Cochran's increased duties as President of the Bankers Trust Company have led him to tender his resignation from membership on the Executive Committee of the North American Section, the Section regretfully accepts his resignation from this committee; but in so doing the Section desires to express to Mr. Cochran its hope and its confidence that he will retain the same active interest he has so long taken in the University, and will continue to share in the work of the Board of Governors so far as his duties will permit.

NAS - 191 VOTED that Mr. Cochran be elected Honorary Chairman of the North American Section.

GIFT FROM REV. HENRY A LEWIS

The Secretary reported that the Rev. Henry A. Lewis has offered to present to the School of Medicine of Shantung Christian University, as a memorial to his wife, Laura Herrick Lewis 2810 shares of the capital stock of the Southwestern Securities Corporation, Tucson, Arizona. While the stock would be turned over to the University, and would be registered in its name, Mr. Lewis asks that any dividends paid during his life time will be turned over to him. A report was presented to the meeting summarizing the information which has been secured concerning this stock. It was the judgment of the Section that a further investigation should be made before acceptance of the stock is finally made. It was

NAS - 192 VOTED that the Section extend to the Rev. Henry A. Lewis its sincere appreciation of his generosity in presenting to Shantung Christian University 2810 shares of the capital stock of the Southwestern Securities Corporation.

NAS - 193 VOTED that, conditional upon a favorable report by the Treasurer of the North American Section after such investigation as she may consider advisable, the Section agrees to accept

Rev. Henry A. Lewis's gift of 2810 shares of the capital stock of the Southwestern Corporation, Tucson, Arizona, upon the following conditions:\*

1. That the fund is accepted as the absolute property of the Board of Governors, as an endowment for the School of Medicine of Shantung Christian University, and is to be known as the Laura Herrick Lewis Fund.
2. That should the Southwestern Securities Corporation pay any dividends prior to Mr. Lewis's death, such dividends shall be paid over by the University to Mr. Lewis.

#### AMENDMENTS TO THE BY-LAWS

The Section gave consideration to the proposed draft of the amended by-laws of the Board of Governors of Shantung Christian University, as attached to the minutes of the September 27th, meeting of the Executive Committee of the North American Section. Proposed changes in the By-laws were taken up seriatim and certain minor corrections in the draft were approved. The Secretary read a letter from Mr. J.B. Allen, one of the associates of Mr. Ward Wright in the legal firm of Rowell, Reid, Wright & McMillan of Toronto. This letter contained general comments on the proposed revision of the By-laws, but Dr. Armstrong stated that probably Mr. Allen and Mr. Wright had not examined the copy of the draft of the By-laws as attached to Executive Committee minutes. It was

NAS - 194 VOTED that, subject to the approval of Mr. Ward Wright or Mr. J.B. Allen on any legal points involved, the Section ratify the amended By-laws of the Board of Governors of Shantung Christian University as attached to these minutes as Appendix "A".

N.B. Immediately after the meeting a draft of these By-laws was submitted to Mr. Wright and Mr. Allen, and they have signified their approval of the By-laws as contained in Appendix A.

#### PUBLICITY MATTERS

The Secretary reported briefly on the types and amount of Cheeloo publicity, material now available in the New York Office. He stated that at the present time the following material is on hand, and is available for use at any time by mission boards or individuals interested in Cheeloo:- (1) a set of stereoptican slides, about 80 in number, showing the campus, University, building activities and environment; (2) two reels of 35 mm. motion film, showing the activities and surroundings of the University, and (3) about two hundred and fifty pictures of the University, buildings, campus, surroundings, student groups and individuals. A booklet has also been printed descriptive of the school of Medicine, but no wide use of this booklet has yet been made as it is being held in the hope that Dr. Shields may a little later be able to employ it in active promotional work. Several issues of the newsletter "Cheeloo Sketches" have been published and distributed to the Cheeloo mailing list, containing about 1200 names. A start has been made toward the production on the University campus of a six or seven reel motion picture film based on the story of the life of one or more students of the University but progress has been slow due forth to the difficulty of staff members in finding time for this work and to lack of funds to push the undertaking.

The Section discussed the urgent need of more active promotional work on behalf of the University to acquaint friends in America with what the University is doing and to lay the foundation of future appeals either in connection with a coordinated campaign or an independent basis. It was

NAS - 195 VOTED that the following be designated a Promotional Committee to deal with publicity and promotional matters:- Dr. Milliken, Chairman, Dr. Brown, Mr. Cochran, Mrs. Haven, Dr. Monroe, Mrs. Shaw.

CONTINUATION OF ROCKEFELLER FOUNDATION GRANT TO SCHOOL OF MEDICINE

The Secretary reported that the Rockefeller Foundation has informed us that on November 8, 1929, the Executive Committee of the Foundation took the following action:-

"RESOLVED that the sum of twenty thousand dollars (\$20,000) be, and it is hereby appropriated of which so much as may be necessary shall be used for the purchase of Forty Thousand dollars Chinese silver currency (Mex. 40,000) for maintenance of the School of Medicine of the Shantung Christian University during the year 1930-31 on condition that the sum of Twenty-eight thousand dollars Chinese silver currency (Mex. 28,000) is provided by the Women's Committee of the said University, or from other sources, over and above the amounts provided in the budget of the School of Medicine prior to the year 1923-24 and with the further understanding that if the full amount is not contributed by the Women's Committee or from other sources the contribution of the Foundation shall be proportionately reduced."

The Section expressed its sincere gratification over this continuation of the Rockefeller Foundation grant, and it was

NAS - 196 VOTED that the North American Section of the Shantung Board of Governors express to the Rockefeller Foundation its profound appreciation of the generous action of the Foundation in continuing for the fiscal year 1930-31 its contribution toward the support of the School of Medicine of Shantung Christian University.

INCLUSION OF SHANTUNG LIBRARY AS DEPOSITORY  
FOR CARNEGIE PUBLICATIONS

The Secretary reported that on November 12 the Secretary of the Carnegie Endowment for International Peace wrote as follows:

"I take pleasure in informing you that the Executive Committee at its recent meeting approved the inclusion of the Shantung Christian University in the list of depository libraries of the Endowment to receive its publications.

"The Executive Committee makes the following requirements in connection with this action; that the publications will be fully listed and classified in the catalogue of the library; that they will be given appropriate shelf room; will be freely accessible to all applicants, will be loaned to responsible individuals.

"Lost copies cannot be duplicated, as the editions of our publications are not large."

The Section expressed its appreciation of this action of the Carnegie Endowment and it was

NAS - 197 VOTED that the North American Section of the Shantung Board of Governors express its appreciation to the Carnegie Endowment for International Peace for the generous action of this organization for including the Shantung Christian University in its list of depository libraries of the Endowment to receive its publications; and that the field authorities of the University be requested to note and to observe the conditions laid down by the Foundation in taking this action.

#### SELECTION OF COOPTED GOVERNORS

It was noted that the term of four members of the coopted group, is now expiring and that an election should be held for four members of the coopted group in the class of 1933. It was

NAS - 198 VOTED to re-elect Dr. Robert L. Dickinson, Dr. John H. Finley, Dr. Seth Milliken, and Dr. Paul Monroe as coopted members of the North American Section of the Board of Governors of Shantung Christian University in the class of 1933.

#### SELECTION OF ADDITIONAL COOPTED MEMBERS OF THE NORTH AMERICAN SECTION

Attention was called to the fact that under the By-laws of the Board of Governors, the Section is entitled to elect coopted members to a number of one-half the representative members. Inasmuch as it now has sixteen representative members, the Section may elect up to eight coopted members. Accordingly the urgent need of securing additional members of the Board men who are actively interested in the type of work Shantung Christian University is doing and can give a substantial amount of time and interest to the work of the Board of Governors. It was

NAS - 199 VOTED to request the Promotional Committee named in action NAS-195 to seek suitable individuals for cooption by the North American Section, and to make nominations to the Section or its Executive Committee at an early date.

#### ELECTION OF CHAIRMAN OF NORTH AMERICAN SECTION

NAS - 200 VOTED to elect Arthur J. Brown Chairman of the North American Section of the Board of Governors of Shantung Christian University to fill the unexpired term of Mr. Henry J. Cochran.

#### PLACE OF FUTURE ANNUAL MEETINGS

The Secretary called the Section's attention to the following action passed by the British Section at its meeting on September 13, 1929:-

"To suggest to the North American Section of that Annual Meeting should be held in New York and London in alternate years, unless there are reasons, owing to the presence of members of the North American Section in England or of members of the British Section in America, for varying the practice."

The Section gave extended consideration to this proposal of the British Section and it was

NAS - 201 VOTED to concur in principle with the suggestion of the British Section that the annual meeting of the Board of Governors of Shantung Christian University be held in New York and London in alternate years unless there are special reasons from year to year for varying the practice; and to request the Chairman and Secretary of the North American Section to correspond with the British Section with regard to possible dates and arrangements for the next annual meeting of the Board of Governors.

MEMORIAL MINUTE FOR DR. R. P. MACKAY

The Section noted with profound sorrow that since the last meeting of the Board there has occurred the death of Dr. R. P. MacKay who, for a number of years, has been actively associated with the work of the Shantung Board of Governors. It was

NAS - 202 VOTED that the North American Section of the Board of Governors of Shantung Christian University place on its record its sense of great loss in the death on May 27, 1929 of the Rev. R. P. MacKay, D.D., for thirty-four years a Secretary of Foreign Missions in the Presbyterian Church in Canada and in the United Church of Canada.

From the time when his Board became a partner in Shantung Christian University until April, 1929, Dr. Mackay was a member of the North American Section of the Board of Governors. His presence at our meetings was a benediction for his life was saintly, and he influenced all by his spiritual power.

Dr. Mackay was wholly devoted to the cause of the Foreign Missions and because of his quiet nature and fine judgment his counsels were highly valued by all who were associated with him. He was an ardent advocate of cooperation and union in Christian effort, and a loyal supporter of Union institutions such as Cheeloo.

We thank God for such a life and we pray that we may be inspired to work more zealously and to walk more closely with Christ whom he served so faithfully.

After closing prayer by Dr. Monroe the meeting adjourned.

B. A. GARSIDE  
Secretary



SHANTUNG CHRISTIAN UNIVERSITYPROPOSED CHANGES IN THE  
BY-LAWS OF THE BOARD OF GOVERNORS (BOARD OF FOUNDERS)ARTICLE I - NAME

The corporate name of this Institution shall be Shantung Christian University, the Chinese name shall be \_\_\_\_\_ (Cheeloo Ta Hsueh.)

ARTICLE II - PURPOSE

The purpose of Shantung Christian University shall be the advancement of the Kingdom of God through higher education of a distinctly Christian character, having in view the development of a capable and consecrated leadership for the Christian Church and the community in China.

ARTICLE III - COMPOSITION

SECTION 1. The University shall be constituted, operated and controlled by the cooperation of various Christian organizations.

SECTION 2. Any Christian agency accepting the regulations governing the University, by undertaking to provide at least the minimum basis of cooperation and after approval by three-fourths of the cooperating bodies may participate in the University. The Charter names the bodies participating at the time of incorporation.

SECTION 3. The minimum basis and the unit of cooperation shall be the provision of an approved member of the University staff with residence or rent along with either an annual payment of Mex.\$2,000 or a capital grant of Mex.\$35,000 for current expenses. An annual grant of Mex.\$4,000 or a capital grant of Mex.\$70,000 for plant or endowment shall be considered the equivalent of the support of a member of the staff. A full cash unit shall be an annual grant of Mex.\$6,000 or a capital grant of Mex.\$100,000.

SECTION 4. A cooperating organization is free to withdraw from the University, or may have its relationship discontinued by the Board of Governors, hereinafter mentioned, upon notice of at least one year, with such special financial adjustment on property and other equities as may be agreed upon mutually or by arbitration.

ARTICLE IV - BOARD OF GOVERNORSSECTION 1, CONSTITUTION

(a) Membership. There shall be a Board of Governors, (also to be known as the "Board of Founders") hereinafter usually called "the Governors" composed until members are elected under these by-laws, of the members of the Joint Boards of the unincorporated University as constituted in 1924, and thereafter it shall be composed of (1) members designated by constituent organizations according to their degrees of cooperation as follows: one member for a quota which is temporarily less than a unit, provided the Governors specifically approve; or two members for one to three units; or three members for four to seven units; or four members for eight to twelve units; or five members for thirteen or more units; and (2) members coopted by each section of the Governors to a number not exceeding one half of its

representative members; and (3) Chinese members designated by the Board of Directors; and (4) the President of the University. All Governors shall be Christians in cordial sympathy with the purpose of the University.

(b) Alternates and Proxies. Any member may have an alternate who shall be chosen in the same manner as the principal. In the absence of the principal, an alternate may sit with full powers. At ensemble meetings an absent representative member, in the absence of his alternate, if any, may be represented by a properly accredited proxy with full powers. Alternates and proxies shall count in constituting a quorum.

(c) Length of term. The term of membership shall be four years but for the initial organization one-half of the members shall be elected for two years. The members shall be divided into two classes with terms expiring alternately in the odd numbered years. Members shall continue in office until their successors are chosen. Members are eligible for re-election.

(d) Vacancies. A vacancy shall be filled for the balance of the term in the same manner as the former member was chosen.

#### SECTION 2. - SECTIONS.

(a) "The Board shall be subdivided into a North American Section and a British Section, and all acts done concurrently by both Sections shall have the same force and effect as if done at a meeting of the whole Board." (Act).

(b) Each Section shall hold such meetings and adopt such regulations as may be either required by the Governors or desired by that Section. Actions by Sections to be valid as actions of the Governors must be carried by a majority of each Section.

(c) The Functions of the Sections shall be chiefly the joint promotion and execution of ad interim affairs and such other activities as may be either designated by the Governors or undertaken by the Section in harmony with the Governors' policy and program.

(d) Each Section may have such officers and committee of its own as may seem desirable.

SECTION 3 - MEETINGS. The Board of Governors will usually meet in Sections. Ensemble meetings may be called according to provisions herein-after specified.

(a) Time of Meetings. The annual meeting general shall be held ensemble at such time and place as the Governors may decide. Special ensemble meetings may be called by the concurrent action of the two Sections. Members of the Board of Directors may attend meetings of the Governors as corresponding members.

(b) Call of Meetings. Written notice of each ensemble meeting shall be sent to each Governor by the Secretary at least sixty days in advance of the date of such meetings; and the call shall indicate the exact time and place of meeting, and as far as practicable the nature of the business to be considered.

(c) Quorum. Of all ensemble meetings the quorum, including alter-

nates and proxies, shall consist of one-half of the Governors provided that they represent both Sections of the Board and one-half of the cooperating organizations.

#### SECTION 4 FUNCTIONS

(a) "The government, conduct, management and control of the University and of the property, revenue, business and affairs thereof shall be exercised by the Board".(Act) The Governors shall be responsible for the various functions indicated by the Act for the University and for the Board.

(b) The Governors shall be the ultimate authority in the University but for field administration shall empower the Directors and act through them as fully as possible. Matters from China referred to the Governors should come through the Directors with their covering recommendation.

(c) The Governors shall determine the annual budget of the University (see Art.VI, Sec.4(c)), shall pass upon the purchase, construction or sale of property, may hold in trust or by other agreement property used by or for the University, shall consider all matters involving change of policy of the establishment of new departments of the University, and shall endeavor to provide for the needs of the University through the cooperating organizations and in other ways.

(d) The Governors shall have power, subject to the provisions of Art. VI, Section 4(b), to appoint the Vice-President(s), treasurer, deans, professors, associate professors, and all non-Chinese, permanent members of the staff; and may at their discretion remove any of the above named officers and members of the Staff. The Governors may, however, delegate to the Board of Directors authority to make any or all such appointments or removals. The election or removal of the President of the University by the Board of Directors shall be subject to the concurrence of the Board of Governors.

(e) The Governors may, from time to time, as and when required for the objects of the University; (1) borrow money upon the credit of the University (2) limit or increase the amount to be borrowed; (3) make, accept, draw, endorse, and execute bills of exchange, promissory notes and other negotiable instruments; and (4) invest the funds of the University in such manner and upon such securities as shall be determined from time to time by the Governors. (But see Act V, Section 13).

(f) The Governors shall determine the custody and use of the University seal, impression of which is to be found in the margin. The Seal is to be lodged in the Toronto office and by vote of the Governors duplicate seal(s) may be lodged in Tsinan, London, New York and/or other suitable place(s).

#### SECTION 5 - OFFICERS

(a) The Officers of the Board of Governors shall be a Chairman, vice-Chairman, a Secretary, or Secretaries, a Treasurer or Treasurers, and such other officers as may be duly chosen. One person may hold more than one office.

(b) Election. The officers shall be elected at annual meetings to serve one year or until their successors shall have been elected and shall have qualified. In case any vacancy occurs, an election may be held at any regularly called meeting or the Chairman or the Governors may designate an

acting officer to serve ad interim.

(c) Duties of the Officers. The Chairman of the Governors shall perform all the customary duties of that office; he shall sign and shall execute, with the Secretary or other designated officer(s) attending, contracts, and instruments authorized or issued by the authority of the Governors, requiring his signature. A vice Chairman of the Governors in the absence or disability of the Chairman shall perform all duties of the Chairman of the Governors. A Secretary shall perform the usual duties of this office and shall have custody of a corporate seal. A Treasurer shall perform the duties which ordinarily pertain to this office.

#### SECTION 6 - COMMITTEES

The Board of Governors of either Section may appoint such committees under such regulations as it may desire.

#### ARTICLE V - FINANCE AND PROPERTY

The fiscal year of the University shall be from July 1 to June 30. Remittances on University account may be made by any cooperating missionary organization through its own Mission in China to the University Treasurer on the field. Any cooperating missionary organization may receive funds for transmission to the University. Title to the property used for University purposes shall preferably stand in the name of the University, but when necessary it shall be held in trust or under agreement by the University for the organization providing it or in trust by such organization for the University.

#### ARTICLE VI - BOARD OF DIRECTORS ( FIELD BOARD OF MANAGERS )

SECTION 1. There shall be in China a Board of Directors referred to in the University's Act of Incorporation as the "Field Board of Managers", the members of which shall be from time to time appointed and elected as the Board of Governors may be By-laws from time to time authorize. The Field Board of Directors shall have the duties and powers from time to time authorized by the Board of Governors by By-laws. The By-laws of the Directors and amendments thereto shall be subject to the approval of the Governors.

#### SECTION 2 - MEMBERSHIP

The Board of Directors shall be composed of : (1) Representatives of the cooperating Christian Mission and Churches in the Field, designated on a basis from time to time determined by the Governors with due regard to the responsible relationship with the University and to the part taken by women in the University affairs; (2) three or, at the discretion of the Governors, more members designated by and from the graduates; (3) coopted members not to exceed in number one-half of the representative members with, however, such additional members of coopted Chinese as may be necessary to provide a Chinese majority in the membership of the Board of Directors; and (4) the President of the University. Each Director shall be a Christian, in cordial sympathy with the Purpose of the University. All elections to the Directors shall be subject to approval of the Governors. Procedure regarding terms of membership, alternates, vacancies, et cetera shall be regulated by the By-laws of the Directors.

SECTION 3 - MEETINGS

The Directors shall hold an annual meeting and may hold other meetings. Full minutes of all meetings shall be submitted to the Governors. Procedure regarding time, place, quorum, and call of meetings shall be regulated by the by-laws of the Directors.

SECTION 4 - FUNCTIONS

(a) The Directors shall, in agreement with these By-laws, have the responsibility and authority of the Field Administration of the University, with powers and duties similar to those of the Directors of similar institutions, their duties and powers to be more specifically designated in their By-laws. The Directors may delegate such of their powers and duties to other responsible groups or persons as will provide the most efficient functioning of the institution. They shall promote the interests of the University in all appropriate ways.

(b) The Directors shall appoint and may at their discretion remove, subject in each case to confirmation of the Governors, the President of the University, Vice-President(s), Treasurer, Deans, and other administrative officer, and permanent non-Chinese members of the teaching staff, and shall in consultation with the mission or church concerned, appoint or remove any other members of staff supported by the cooperating missions and churches. They shall appoint or remove all other members of the staff. They shall prescribe the courses of studies, determine and conditions of entrance, fix the fees, and other charges, and in general decide all question of local management in harmony with the recognized policy and program of the University with due regard to the corporate opinion of the University staff. Important change in the character of the educational or financial policy or program shall be made only with the approval of the Governors.

(c) The Directors shall at least annually prepare and present to the Governors audited balance sheets and financial statements including proposed budgets for the following year and shall make recommendation or suggestion of any and all matters vitally affecting the University.

(d) The Directors shall be accountable to the Governors for the condition, custody and uses of all funds received by them from whatever source. They shall determine the salaries of members of the staff paid directly by they University.

They shall locally administer and control on behalf of the owners all land, buildings, equipment and other properties used by the University in China. Funds shall be expended or obligations incurred only within the annual budget, sanctioned by the Governors, or with their special authorization. Appeals for funds in North America or Great Britain shall only be through or with the approval of the Governors or the respective Sections.

(e) The Directors shall have power to enter into an agreement with the Governors for a lease of the University plant on whatever terms may be found mutually satisfactory.

ARTICLE VII - THE UNIVERSITY STAFF

SECTION 1. Each officer and teacher shall be distinctly Christian in profession and character and be in cordial sympathy with the Purpose and Program of the University. In an exceptional case involving particular quali-

fications of a Chinese for a specialized position for which no qualified Christian is available, the Directors may, by two-thirds vote, temporarily waive this requirement.

SECTION 2. Prior to assigning a representative to the staff of co-operating organization shall make sure that the prospective appointment is desired by the Directors.

SECTION 3. The various ranks in the teaching staff shall be Professor, Associate Professor, Assistant Professor, Associate, Lecturer, Instructor and Assistant Instructor.

SECTION 4. The President of the University shall be ex-officio a Director and a Governor. He shall preside at meetings of the faculty and unless there is a special action to the contrary shall be the official medium of communication between the Directors and Governors. He shall be responsible for the educational and general discipline policy of the University and for the execution of measures, not otherwise committed, concerning the field administration of the University. He shall have custody of a duplicate seal. In case of vacancy in the office of President or of his absence or inability to serve, an acting President shall be designated by the Directors, subject to the concurrence of the Governors.

#### ARTICLE VIII - DEGREES AND CREDENTIALS

(a) The Directors may, subject to conditions approved by the Governors, confer undergraduate and graduate degrees upon the basis of examinations passed after the Special Act of Parliament of Canada incorporating the university on July 19, 1924.

(b) The Directors, subject to the concurrence of the Governors, may confer honorary degrees.

(c) Credentials may be granted by the Directors to those who have satisfactorily completed certain prescribed courses of the University.

#### ARTICLE IX - AMENDMENTS

Amendments to these By-laws may be proposed by either Section of the Board of Governors or by the Directors. The By-laws may be amended by a two thirds vote of any regularly called and constituted meeting of each Section, providing that a month's advance notice, with at least the substance of the amendment, shall have been furnished each member of the Board of Governors.

SHANTUNG CHRISTIAN UNIVERSITY

BRITISH SECTION OF THE BOARD OF GOVERNORS

MINUTES of meeting held at 19, Furnival Stree, E.C. 4.  
on Friday, December 6th, 1929.

PRESENT Mr. F.H. Hawkins in the Chair  
Miss M.E. Bowser  
Miss Grace Crosby  
Dr. A.W. Hooker  
Mr. W. D. Sloan  
Rev. C.G. Sparham  
Dr. H.H. Weir  
Rev. C.E. Wilson

PRAYER.

The Meeting opened with prayer led by Mr. Sparham.

BS-235. APOLOGIES FOR ABSENCE

Apologies for absence were received from Dr. Balme, Rev. W.T.A. Barber, Dr. Ingle, Mr. Judd, Mr. MacLennan and Dr. Moorshead.

BS-236. MINUTES.

The Minutes of the last meeting, having been circulated, were taken as read and signed.

BS-237. UNIVERSITY TREASURER'S REPORT

The Report of the University Treasurer for the year ending June 30th, 1929, was considered. The Section expressed its gratification that it was as good as shown, and instructed the Secretary to enquire as to the meaning of several items which were not quite clear.

BS-238. LETTER FROM DR. LI TIEN-LU.

A letter from Dr. Li-Tien-lu of 17.10.29. concerning the new Dean of Women, the School of Nursing, and Registration, was read and considered. The Secretary was instructed to circulate portions of it to members of the Sections.

The Section expressed its high appreciation of Dr. Li's comments on the question of Registration, and instructed the Secretary to convey to him its sympathy in the difficulty with which he is meeting, and the assurance of its hearty support.

BS-239. MRS. J.C. CARR.

The Section heard with interest of Mrs. Carr's expected return to England on December 28th, and instructed the Secretary to ask her to write a report of her visit to China with special reference to Cheeloo.

BS-240. NORTH AMERICAN SECTION.

A. A letter, 5.10.29. from Mr. Garside, enclosing the Minutes of the Executive Committee of the North American Section, dated September 27th, was considered.

b. The Section noted NASEC 161 and 162 - Changes in Membership, and expressed its sincere regret that Mr. H. J. Cochran has had to limit his activities in connection with the University.

c. The Section noted that in connection with the Field Board Minutes most of the Minutes of the Executive Committee of the North American Section recorded actions similar to those already taken by the British Section.

d. In connection with NASEC 182, Release of Gold \$2000, it was noted that BS-231 took a different action, and the Section AGREED to acquiesce in the action indicated in NASEC 182.

e. The Section noted that NASEC 186 approved the Revised Budget, whereas the British Section had referred it back for further information but in view of the fact that the University will presumably have to make some alteration, no further action was taken.

f. A letter, 7.10.29 from Mr. Garside, commenting on the Minutes of the September meeting of the British Section, was considered but no action was required.

BS-141. BYELAWS OF THE BOARD OF GOVERNORS.

The Section considered the Proposed Amended Byelaws of the Board of Governors, submitted to it in NASEC 188 by the Executive Committee of the North American Section and AGREED to ratify them.

BS-242. DATE OF NEXT MEETING.

Friday, January 17th, 1930.





12.10/29

"That this resolution continue in force until formally rescinded and due notice of rescission is filed with said Bankers Trust Company, and that the Secretary of this corporation be and he hereby is directed to deliver to said Trust Company a copy of this resolution and the names and signatures of the officer or officers authorized by this resolution to sign or countersign for this company, certify under his hand and seal of this corporation."

The Committee Adjourned.

B.A. GARSIDE

Secretary

MINUTES OF MEETING OF PROMOTIONAL COMMITTEE  
NORTH AMERICAN SECTION BOARD OF GOVERNORS  
SHANTUNG CHRISTIAN UNIVERSITY

December 20, 1929                      4 P. M.

150 Fifth Avenue,    New York City

Members of Committee

*Dr. Seth Milliken, Chairman	*Dr. A. J. Brown
Mr. Henry Cochran	*Mrs. William I. Haven
Dr. Paul Monroe	*Mrs. A. K. Shaw.

Those whose names are starred above were present as was Mr. C. A. Evans and the Secretary. An excuse for absence was presented in behalf of Dr. Paul Monroe.

Dr. Milliken, The Chairman of the Committee, presided.

NOMINATIONS FOR COOPTED MEMBERSHIP

The Committee gave consideration to a number of suggestions as to suitable coopted members of the North American Section. The different members of the Committee agreed to follow up certain proposed nominees, with the understanding that reports would be made at an early date.

PROMOTIONAL MATTERS.

The Committee discussed the urgent need for undertaking at an early date active work designed to secure additional support for the University. It was agreed that if the Council of Higher Education soon succeeds in adopting a satisfactory program to the University should organize its promotional efforts in accordance with this correlated program. It was the sentiment of the Committee, however, that if the formulation of a correlated program is indefinitely delayed the University should immediately take steps for an independent promotional effort to secure endowment funds urgently needed for the School of Medicine, and for the School of Arts and Science. The Committee agreed that Dr. Randolph T. Shields is the one best qualified to undertake this promotional work on behalf of Cheeloo, either in cooperation with the correlated program or on an independent basis.

It was the sentiment of the Committee that correspondence with Dr. Shields on these matters should be instituted at once though final plans should not be made until after the meeting of the Council of Higher Education in January. After the discussion it was

NASPC-203A VOTED that the Secretary be requested to correspond with Dr. Randolph T. Shields and to assure him that the North American Section of the Board of Governors is profoundly convinced that a vigorous promotional effort on behalf of Cheeloo must be undertaken in the near future, and that the North American Section is willing to cooperate in every possible way in such a promotional effort to be carried on in either cooperation with a correlated program for all Christian Colleges in China, or on an independent basis if such a correlated program is indefinitely delayed and that Dr. Shields be requested to give serious consideration to the possibility of coming to the United States

12.20.29

early in the year 1930 for Cheeloo promotional work.

The Committee asked that the Chairman, Dr. Milliken, add to the Secretary's communication to Dr. Shields his own assurances on behalf of the Committee and of the North American Section of the interest and support of the Governors

The Committee further discussed in a general way possible promotional measures which might be undertaken in preparation for Dr. Shields' coming to America. The Secretary reported on lists of names and publicity material already available. It was suggested that Dr. Shields should be requested to bring with him from the University a supply of interesting and up-to-date pictures of the University. Dr. Brown suggested that if an interesting article on Cheeloo could be prepared it could probably be published in one or more religious publications.

The Committee adjourned to meet at the call of the Chairman.

B. A. GARSIDE

Secretary.

SHANTUNG CHRISTIAN UNIVERSITY

BRITISH SECTION OF THE BOARD OF GOVERNORS

MINUTES of Meeting held at 19 Furnival Street, E.C. 4.  
on Friday, January 17th, 1930.

PRESENT Dr. Harold Balme in the Chair  
Miss M.E. Bowser  
Mrs. J. C. Carr  
Miss Grace Crosby  
Mr. F. H. Hawkins  
Dr. A.W. Hooker  
Dr. A.C. Ingle  
Miss E.G. Kemp  
Mr. Kenneth MacLennan  
Dr. R. Fletcher Moorshead  
Mr. W. B. Slean  
Dr. H.H. Weir  
Rev. C.E. Wilson  
Dr. H.W.S. Wright (alternate)

PRAYER.

The Meeting opened with prayer led by Dr. Moorshead.

BS-243. APOLOGIES FOR ABSENCE.

Apologies for absence were received from Rev. W.T.A. Barber,  
Prof. J.P. Bruce, Preb. Isaacs and Rev. C.G. Sparham.

BS-244. MINUTES.

The Minutes of the last meeting having been circulated were  
taken as read and signed.

BS-245. NORTH AMERICAN SECTION.

Letters, 16.12.29 and 28.12.29 from Mr. Garside, enclosing  
Minutes of the North American Section held on 29th November 1929  
were considered.

NAS 189. Invitation to Women's Missionary Society of the United  
Church of Canada.

ENDORSED, and the Secretary was instructed to circulate  
the resolution to the Cooperating Boards for their approval.

NAS 192 and 193. Gift from Rev. Henry A. Lewis.

ENDORSED, so that the funds may be recognized as the property  
of the Board of Governors.

NAS 196. Continuation of Rockefeller Foundation Grant to School  
of Medicine.

ENDORSED, the Section sharing in the appreciation expressed  
by the North American Section.

NAS 197. Inclusion of Shantung Library as Depository for Carnegie Publications.

ENDORSED, with the appreciation of the Section.

NAS 198. Election of Coopted Governors. NOTED.

NAS 200. Election of Chairman of North American Section. NOTED.

NAS 201. Place of Future Annual Meetings.

NOTED, and the Secretary was instructed to negotiate further with the Secretary of the North American Section, every effort to be made, particularly at the present time to secure that there shall be some representative of both Sections at the Annual Meeting in 1930.

NAS 202. Memorial Minute for Dr. R.P. Mackay.

AGREED TO ENDORSE this resolution of the North American Section, and that the British Section associate itself most heartily with the North American Section in their expression of sorrow at the death of Rev. R. P. Mackay, and appreciation of his help and services.

BS-246. SITUATION AT CHEELOO.

The Governors had in their hands a report from Mrs. Carr on her visit to China; the Minutes of the Administrative Council of November 20th and 21st, 1929; a letter 3.12.29 from Dr. Li Tien-lu; Notes extracted by the Secretary from various correspondence (largely private) received; a cable from Dr. Shields dated 13.1.20 as follows:-

"Workmen have gone on strike. Hospital temporarily closed. Medical School open (now open) .....Shields"

The situation as revealed in these documents was discussed fully and carefully.

The Section AGREED.

"To record its deep sympathy with all in Cheeloo or associated with it who at this time are faced with such very serious troubles and anxiety, recognizing that they are confronted with the gravest difficulty in maintaining that Christian and spiritual basis of the University which they, in common with the Governors have always held to be the significant and value of the University; and, its earnest desire to do every thing in its power to support and aid them in the spiritual conflict in which they are engaged."

The Secretary was instructed to send a cable to the University to this effect.

The Section further AGREED

"To record its great appreciation of the services which

"have been rendered by Dr. Li Tien-lu to the University, and its deep regret that events have called for his resignation. It values deeply the Christian spirit and steadfast firmness which have been shown by Dr. Li during his period of office and his splendid loyalty to the spiritual ideals for which the University stands. It desires to express emphatically its sense of confidence in Dr. Li, and to extend to him its earnest wishes that success and happiness will follow him in his future sphere of Christian service."

The Section recorded its great appreciation of the valuable report given by Mrs. Carr.

BS-247. OTHER BUSINESS.

In view of the cable which had been received consideration of other matters on the Agenda was postponed.

BS-248. DATE OF NEXT MEETING.

The date of the next meeting was provisionally fixed for Friday, February 28th, 1930, at 5.P.M.

MINUTES OF MEETING  
NORTH AMERICAN SECTION SHANTUNG BOARD OF GOVERNORS

3:00 P. M.                      February 5th, 1930

150 Fifth Avenue                      New York City

Roster of Section.

<u>Terms Expire</u>	<u>1931</u>	<u>1933</u>
Presbyterian, North	*Dr. A. J. Brown * Dr. G. T. Scott Mrs. C. K. Roys Dr. E.M. Dodd (Alt.)	*Miss M. E. Hodge Mr. H. J. Cochran *Mrs. A.K. Shaw (Alt.)
United Church of Canada	Dr. A.E. Armstrong Dr. A.G. Sinclair (Alt)	Prin. Alfred Gandier Dr. J. H. Arnup
W. F. M. S.	Mrs. J. M. Avann *Mrs. W. I. Haven	.
A. B. C. F. M. Presbyterian, South Corresponding Member Coopted:-	*Dr. Wynn C. Fairfield Mr. E. F. Willis Dr. J. G. Vaughan	Dr. R. L. Dickinson Dr. J. H. Finley Dr. Seth Milliken Dr. Paul Monroe

Those whose names are starred above were present as was the Secretary. The Section also welcomed as a guest Dr. Courtenay H. Fenn, of the Presbyterian Board.

Dr. Brown, the Chairman of the Section, presided. The meeting was opened by prayer led by Dr. Fenn.

Excuses for absence were presented from Mr. Cochran, Mr. Roys, Dr. Dodd, Dr. Armstrong, Dr. Sinclair, Dr. Gandier, Mrs. Avann, Mr. Willis, Dr. Dickinson, Dr. Finley, and Dr. Monroe.

APPROVAL OF MINUTES

The minutes of the meetings of the North American Section on November 29, 1929, and of the promotional committee on December 20, 1920 were approved as circulated.

ELECTION OF COOPTED MEMBERS

Attention was called to the fact that, inasmuch as the representative membership of the North American Section, including present vacancies but not including alternates, is sixteen, the Section is entitled under the By-laws to elect eight coopted members. As the Section has only four coopted members, four vacancies exist in the coopted group. In accordance with the tentative action taken by the Promotional Committee on December 20, 1929, the following have been asked to permit their names to be placed for nomination to membership in the North American Section:- Mrs. Ellis Phillips, Dr. Ezra Squier Tipple, Bishop Wilbur P. Thirkield, and Dr. George Vincent. Mrs. Haven reported that Bishop Thirkield, Dr. Tipple, and Mrs. Phillips have expressed their hearty interest in the University and have indicated their willingness to accept election as coopted members of its Board of



Governors. Dr. Brown reported that Dr. Vincent has expressed his sympathetic interest in the invitation to accept membership on the Board of Governors, but has not as yet reached a final decision. It was unanimously

NAS-204 VOTED to elect the following as coopted members of the North American Section of the Shantung Board of Governors in the class of 1931:- Mrs. Ellis Phillips, Dr. Ezra Squier Tipple, and Bishop Wilbur P. Thirkield.

#### PRESENT SITUATION AT THE UNIVERSITY

Preceding the meeting of the Section copies of the following had been mailed to all members of the North American Section:- Dr. Li-Tien-lu's letter to Mr. B. A. Garside, of December 3, 1929; Mr. F. H. Hawkins' letter to Dr. Scott of January 26, 1930; and Mr. Hawkins letter to Rev. T. Cocker-Brown of January 20, 1930. There was distributed at the meeting copies of a letter written by Acting-President Randolph T. Shields to the members of the Field Board of Managers on January 10, 1930. The Secretary also read excerpts from a personal letter from Dr. Shields dated January 11, and from a letter of Dr. A. L. Warnshuis to Mr. F. H. Hawkins dated February 3, 1930. Dr. Scott read excerpts from a letter of Dr. Heimbürger dated January 8, and from the Cheeloo Bulletin of January 11.

There followed an extended discussion of the situation at the University, and of the various possible courses of procedure that might be adopted by the Section. The Section expressed its warmest confidence in the ability of and judgement of Dr. Shields and those associated with him in the administration of the University; After a thorough study of all the factors involved the Section decided that for the present at least there seems to be nothing further it can do than to assure the administrative officers of the field of its interest and support. It was

NAS-205 VOTED that the Secretary be requested to send a cable gram to Acting President Randolph T. Shields, expressing the concern of the Section over the news of disturbances at the University during recent months and its sympathy for the difficulties and perplexities of those who are now carrying on the administration of the University, stating that it is the conviction of the Section that decisions as to methods of handling the situation can under present conditions best be made by those who are present on the field rather than by the administrative boards from the West, assuring the administration officers of the University of the hearty support and cooperation of the North American Section, and expressing the hope that at an early date the entire University will find it possible to resume its activities.

#### DATE OF ANNUAL MEETING OF THE BOARD OF GOVERNORS

The Secretary reported that inquiries had been made among all members of the North American Section as to their availability for attending a meeting of the Board of Governors in London sometime during this year. From the inquiry it appears that only two members of the Section, Dr. Paul Monroe and Mr. Henry Cochran are likely to be in London during the year. Dr. Monroe is sailing for the Near East within a few days and expects to be in London for a short time during the latter days of February and again sometime in April.

Mr. Cochran may make a business trip to London during April but arrangements for such a trip are still tentative. However, it appears that a number of the representatives of the Mission Boards cooperating in Shantung Christian University may be in London late in June or early in July. A meeting of the West China Union University Board of Governors will be held near London from July 3 to July 7. A letter from Dr. Armstrong reported that Dr. James Endicott, Secretary of the Board of Foreign Missions of the United Church of Canada, will be in London attending the West China meeting, and because of his familiarity with Shantung affairs, would be a very satisfactory representative of the United Church of Canada, at a meeting of the Shantung Board of Governors. Dr. Fairfield reported that Dr. James L. Barton of the American Board will probably be in London about July first, and Dr. Scott reported that Dr. Francis S. Downs of the Presbyterian Board will probably be in London about the same time. It is understood that some representative of the Methodist Episcopal Board will probably also attend the West China meeting.

On the basis of this information the Committee expressed itself as favoring holding the annual meeting of the Board of Governors late in June or early in July if such time is satisfactory to the British Section. The Section also discussed the desirability of having the Secretary of the Section present at the annual meeting in London if the necessary arrangements for meeting the expenses of such a trip could be made. Attention was called to the fact that the Secretary of the Section is also First Assistant Treasurer of the West China Board of Governors and may be requested to present financial reports of the West China meeting. It was

NAS-206 VOTED that the Secretary of the North American Section, Mr. B. A. Garside, formerly a member of the Shantung Christian University staff, be requested to represent the Section at the annual meeting of the Board of Governors at London during 1930; and for this purpose to approve the appropriation of the necessary expenses involved, within a total of \$400; with the expectation that if Mr. Garside represents another institution during his trip to London the expense will be prorated.

NAS-207 VOTED that the Section has learned with interest that Dr. James Endicott, Dr. James L. Barton and Dr. Francis S. Downs will probably be in London and available for attendance at a meeting of the Shantung Board of Governors if such a meeting is arranged during the latter part of June or the early part of July; and heartily approves their appointment as representative of the North American Section.

NAS-208 VOTED that the Executive Committee of the North American Section be empowered to appoint additional members of the North American Section at the annual meeting of the Board of Governors.

The meeting adjourned.

B. A. GARSIDE

Secretary.

MINUTES OF MEETING  
EXECUTIVE COMMITTEE, NORTH AMERICAN SECTION  
BOARD OF GOVERNORS, SHANTUNG CHRISTIAN UNIVERSITY

150 Fifth Avenue, New York City

March 18, 1930      12:30 P.M.

List of Members

*Dr. A. J. Brown	*Dr. A. E. Armstrong
Mrs. Wm. I. Haven	*Mrs. A. K. Shaw
*Dr. C. H. Fenn (for Dr. G.T.Scott)	*Mr. C. A. Evans
	*Mr. B. A. Garside

Guests: \*Dr. H. P. Lair, \*Mr. Harold F. Smith.

Those whose names are starred above were present.

Dr. Brown, the Chairman of the North American Section, presided.

APPROVAL OF MINUTES

The Minutes of the meeting of the Executive Committee of the North American Section held on December 20, 1929, were approved as distributed.

ELECTION OF COOPTED MEMBER

The Secretary stated that on March 11 Dr. Seth M. Milliken reported that, in accordance with the proposal of the Promotional Committee at its meeting on December 20, 1929, he had invited Mr. William F. Cochran to become a co-opted member of the North American Section, and that Mr. Cochran had consented to serve in this capacity. The Committee unanimously

NASEC-209 VOTED that the Executive Committee, acting on behalf of the North American Section, elects Mr. William F. Cochran a coopted member of the North American Section in the class of 1931.

STEPS TAKEN TO SECURE MR. A. L. CARSON FOR  
THE UNIVERSITY STAFF

The Secretary reported on steps taken during recent weeks to secure Mr. Carson for the University staff. He stated that at the present time it seems very likely that Mr. Carson will be able to go out in the summer of 1930 as a member of the Presbyterian quota for work in Rural Education or some allied department. The Executive Committee expressed its sincere gratification over the prospects of having Mr. Carson join the staff of the University this year.

RECENT DEVELOPMENTS AT THE UNIVERSITY

The Secretary called attention to the fact that in advance of the meeting there had been mailed to all members of the North American Section copies of Dr. Shields' letters of January 23 and February 7, 1930, and copies of a cablegram sent by the University on March 8. He reported also that on March 11 the following cablegram was sent by Dr. Shields:-

"BOARD OF MANAGERS INVESTIGATING REGISTRATION INDIVIDUAL  
SCHOOLS SEPARATELY IF ABSOLUTELY NECESSARY."

The Executive Committee expressed its gratification over the encouraging progress made by the University during recent weeks in overcoming the difficulties it has encountered during the last few months. Grave concern was expressed, however, over the continued difficulties in the Colleges of Arts and Sciences. Several members of the Committee expressed their sincere regrets that it had been found necessary to close the work in Arts and Science during the spring term of the present academic year. The members of the Committee stressed the importance of the contribution of the College of Arts and Science have been making to the Christian higher education in China and the still larger contribution they are being called upon to make under the new correlated program. The Committee also considered the obligation of the University to the boards and individuals who have contributed or are now contributing to the support of the work in Arts and Science and expressed the hope that no steps would be taken which would in any way violate the University's responsibilities to these donors or would cause any substantial falling off of income for the work in Arts and Science.

The Committee also gave a serious study to the communications from the field reporting that the University might find it necessary to proceed with separate registration of the School of Medicine. Fear was expressed that for the School of Medicine to be registered separately would greatly increase both the present and the future difficulties of the College of Arts and Science and might produce a serious disunity within the University.

After a thorough discussion it was

NASEC-210 VOTED that the Secretary be asked to send a cable to the field authorities at the University stating that the Executive Committee seriously doubts the advisability of separate registration of the School of Medicine, and requesting the field authorities to cable the Board of Governors the results of investigations made by the Board of Managers before the field commits itself in any way to separate registration of the School of Medicine.

NASEC-211 VOTED to request the Secretary to notify the British Section by wire that the cablegram authorized by action NASEC-210 has been sent to the field.

NASEC-212 VOTED that the Secretary be asked to inform the British Section by wire of our grave concern over the suspension of the work of the Colleges of Arts and Science, and of its conviction that the two Sections of the Board of Governors should urge the field authorities of the University to take early steps looking to the reopening of these Colleges for the autumn term of 1930-31 and to make public announcement of this intended opening at the earliest possible date.

NASEC-213 VOTED that Dr. Arthur J. Brown, Mrs. William I. Have, and the Secretary be appointed a special sub-committee to draft a statement of the Committee's views as to the future policy of the College of Arts and Science, for presentation to the meeting of the North American Section of the Shantung Board of Governors on April 25, 1930

After prayer led by Dr. C. H. Fenn, the committee adjourned

B.A. GARSIDE?  
Secretary

SHANTUNG CHRISTIAN UNIVERSITY

BRITISH SECTION OF THE BOARD OF GOVERNORS

MINUTES of Emergency Meeting held at 19, Furnival Street,  
E.C. 4. on Friday, April 11th, 1930

PRESENT Dr. Harold Balme in the Chair  
Rev. W.T.A. Barber  
Prof. J. P. Bruce  
Mrs. J.C. Carr  
Mr. F. H. Hooker  
Dr. A. C. Ingle  
Miss E.G. Kemp  
Mr. W.B. Sloan  
Rev. C.G. Sparham  
Dr. H.H. Weir  
Dr. H.W.S. Wright  
Rev. C.E. Wilson

PRAYER.

The Meeting opened with prayer led by Dr. Barber.

BS-249. APOLOGIES FOR ABSENCE.

Apologies for absence were received from Miss M. E. Bowser, Prev. Isaacs, Mr. Kenneth Maclellan and Dr. Fletcher Moorshead.

BS-250. MINUTES.

The Minutes of the last meeting having been circulated were taken as read and signed.

BS-251. WOMAN'S MISSIONARY SOCIETY OF THE UNITED CHURCH OF CANADA.

It was reported that letters had been received from the Baptist Missionary Society, the London Missionary Society, the Presbyterian Foreign Missions Committee, The Society for the Propagation of the Gospel and the Wesleyan Methodist Missionary Society, approving of the invitation to the Woman's Missionary Society of the United Church of Canada to cooperate in Cheeloo. The invitation was accordingly endorsed.

BS-252. MEMBERSHIP.

The resignation of Miss Grace Crosby, reported by the Society for the Propagation of the Gospel was received with great regret, and the appointment of H.W.S. Wright Esq., R.R.C.S. as her successor was noted.

BS-253. PROPERTY.

Correspondence concerning the property of the University which had been circulated was noted.

BS-254. PRESENT SITUATION AT CHEELOO.

Full discussion took place as to the situation in the Univer-

sity at the present time and the prospects of the future.

Only one copy of the Minutes of the Board of Directors (March 5-7th 1930) having been received, an extract giving more important minutes had been circulated, together with cables and extracts from the covering letter from Dr. Shields, Minutes of the North American Section 5.2.30 and of the North American Section Executive Committee 18.3.30, with cable covering letters from Mr. Garside, and copy of a letter from Dr. Miner to Mrs. Carr, reporting the Meeting of the Council of Higher Education.

Further, a copy of the Minutes of the various meetings of the Senate being received, relevant extracts were laid before the Board.

As time did not permit of going through all the Minutes in detail, action was taken as follows:-

Minutes of the Board of Directors, March 5-7th, 1930.

FB 893. Registration of the University or its schools.

Voted: THAT the Section expresses its deep sympathy with the Staff in the extremely difficult situation with which the University is faced and assures them all of its hearty support in every possible way. It endorses the action taken in closing the School of Arts and Science, as it does not see that any other action was possible in the emergency, and notes with satisfaction that plans are being made for the re-opening of the School of Arts and Science, in the autumn.

The Section endorses FB 893 (1), and in connection with (2) is not averse to the separate registration of the Medical School, provided that the religious conditions associated with registration are satisfactory, and that such registration can be effected without prejudice to the future registration of the other Schools.

It joins with the North American Section in asking that the results of the investigations concerning the separate registration of the School of Medicine be made known to the Governors before the Field commits itself in any way to a separate registration of the School of Medicine.

BS-255. DATE OF NEXT MEETING.

It was agreed to hold a further meeting of the Section at 5 P.M. on Thursday, April 24th, with a view to dealing with as much as possible of the other outstanding business.

MINUTES OF MEETING  
SPECIAL COMMITTEE ON FUNCTIONS OF WOMAN'S COMMITTEE  
NORTH AMERICAN SECTION, BOARD OF GOVERNORS  
SHANTUNG CHRISTIAN UNIVERSITY

6:00 P. M.                  April 23, 1930

Hotel Prince George, New York City

List of Members.

\*Mrs. J.M. Avann  
Mr. H.J. Cochran  
Mrs. C.K. Roys

\*Dr. G.T. Scott  
\*Mrs. A.K. Shaw  
\*Mr. B.A. Garside

Those whose names are starred above were present.

Dr. Scott presided.

The Committee noted that it was created by the Board of Governors on April 12, 1928, "to consider the fundtions of the Woman's Committee".

The Committee made a study of various documents related to the development and organization of the Woman's Committee, particularly (1) the notes of a conference between representatives of the North China Union Medical College for Women and the Shantung Christian University, held in Peking on January 19, 1923, and (2) the "By-laws of the Woman's Committee of the School of Medicine of Shantung Christian University" as drafted by the Woman's Committee in 1923.

The Committee agreed that because of the developements since the Woman's Committee was first created, particularly in the admission of women students to other departments of the University as well as to the School of Medicine, the functions of the Committee should be broadened to include responsibility for the women's interest of the entire University, and the development of interest among women in America in the work being done at Cheeloo for the womanhood of China.

After discussion it was

RESOLVED, to recommend to the Woman's Committee, and to the North American Section of the Board of Governors, that, in accordance with Article IV, Section 6 of the By-laws of the Board of Governors, the Woman's Committee be constituted as follows:-

1. Name and composition. There shall be a Woman's Committee of the North American Section of the Board of Governors of Shantung Christian University, hereinafter usually called the Cheeloo Woman's Committee, composed of the following members:-

(a) The women members of the North American Section.

(b) The Chairman or the Acting Chairman, the Treasurer, and the Secretary of the North American Section.

(c) Coopted members not to exceed one-third of the number of representatives and ex-officio members, who shall be elected by the Cheeloo Woman's Committee as may be provided in its By-laws.

2. Functions. The Cheeloo Woman's Committee shall exercise the following functions:-

(a) To care for the interests of the women of the University on behalf of the North American Section.

(b) to nominate all women members of the University staff whose appointment is to be made by the North American Section.

(c) To serve as a liaison group between the University and the Woman's Missionary organizations in America.

(d) To report to the North American Section on behalf of the Woman's unit on the field.

(e) To endeavor to develop financial interest among the women of America in all departments of the University.

(f) To continue to exercise the Committee's financial responsibilities in the School of Medicine.

3. By-Laws. The Cheeloo Woman's Committee shall have such By-laws as it may desire, in harmony with the charter of the University and the By-laws of the Board of Governors.

The Committee adjourned.

B. A. GARSIDE

Secretary.



SHANTUNG CHRISTIAN UNIVERSITY

BRITISH SECTION OF THE BOARD OF GOVERNORS

MINUTES of meeting held at 19, Funnival Street, E. C. 4,  
on Thursday, April 24, 1930

PRESENT Prof. J. P. Bruce, in the Chair  
Rev. W.T.A. Barber  
Miss M.E. Bowser  
Mrs. J. C. Carr  
Mr. F.W. Hawkins  
Dr. A.W. Hooker  
Dr. A.C. Ingle  
Mr. H.G. Judd  
Miss E.G. Kemp  
Mr. W.B. Sloan  
Rev. C.G. Sparham  
Dr. H.H. Weir  
Rev. C.E. Wilson  
  
Miss G.M. Hickson (by invitation)

PRAYER.

The meeting was opened with prayer led by Rev. C.G. Sparham.

BS-256. APOLOGIES FOR ABSENCE.

Apologies for absence were received from Miss Hornby, Preb. Issacs and Dr. <sup>M</sup>oorthead; also from Mr. Henry Cochran who had hoped to be present.

BS-257. MINUTES.

The Minutes of the last meeting having been circulated were taken as read and signed.

BS-258. BYELAWS OF THE BOARD OF GOVERNORS.

The proposed amendments to the Byelaws of the Board of Governors, approved by the North American Section, were considered, and the suggested alterations were approved.

BS-259. ANNUAL MEETING.

Arrangements for the Annual Meeting on Monday, June 30th, 1930 were considered.

(a) It was AGREED to send an Invitation to Mr. Cressy to be present at the meeting.

(b) It was AGREED that the meeting should commence at 10:30 A.M. and sit both morning and afternoon.

BS-260. NORTH AMERICAN SECTION MINUTES

The Minutes of the North American Section, 5.2.30 were considered.

NAS 204. Election of Co-opted Members was NOTED.

The Minutes of the North American Section Executive Committee, 18.3.30, were considered.

NASEC 209. Election of Co-opted Members was NOTED, and also the steps being taken to secure Mr. A.L. Carson for the University staff.

BS-261. MINUTES OF THE BOARD OF DIRECTORS.

The Minutes of the meeting of the Board of Directors, March 5-7th, 1930, were considered, and the following Minutes were NOTED:

882. Present.

883. Chairman

884. Minute Secretaries

885. Substitutes for Absent Members.

886. Report of Vice President.

887. Sub-Committee for Re-organization of Board of Directors.

888. Sub-Committee for Examination of the Budget

889. Sub-Committee to Examine report on Employees' Welfare.

890. Mr. Lin Chi Ch'ing.

891. Senate Minutes No. 1435.

892. Employees' Welfare

894. Dean of Schools of Arts & Science.

895. Rural Programme.

897. Committee for Nomination of the President.

903. Dormitory Fees Arts and Science Schools.

904. Breakage Fee in Science School.

906. The Rural Programme and the Alumni.

907. Alternate Members of Administrative Council

908. Vote of Thanks.

Action was taken on the following:-

(N.B. 893. Registration of the University or its Schools was dealt with at the previous meeting.)

896. Resignation of Dr. Shields from the Vice-Presidency.

AGREED to accept with regret, the resignation of Dr. Shields from the Vice-Presidency and to express to him the deep appreciation felt by the Section for the way in which he has faced the serious and very difficult situation and for the courage and skill with which he has steered the University through a time of very great crisis.

898. The Budget.      905. Letter from Mr. F. C. Cheng.

AGREED to note these Minutes and to instruct the Secretary to correspond with the Field about them.

899. Re-organization of Board of Directors.

The Section discussed this Minute carefully and instructed the Secretary to make enquiries, suspending any action upon it in the meanwhile.

900. The Institute.    APPROVED.

901. Invitation to Rev. F. S. Drake to join the Theological School.  
APPROVED.

BS-262. HOME BUDGET.

The Home Budget, presented by the Treasurer, as follows was ACCEPTED.

Salary and Insurance	£ 123. -- 8.
Rent	25. -- --
Telephone & Telegraph	12. -- --
Postage & Carriage	18. -- --
Printing & Stationary	19. -- --
Literature	60. -- --
Deputation Expenses	20. -- --
Sundries	10. -- --
	<hr/>
	£ 285. -- 8.
Carr Scholarship	15. -- --
<u>Field Budget:</u>	
(Miss Hickson      \$1852.	
(Gen. Exa.         \$3500.	
(Medical Salary    \$1500.	685. -- --
	<hr/>
Furlough Fund, approx.	60. -- --
	<hr/>
	£ 1046. -- 8.
	<hr/>

BS-263. STATEMENT OF ACCOUNTS FOR THE YEAR 1929-30.

The Statement of Accounts for the year 1929-30, presented by the Treasurer, was APPROVED subject to audit.

4/24/30

The Treasurer was empowered to transfer £120. to the Capital Fund at such time or times as should prove convenient.

It was agreed to ask the Treasurer to communicate with the Field Treasurer with a view to discovering the action taken in regard to the £100. from Darlington sent direct to China in 1928, which sum should have been paid through the Section.

It was AGREED to express to the Treasurer the hearty thanks of the Section for his care of the University funds and the trouble he has taken with them in administering and recording them.

It was agreed to express the thanks of the Section to the Hon. Auditor for his services.

BS-264. DATE OF NEXT MEETING.

It was AGREED that the officers be empowered to summon a meeting of the Section before the date of the Annual Meeting, should events make such action desirable.

MINUTES OF MEETING  
NORTH AMERICAN SECTION BOARD OF GOVERNORS  
SHANTUNG CHRISTIAN UNIVERSITY

Room 903, 150 Fifth Avenue, New York City

9:30 A. M., Friday, April 25, 1930

List of Members

<u>Board</u>	<u>Terms Expire 1931</u>	<u>Terms Expire 1933</u>
Presbyterian, North	* Dr. A. J. Brown * Dr. G. T. Scott Mrs. C. K. Roys * Dr. E. M. Dodd(Alt.)	* Miss M. E. Hodge Mr. H. J. Cochran * Mrs. A. K. Shaw (Alt.)
United Church of Canada	Dr. A. E. Armstrong Dr. A. G. Sinclair(Alt.)	Prin. Alfred Gandier Dr. J. H. Arnup
W.M.S. of U.C.C.	* Mrs. J. M. Avann	* Mrs. H. R. Inksater
W. F. M. S.	* Mrs. W. I. Haven	(1 vacancy)
A. B. C. F. M.	* Dr. Wynn C. Fairfield	(1 vacancy)
Presbyterian, South	Mr. E. F. Willis	
Corresponding member	Dr. J. G. Vaughan	
Coopted Members	*Mrs. Ellis Phillips Bishop W. P. Thirkield * Dr. E. S. Tipple	Dr. R. L. Dickinson Dr. J. H. Finley * Dr. Seth Milliken Dr. Paul Monroe.

Guests: \* Dr. James L. Barton  
\* Dr. Samuel Cochran.  
\* Mr. E. H. Cressey

Those whose names are starred above were present, as were Mr. C. A. Evans, and the Secretary.

Dr. Brown, the Chairman of the Section, presided.

The meeting was opened with prayer,

Apologies for absence were presented on behalf of Mrs. C. K. Roys, Mr. H.J. Cochran, Dr. A. E. Armstrong, Principal Alfred Gandier, Dr. J.H. Arnup, Mr. E. F. Willis, Dr. R. L. Dickinson, Dr. J. H. Finley, and Dr. Paul Monroe.

CHANGES IN ROSTER

The Section extended a hearty welcome to Mrs. H.R.Inksater, Mrs. Ellis L. Phillips, and Dr. Ezra Squier Tipple, all of whom were attending their first meeting of the Section. It was also noted that Bishop Wilbur P. Thirkield who was unable to attend, has recently been elected to membership in the coopted group.

The Secretary presented a letter from Mr. William F. Cochran Jr. expressing his regret that it will not be possible for him to accept membership on the Section in the coopted group. The Section requested the Secretary to convey to Mr. Cochran its sincere regret that he is not able to accept membership on the Section

April 25, 1930

The Secretary also presented a letter from Dr. George E. Vincent to Mr. H. J. Cochran stating that he had found it impossible to accept membership in the coopted group. The Section expressed its sincerest regret that Dr. Vincent had found himself unable to serve as a member of the Section.

APPROVAL OF MINUTES

NAS-214 VOTED to approve as distributed, the minutes of the meeting of the North American Section held on February 5, 1930, and the minutes of the Executive Committee held on March 18, 1930.

APPROVAL BY COOPERATING BOARD OF INVITATION TO  
THE WOMAN'S MISSIONARY SOCIETY OF THE UNITED CHURCH OF CANADA

The Secretary presented letters from the Board of Foreign Missions of the Presbyterian Church in the U.S.A., the American Board of Commissions for Foreign Missions; and the Executive Committee for Foreign Missions of the Presbyterian Church in the U.S., all approving the inclusion of the Woman's Missionary Society of the United Church of Canada as one of the mission boards participating in the work of Cheeloo. It was also noted that the British Section, by action BS 251 on April 11th, after noting that the requisite majority of the cooperating boards had taken favorable action, cordially endorsed the invitation to the Woman's Missionary Society of the United Church of Canada.

RECENT DEVELOPMENTS ON FIELD

The Secretary summarized briefly the developments of recent months at the University. He stated that members of the Section had been kept informed of these developments through receiving copies of letters from the field and other informational material.

Mr Cressy also discussed briefly the events of the past year at the University, particularly the problems of political relationships and government registration.

ELECTION OF OFFICERS

The Nominating Committee presented nomination for officers of the Section and members of the Executive Committee. It was

NAS-215 VOTED that the Secretary be instructed to cast the ballot for the following:-

Honorary Chairman:-	Mr. H. J. Cochran
Chairman:-	Dr. A. J. Brown
Vice Chairmen	Prin. Alfred Gandier
	Mrs. W. I. Haven
Treasurer:-	Mrs. A. K. Shaw
Secretary:-	Mr. B. A. Garside
Asst. Secy. and Asst. Treasurer:-	Mr. C. A. Evans

Executive Committee:- The above named officers together with Dr. W. C. Fairfield, Dr. Seth Milliken and Dr. Extra S. Tupple.

MINUTES OF MEETING OF BOARD OF DIRECTORS  
MARCH 5th to 7th, 1930

The Secretary stated that in advance of the meeting all members of the Section had been sent copies of the minutes of the meeting of the Board of Directors held on March 5th to 7th, together with Dr. Shields' covering letter of March 14th, 1930. Preceding the discussion of these minutes there were distributed to all those present copies of the minutes of the meeting of the British Section held on April 11th, 1930, together with Dr. Weir's covering letter of April 14th.

Such minutes of the Board of Directors as seemed to require special notice or action were taken up seriatim.

892. Employees' Welfare.

Noted.

893. Registration of the University or its Schools.

The Section gave careful attention not only to action 893 of the Board of Directors and Dr. Shields' comments thereon, but also to action NASECC 210 passed by the Executive Committee of the North American Section on March 18th and BS-254 of the British Section passed on April 11th. Mr. Cressy reported on the conferences he had had with representatives of Cheeloo and with representatives of the Chinese Ministry of Education relative to the registration of the University or its separate schools. There followed a general discussion in which the problems of registration were discussed from various viewpoints. Thereafter it was

NAS-216 VOTED that while the North American Section would greatly prefer the registration of the entire University as a whole at the present time, if the Board of Directors finds it necessary and desirable first to register the Medical School separately as a college, the Section express itself as willing to have the Board of Directors proceed with such registration without further reference to the North American section, provided that religious conditions associated with registration are satisfactory, and that such registration can be effected without prejudice to the future registration of the other schools of the University.

894. Dean of Schools of Arts, and Science.

NAS-217, VOTED that the Section warmly concurs in the action of the Board of Directors in inviting Mr. Lin Chi Ch'ing to become Dean of the Schools of Arts and Science, and expresses the earnest hope that Mr. Lin may find it possible to undertake this important service to the University.

895. Rural Program.

NAS-218 VOTED that the Section heartily approves the general plan for the Rural Program at Cheeloo, as outlined in the "Recommendations of the Organization Committee of the Senate Committee on the Rural Program"; with, however, recognition of the fact that there may be modifications in some of the details of the proposed program.

In connection with the Rural Program, the Section noted the field's invitation to Dr. Kenyon L. Butterfield to make Cheeloo his residence during his coming visit to China. The Secretary also presented letters from Dr. A.L. Warnshuis dated April 15 and April 23 discussing Dr. Butterfield's plans. Dr. Warnshuis writes:- "Our plans are still tentative, but we expect to succeed in arranging for Dr. Butterfield to go to the Far East about the first of October, 1930, and to return about twelve months later. Most of his time will be spent in China, and I think we ought to consider whether the best use of his time would not include a fairly long stay in Tsinan. I am ready to consider possibilities." It was

NAS-219 VOTED that the North American Section has learned with great gratification that Dr. Kenyon L. Butterfield has definitely arranged to visit China in 1930-31, and expresses its earnest desire that Dr. Butterfield give the largest possible amount of time to cooperation in developing the plans, and inaugurating the operation of the new Rural Program which has been assigned to Cheeloo under the coorelated Educational Program for Christian Colleges in China.

896. Resignation of Dr. Shields from the Vice Presidency.

The Section learned with the gravest concern from action 896 of the Board of Directors, together with information contained in Dr. Shields' covering letter, that Dr. Shields has presented his resignation from the Vice-Presidency. The Section recognized the fact that the work of the Vice-Presidency has been exceedingly difficult and perplexing during the last six months, and that Dr. Shields has been forced to give so much time to the administration duties in connection with this office as seriously to interfere with his work as Dean of the School of Medicine and head of the Department of Histology and Embryology. The Section felt, however, that at the end of this very critical stage in the University's history, it would be a grave loss to have Dr. Shields withdraw from the Vice Presidency. All members of the Section agreed in their warm praise of the splendid work he has been doing under very trying circumstances. The Section felt that if Dr. Shields were to withdraw from this position, it would add still further to the difficulties of the University. It was, therefore,

NAS-220 VOTED that the North American Section, recognizing the invaluable services Dr. Randolph T. Shields is rendering the University in the office of Vice-President, urges him not to press his resignation at this time when his services in this position are so urgently needed.

897. Committee for Nomination of the President.

Noted.

898. Budget for 1930-31.

The Section noted that the Board of Directors was not able to take final action on the 1930-31 budget and referred back this budget to the Finance Committee for revision and later resubmission. It was

NAS-221 VOTED that the Executive Committee of the Section be authorized to take whatever action relative to the 1930-31 budget may be necessary in advance of the annual meeting of the Board of Governors on June 30.



899. Reorganization of Board of Directors.

The Section noted that the Board of Directors by Action No.899 proposes a reorganization of the Board of Directors to make provision for a two-thirds majority of Chinese members as required by recent Chinese government educational regulations. After discussion of the proposals of the Board of Directors, it was

NAS-222 VOTED that, with regard to action 899 of the Board of Directors, the North American Section have given careful consideration to this recommendation, and desiring to continue the substantial control of the University by the bodies directly concerned in its establishment and maintenance, recommend that the By-laws be amended to provide for the necessary reorganization of the Board of Directors in the following form:-

Representatives of related churches and missions	15
Alumni Representatives	4
Coopted members not to exceed one third of the elected members.	6
	<u>25</u>

Of the fifteen members elected by church and mission bodies a sufficient number shall be Chinese to make a possible compliance with the government regulations as to the proportion of Chinese in the total membership of the Board, under such arrangements as the Board of Directors may make with the electing bodies concerned.

900. Institute.

The Section noted the proposal of the Board of Directors that the Institute revert to Mission control. Inasmuch as no information has been received as to the attitude of the English Baptist Mission, which has the major interest in the institute, it was agreed that action on the matter be deferred until the attitude of the English Baptist Mission and of the British Section is known.

901. Invitation to Mr. Drake

Noted, with approval.

903. Dormitory Fees Arts and Science Schools.

Noted.

904. Breakage Fees.

Noted.

905. Letter from Mr. F. C. Cheng.

Noted.

906. Rural Program and the Alumni.

Noted.

907. Alternate Members of the Administrative Council.

Noted.

REPORT OF SUB-COMMITTEE APPOINTED TO PREPARE A STATEMENT OF  
FUTURE POLICY AT THE UNIVERSITY

In advance of the meeting of the Section there has been distributed to all members of the Section of copies of the statement of the "Ruralized Program for Cheeloo" which had been prepared by the special sub-committee appointed by the Executive Committee on March 18,, A copy of this statement is hereto attached as Appendix A. It was

NAS-223 VOTED that, subject to concurrent action by the British Section, the statement of the "Ruralized Program for Cheeloo" as attached to these minutes, be approved by the North American Section.

REPORT OF THE SPECIAL COMMITTEE ON FUNCTION FOR  
THE WOMAN'S COMMITTEE

There were presented for consideration by the Section the memorandum minutes of a meeting held of the Special Committee on Functions for the Woman's Committee on the evening of April 23, 1930. Mrs. Avann, the Chairman of the Woman's Committee, stated that at a meeting on April 24 the Woman's Committee had given its approval to the proposals of this special Committee. After consideration of the recommendations of the Committee it was.

NAS-224 VOTED to approve the recommendation of the Special Committee of the Woman's Committee that, in accordance with Article IV Section 6 of the By-laws of the Board of Governors, the Woman's Committee be constituted as follows:-

1. Name and Composition. There shall be a Women's Committee of the North American Section of the Board of Governors of Shantung Christian University, hereinafter usually called the Cheeloo Woman's Committee, composed of the following members:

(a) The women members of the North American Section.

(b) The Chairman of the Acting Chairman, the Treasurer, and the Secretary of the North American Section.

(c) Coopted members not to exceed one-third of the number of representatives and ex-officio members, who shall be elected by the Cheeloo Woman's Committee as may be provided in its By-laws.

2. Functions. The Cheeloo Woman's Committee shall exercise the following functions:-

(a) To care for the interests of the women of the University on behalf of the North American Section.

(b) To nominate all women members of the University staff whose appointment is to be made by the North American Section.

(c) To serve as a liaison group between the University and the Woman's Missionary Organizations in America.

(d) To report to the North American Section on behalf of the Women's Unit on the field.

(e) To endeavor to develop financial interest among the women of America in all departments of the University.

(f) To continue to exercise the Committee's financial responsibilities in the School of Medicine.

3. By-laws. The Cheeloo Woman's Committee shall have such By-laws as it may desire, in harmony with the charter of the University and the By-laws of the Board of Governors.

#### REPORT BY WOMAN'S COMMITTEE

Mrs. Avann stated that the Committee had held a meeting on April 24. One of the main items of business was the consideration of recommendations of the Special Committee on Functions of the Woman's Committee, referred to in the preceding section of these minutes. Mrs. Avann expressed the hope that this definition of the status and functions of the Woman's Committee would result in a substantial increase of interest and activity on the part of the Committee. She also announced that immediately following the meeting of the Section, a special meeting of the Woman's Committee would be held to undertake a reorganization of the Committee along the lines proposed in action NAS-224.

#### CORRELATED PROGRAM

There had been distributed to all members of the North American Section copies of the "Correlated Program, 1930" recently received from China. On invitation of the Chairman, Mr. Cressy reported briefly on the progress made during recent months in the formulation of a correlated program for Christian higher education in China. The Section expressed its general satisfaction with the progress that has been made in the formulation of a correlated program, and with the place assigned to Cheeloo under this program. Since, however, no information has as yet been received as to the attitude of the field authorities of the University toward the program, it was felt that no final action should be taken at this time. It was, therefore

NAS-225 VOTED that the North American Section has received with deep interest and sincere gratification the news of the adoption of the correlated program for Christian higher education in China by the Council of Higher Education at a meeting held in Shanghai in January 1930; and that the Section gave its general approval to the correlated program with the understanding, however, that definite and final action be deferred until the Section or the Board of Governors has received recommendations from the Board of Directors of the University.

The Secretary called attention to the fact that on April 22 the Committee for Christian Colleges in China adopted a budget calling for the expenditure of \$2,000 up to December 31, 1930, or such earlier date as the adoption of the correlated program may make it possible for the Committee to enter upon a more active stage of work. Each of the colleges sharing in the work

April 25, 1930

of the Committee for Christian Colleges in China was asked to undertake its pro rata share of this provisional budget. Cheeloo's share has been estimated at \$243.92. It was

NAS-226 VOTED to authorize the Treasurer of the North American Section to disburse to the Committee for Christian Colleges in China, as may be requested, up to \$243.92 to meet Cheeloo's share in the expenses of the Committee up to December 31, 1930, or such earlier date as the adoption of the correlated program may make it possible for the Committee to embark upon a more active stage of its work.

The meeting adjourned.

B. A. GARSIDE  
Secretary.

THE RURALIZED PROGRAM FOR CHEELOO

Most of the Christian colleges and universities of China are either consciously or unconsciously training their students for positions in the urban centers where about fifteen per cent of the people dwell.

Relatively little attention has been given by these colleges to training leaders for the rural areas and smaller centers which together contain about eighty-five per cent of the population of China. Nanking is doing splendid work in scientific agriculture and forestry. Yenching and Lingnan are doing some valuable work in this same field, and several colleges are giving a certain amount of attention to the urgent need for training leaders for the rural areas. But it is widely recognized that the Christian colleges in China are gravely lacking in the amount of attention they are devoting to the rural areas where almost nine-tenths of the people of China live.

Both in 1928 and again in 1930 the Council of Higher Education, in formulating a correlated program embracing all Christian Higher educational work throughout China, has assigned to Cheeloo as its special contribution to this nation wide program, the building up of a strong Christian town and rural communities. The revised correlated program as adopted by the Council in January, 1930, thus summarized the work assigned to Cheeloo:-

"Cheeloo should include a four year college which should devote its entire effort, apart from the necessary pre-medical work, to a unified Rural Life Program, including the training of teachers, preachers, and other social and religious workers, as well as experimentation in methods of solving rural and town problems. All Agricultural work necessary to carrying out of the proposals for Shantung should be affiliated with the College of Agriculture at Nanking. The student body should be 300.

"The School of Medicine should be strengthened and should participate in the Rural Life Program.

"The School of Theology should participate in the Rural Life Program and in the plan for Theological Internships."

The choice of Cheeloo for this work is a logical one. The University is located in the heart of the fertile Yellow River Valley, where the percentage of people living outside the urban centers is unusually large. Throughout the sixty-six years of its history, Cheeloo has emphasized the training of its leaders for the towns and the rural areas, and a large majority of its graduates are now serving in these fields.

Let us consider the function of the various colleges of the University in their relation to such a ruralized program.

THE SCHOOL OF ARTS AND SCIENCE

In the past about three-fourths of the graduates of the School of Arts and Science have gone into teaching. Most of the remainder have taken up various types of religious and social work. Already the majority of these graduates are going into rural fields. Under the ruralized program this majority should be materially increased.

The chief change within the School of Arts and Science under the ruralized program would be the reshaping of the objectives of each course and each department to prepare for rural leadership. In some departments this would require but minor alterations, in others more comprehensive changes.

Thorough training for rural leadership needs a full four-year course of University grade, and with as high academic standards as the University has been heretofore attaining, or could reasonably be expected to attain in future. This would not prevent, however, the organization of shorter courses for students seeking special types of preparation or unable to take advantage of the full course.

The School of Arts and Science would undoubtedly continue to send a large proportion of its graduates into teaching positions in the towns and rural districts. These graduates should have a solid foundation in the natural sciences and social sciences. The departments of Astronomy, Biology, Chemistry, Mathematics, Physics, Economics, History, Political Science, Psychology, and Sociology would all continue to perform the important task of providing this preparation. Students would need the best possible training in Chinese language and literature; and sufficient training in English to use that language with facility. They should have thorough training in educational principles and practice, which demands a strong department of education, together with facilities of observation, experimentation, and practice teaching in a university middle school, and also an affiliated elementary school if possible. They should obtain from specialized departments a knowledge of the problems of rural areas and lines along which solutions might be sought.

An increasing amount of graduates of the School of Arts and Science should become leaders in the various types of religious and social service so needed in the rural areas and smaller centers. This field is just beginning to open up, and needs and opportunities should increase rapidly during the next few years. The training for such leadership should be quite similar to that outlined above, with decreased emphasis on education, and increased special study in that particular field of service involved.

A considerable number of graduates of the School of Arts and Science would also find opportunities, under a ruralized program, for undertaking work directly related to agriculture and to rural economy. Cheeloo should not needlessly duplicate the work of Nanking already done in providing training in scientific agriculture, animal husbandry, horticulture, forestry, flood control, and allied lines of specialized research and instruction; nor should Cheeloo seek to produce specialists in these scientific agricultural fields. Graduates of Cheeloo would devote themselves rather to the educational, economic, social, and religious needs of the rural community, and would look to Nanking and Nanking graduates to furnish aid in the farmers' professional problems.

In instituting such a ruralized program, Cheeloo should reach an understanding with all other agencies cooperating in rural work, and particularly with Nanking, as to what work it could best undertake, and how it could most effectively cooperate with others. Cheeloo students would need at least a general knowledge of scientific agriculture and allied scientific fields in order to have an understanding of the Farmers' Problems and to know where and how assistance in these problems should be sought. Three methods of securing this knowledge at once suggest themselves:- (1) Have

Cheeloo students spend a part of their time at Nanking; (2) Have members of the Nanking staff spend a part of their time at Cheeloo; (3) Include on the Cheeloo staff at least a few men who would give such a basic course in general agriculture as soils, farm crops, horticulture, control of insect diseases and the like. Decisions as to the manner in which such methods can best be utilized would have to be left almost wholly to the field, to be worked out in consultation with Nanking and with the National Conference on Rural Work.

Cheeloo should not consider that its ruralized program is anywhere nearly complete when it has built up a satisfactory intra-mural curriculum. The University should extend its work into the surrounding rural districts to seek whether ways it can serve the educational, economic, social and religious needs of these areas. By so doing it can both render an important service, and at the same time give its students practical training and experience. This would probably mean the creation of an experiment and demonstration center to deal at first hand with the problems of rural life, and the building up of an extension department which should be able to develop extension projects and to give tangible expression to the contributions which Cheeloo seeks to make to the towns and rural areas.

What new departments such a ruralized program would require at Cheeloo is a question that demands careful and expert study. So far as possible this work should be undertaken by the existing departments, through (1) the inclusion in these departments of men with special training, (2) specialized study by men already in these departments, and (3) substitution of new men if and when necessary. Thus Rural Education might be made a part of the Department of Education, Rural Economics and Rural Sociology a part of the Department of Economics and Sociology, and so on. What additional departments should be established to give their attention wholly to the rural field needs very careful consideration and expert advice.

Thus it may be said briefly that in developing a ruralized program the School of Arts and Science should build upon the excellent foundation already provided by this school, using all the resources now available, re-directing content and objectives where necessary, and supplementing present resources and personnel as rapidly as new resources are available.

In the above discussion we have considered the School as Arts and Science as one College. If reorganization is to meet the government requirements the separation of the School into a College of Arts and a College of Science is required, the program outlined would merely be subdivided but need not otherwise be affected.

In addition to the program described above, it is assumed that the School of Arts and Science would continue to give the work of Pre-medicine and Pre-theology. The School would have the same facilities it has previously had for offering these courses, and the training of students in pre-medical and pre-theological work in a ruralized atmosphere would be of material assistance to the School of Medicine and the School of Theology in their efforts to give their professional training a rural emphasis and direction.

#### THE SCHOOL OF MEDICINE

Since the School of Medicine gives primarily a professional training no material modification in its curriculum would be necessary or desirable. Already its faculty is made up to a large extent of men who have had experience in the towns and rural areas. Most of its graduates are serving

in these fields. Perhaps it might be found possible and desirable to add to the problems of medicine and surgery in the rural areas of China, and who have special ability in arousing the interest of their students in service in these needier and less remunerative fields.

At one point, however, the School of Medicine should be able to make an important further contribution; namely in the greater extension of its activities beyond the campus. For example in the surrounding towns and villages there are many urgent problems of public health to which very little scientific study has ever been given. Scientific investigation of such problems would be of great value to both the rural communities of China and to the institution undertaking such research. The working out and application of practical solutions for such problems of public health would not only bring great benefit to the districts served but would be of immense educational and psychological value to the medical students themselves. There are also unlimited opportunities in the towns and villages for clinics or other types of medical service. The School of Medicine should determine what extensions of its work beyond the campus are of the greatest medical and educational value, and should emphasize the development of such work.

#### THE SCHOOL OF THEOLOGY

The School of Theology already has a very close contact with the rural field, and has made important progress in the direction of ruralizing its curriculum and its objectives. The work at Lungshan and in other rural and suburban centers, while handicapped by limitations of finance and personnel, has given a glimpse of the possibilities in this field.

This extension work should be extended and strengthened. The school of Theology should also participate in the plan for Theological internships, such internships to be related directly to the ruralized program.

#### CONCLUSIONS

1. In all departments of the University the work already being done forms an excellent foundation for the ruralized program. A whole-hearted adoption of the ruralized program does not require radical changes in present work so much as it does a clarifying of objectives and reshaping of work to meet these objectives.

2. Although it is desirable and necessary that additional resources be secured to permit the development of the ruralized program, the present resources of the University will enable it to make an effective beginning of this program.

3. All departments of the University should emphasize the extension of their work into the surrounding towns and villages, thereby linking the University more closely in the life and needs of the people whom its graduates must serve, enabling it to render important Christian services to the areas and thus reached and supplying invaluable practical training and experience and psychological attitudes of its students.

#### SOURCES OF MATERIAL

The above statement does not seek to present original proposals, but attempts simply to summarize the views already recognized on the field and at the home base. Particular reference has been made to the following:-



1. "A Correlated Program for Christian Higher Education in China", 1928, page 22.

2. "The Correlated Program", 1930, pages 4 and 5.

3. "The Necessity for Professional Emphasis, Particularly in Higher Education". An address by Dr. Paul Monroe at Tsinan on January 12, 1929, published by the Education Review for April 1929.

4. Address delivered at Tsinan in the autumn of 1928 by Mr. E. C. Lobenstine, Secretary of the National Christian Council of China, summarised in "Cheeloo Sketches" January, 1929, page 7.

5. "Recommendations of the Organization Committee of the Senate Committee on Rural Programme", approved by the Cheeloo Board of Directors March 5th - 7th, 1930.

Acknowledgement is also due to a number of men intimately acquainted with these problems of Christian higher education in China who have assisted with criticisms and suggestions, in revising this statement. The two who have given the greatest assistance are Mr. E. H. Cressy and Mr. J. H. Reiser.

MINUTES  
OF THE  
CHEELOO WOMAN'S COMMITTEE  
SHANTUNG CHRISTIAN UNIVERSITY  
April 25, 1930.

A meeting for the organization of the Cheeloo Woman's Committee was held at luncheon on April 25th, at 150 Fifth Avenue, New York City.

The following persons were present:

Mrs. J. M. Avann  
Mrs. Ellis L. Phillips  
Mrs. H. R. Inksater  
Mrs. W. I. Haven  
Mr. B. A. Garside  
Miss Margaret E. Hodge  
Mrs. A. K. Shaw

Excused:

Dr. Arthur J. Brown  
Mrs. Charles K. Roys.

Mrs. Avann was appointed Acting Chairman, and Mrs. Shaw, Acting Secretary.

Approval of By-laws

Mr. Garside presented the By-laws of the Committee, as prepared by the Special Committee appointed for this purpose by the North American Section.

It was VOTED that the following By-laws, as amended, be adopted:

BY-LAWS OF THE WOMAN'S COMMITTEE  
NORTH AMERICAN SECTION, BOARD OF GOVERNORS  
SHANTUNG CHRISTIAN UNIVERSITY  
As adopted April 25, 1930.

ARTICLE I. NAME

1. The name of this Committee shall be the Woman's Committee of the North American Section of the Board of Governors of the Shantung Christian University, hereinafter usually referred to as the Cheeloo Woman's Committee.

ARTICLE II. BASIS OF AUTHORITY

1. The Cheeloo Woman's Committee is constituted in accordance with Article IV, Section 6 of the By-laws of the Board of Governors of Shantung Christian University, and in accordance with action NAS-224 of the meeting of the North American Section of the Board of Governors of Shantung Christian University held on April 25, 1930.

ARTICLE III. MEMBERSHIP

1. The Cheeloo Woman's Committee shall be composed of the following members:-

- (a) The Women members of the North American Section
- (b) The Chairman, of the Acting Chairman, the Treasurer, and the Secretary of the North American Section.
- (c) Coopted members not to exceed one third of the number of representatives and ex-officio members.. The terms of approximately one-half of the coopted members first elected by the Committee following the adoption of these by-laws shall expire in 1931, and the terms of the remaining coopted members elected at the same time shall expire in 1933. Subsequent elections shall be for terms of four years. Elections of the coopted members shall regularly be held at the annual meeting of the Committee. Election to fill vacancies in the coopted membership may be held at any regular meeting of the Committee.

#### ARTICLE IV. FUNCTIONS

1. The Cheeloo Woman's Committee shall exercise the following functions:-

- (a) To care for the interests of the women of the University on behalf of the North American Section.
- (b) To nominate all women members of the University staff whose appointment is to be made by the North American Section.
- (c) To serve as a liaison group between the University and the Woman's Missionary organizations in America.
- (d) To report to the North American Section on behalf of the Woman's Unit on the field.
- (e) To develop financial interest among the women of America in all departments of the University.
- (f) To continue to exercise the Committee's financial responsibilities in the School of Medicine.

#### ARTICLE V. OFFICERS

1. The officers of the Cheeloo Woman's Committee shall be a Chairman, a Vice-Chairman, a Secretary, and a Treasurer. If the Committee desires, it may also elect an Assistant Treasurer, who need not be a member of the Committee. The officers shall be elected at the annual meeting.
2. The Chairman shall perform the duties usual to that office.
3. The Vice-Chairman shall serve in the absence of the Chairman.
4. It shall be the duty of the Secretary to preserve full minutes of the proceedings of this Committee and to furnish copies of said minutes to the members of the Committee. The Secretary shall also conduct the official correspondence of this Committee.

5. The Treasurer shall discharge the usual duties of that office.
6. If an Assistant Treasurer is elected he shall perform such duties as may be assigned to him by the Committee or by the Treasurer.

ARTICLE VI. COMMITTEES

1. The Cheeloo Woman's Committee shall have the following standing committees:-

- (a) An Executive Committee
- (b) A Committee on Finance and Property
- (c) A Committee on Candidates
- (d) A Committee on promotion

2. The Cheeloo Woman's Committee may appoint such other committees as they may from time to time deem wise.
3. The members of these committees, as enumerated below, shall at the annual meeting of the Cheeloo Woman's Committee be appointed by the Chairman and approved by the Committee. The Chairman shall be an ex-officio member of all committees.
4. The composition and duties of the standing committees shall be as follows:-

- (a) The Executive Committee shall be composed of the Chairman or the Acting Chairman, the Secretary, the Treasurer and two other members. The duties of this Committee shall be to deal with ad interim business of the Cheeloo Woman's Committee, together with such other matters as the Cheeloo Woman's Committee may place in its hands.

- (b) The Committee on Finance and Property shall be composed of three members, together with the treasurer ex-officio. Its duties shall be:

- (1) It shall have the supervision of and care of the funds of the Cheeloo Woman's Committee.

- (2) It shall receive and examine an annual report from the Woman's Field Committee on the condition of the grounds, buildings, and equipment that provide for the women students of the University, and shall make recommendations thereon to the Cheeloo Woman's Committee; and shall investigate and determine the needs of new buildings and make report thereon, with recommendations to the Cheeloo Woman's Committee.

- (c) The Committee on Candidates shall be composed of three members. Its duties shall be to search out women candidates for vacancies on the faculty; and to recommend women candidates for the Cheeloo Woman's Committee for approval by the North American Section. All candidates shall be approved by the Candidate Committee of the Mission Boards of their own denominations. Such candidates may, when necessary, be approved by corres-

pondence vote of the Cheeloo Woman's Committee, a two-thirds majority of such correspondence vote being required for approval.

- (d) The Committee on Promotion shall be composed of five members. It shall originate and present plans for the promotion of material support and development of the work for women at Cheeloo.
5. In each of the above committees majority of the members shall constitute a quorum.

#### ARTICLE VII. MEETINGS.

1. The Annual Meeting of the Cheeloo Woman's Committee shall be held in the month of April, or May at such time and place as shall be fixed by the Committee or by its officers.
2. Other meetings of the Committee shall be held at the call of the Chairman, or upon request of any three members of the Committee.
3. Notices of all meetings shall be sent to all members of the Committee at least ten days in advance of the meeting.
4. Seven members shall constitute a quorum, provided that a majority of the cooperating boards are represented.

#### ARTICLE VIII. AMENDMENTS

1. These By-laws may be amended by a vote of two thirds of the Cheeloo Woman's Committee at any meeting, notice of the proposed amendment having been given at a previous meeting, or the substance or exact wording of the proposed changes having been furnished each member of the Woman's Committee at least one month in advance of the meeting at which action thereon is contemplated.

#### Election of Officers.

The officers were then elected.

The Secretary was instructed to cast the ballot and the ballot was cast as follows:-

Mrs. J. M. Avann, Chairman,  
Mrs. Ellis L. Phillips, Vice-Chairman  
Miss M.E. Hodge, Secretary,  
Mrs. A. K. Shaw, Treasurer.

#### Relationship of Woman's Committee.

After some discussion of the relationship of the Woman's unit on the field to this newly organized committee, it was

VOTED, that Mr. Garside, Secretary of the North American Section, and Miss Hodge, Secretary of the Cheeloo Woman's Committee, be requested to write to the President of the Shantung Christian University and to the Dean of Woman, respectively, asking for information in regard to the Woman's Unit on the field, its relationship to the University as a whole, and requesting suggestions for a helpful relationship of the Woman's Committee in the United States to the Women of the University.

MEETING ADJOURNED.

LUCY LEPPER SHAW

Treasurer.

MINUTES OF MEETING  
COMMITTEE ON PROMOTION  
NORTH AMERICAN SECTION; BOARD OF GOVERNORS  
SHANTUNG CHRISTIAN UNIVERSITY

2:00 P. M. May 28, 1930

150 Fifth Avenue, New York City

Members of Committee

*Dr. Seth M. Milliken, Chairman	Mrs. W. I. Haven
*Dr. A. J. Brown	Dr. Paul Monroe
Mr. H. J. Cochran	Mrs. A. K. Shaw

Those whose names are starred above were present, as were Mr. C. A. Evans, and the Secretary.

Dr. Milliken presided.

URGENT FINANCIAL SITUATION AT UNIVERSITY

The Secretary brought to the Committee's attention the very critical financial situation at the University as revealed in recent correspondence from the field. These needs fall under three main heads:- (a) Additional income to balance regular budget; (b) Income to prevent closing of University Middle School; and (c) Income to permit the College of Arts and Science to make a beginning of re-directing its work to meet more effectively the need for trained leaders in the towns and rural areas.

The Committee agreed that the most immediate and most pressing financial needs are the following:

(a) To assist in balancing the 1930-31 budget	C\$ 3,000.00
(b) To prevent closing of University Middle School	2,000.00
(c) To initiate Ruralized Program	<u>5,000.00</u>
	C\$10,000.00

The Committee discussed at some length various possible sources whence additional income might be secured to meet these needs. It was

NASPC - 227 VOTED, that subject to approval by the Executive Committee, requests be sent to the North American Mission Boards co-operating in the University for special grants to assist the University in the present financial crisis on the following basis:- Board of Foreign Missions of the Presbyterian Church in the U.S.A., \$1,000.00, Executive Committee for Foreign Missions of the Presbyterian Church in U. S., \$250.00; American Board of Commissioners for Foreign Missions, \$250.00; United Church of Canada, \$250.00; Woman's Foreign Missionary Society, \$200.00.

NASPC - 228 VOTED, that an urgent request be sent to each member of the North American Section to assist in seeking special gift to meet the present financial emergency at the University.

May 28, 1930

NASPC - 229 VOTED, that the Secretary be requested to address letters to a selected list of friends of the University informing them of the present financial crisis and asking their assistance.

The Committee adjourned.

B. A. Garside

Secretary.



SHANTUNG CHRISTIAN UNIVERSITY

BRITISH SECTION OF THE BOARD OF GOVERNORS

MINUTES of Emergency Meeting held at 19, Furnival Street,  
E. C. 4 on Friday, May 30th, 1930.

PRESENT Dr. Harold Balme in the chair  
Rev. W. T. A. Barber  
Mrs. J. C. Carr  
Mr. F. H. Hawkins  
Dr. A. C. Ingle  
Mr. Kenneth Maclellan  
Dr. R. Fletcher Moorshead  
Mr. W. B. Sloan  
Dr. H. H. Weir  
Rev. C. E. Wilson  
  
Dr. C. Y. Cheng.

PRAYER.

The Meeting was opened with prayer led by Mr. Maclellan.

BS-265. APOLOGIES FOR ABSENCE.

Apologies for absence were received from Prof. J. P. Bruce, Miss M. E. Bowser, Dr. A. W. Hooker, Miss C. Hornby, Miss Kemp and Mr. H. G. Judd.

BS-266. MINUTES.

The Minutes of the last meeting having been circulated, were taken as read and signed after the addition under BS 261 of  
"FBM 902 School of Theology and Harvard-Yenching Funds.  
Approved."

BS-267. DR. C. Y. CHENG.

On behalf of the British Section the Chairman extended a cordial welcome to Dr. C. Y. Cheng.

BS-268. MINUTES OF THE NORTH AMERICAN SECTION.

The Minutes of the North American Section of 25.4.30, together with cable of 27.4.30, and letters from Mr. Garside to Dr. Weir of 30.4.30 and to Dr. Shields of 29.4.30 were carefully considered, particularly in view of Minute NAS 216-Registration, which differs from BS 254.

Ultimately the following resolution was CARRIED;

"The Section reaffirms the first two paragraphs of its resolution in BS 254 of 11.4.30 as follows:

"That the Section expresses its deep sympathy with the Staff in the extremely difficult situation with which the University is faced, and assures them all of its hearty support in every possibly way. It endorses the action taken in closing the School of Arts & Science, as it does not see that any other action was possible in the emergency, and notes with satisfaction that plans are being made for the re-opening of the School of Arts & Science in the autumn.

"The Section endorses FB 893 (1), and in connection with (2) is not averse to the separate registration of the Medical School, provided that the religious conditions associated with registration are satisfactory, and that such registration can be effected without prejudice to the future registration of the other Schools".

and approves the Directors proceeding on these terms, but if the Directors are of opinion that these conditions are not fully conserved by the regulations for Registration proposed by the Chinese Government, it requests that they again consult with the Board of Governors.

NAS 214. Approval of Minutes. NOTED.

NAS 215. Election of Officers. NOTED.

NAS 217. Dean of Schools of Arts & Science. Already NOTED.

BS-269

NAS 219. Dr. Butterfield. ENDORSED.

NAS 220. Resignation of Dr. Shields from the Vice-Presidency.  
Already Noted.

NAS 222. Reorganization of Board of Directors. It was noted that this Minute was in agreement with DS 261.

NAS 223. Ruralized Programme.

It was agreed not to minute any resolution on the Ruralized Programme at this meeting, as it will be the main subject of consideration at the coming Annual Meeting.

NAS 224. Report of the Special Committee on Functions of the Woman's Committee.

NOTED.

NAS 225. Correlated Programme. NOTED

BS-270. Reorganization of the Board of Directors.

The Secretary reported that he had received the following cablegram from Mr. Garside (19.5.30):

"Have received following cable from Tsinan "Meeting Board of Directors June fourth. Increasing Co-opted Members fully considered and thought advisable. Have we permission to do so". In view recent actions two Sections what reply would you advise."

and had sent the following reply (21.5.30):

"Would suggest permission cannot be given increase Co-opted Members until Sections or Annual Meeting receive satisfactory information from Field".

This was ENDORSED by the Section.

BS-271. Election of Officers.

The officers of the British Section were elected as follows:

Chairman - Dr. Harold Balme.  
Hon. Treasurer - Mr. Harold G. Judd.  
Hon. Secretary - Dr. H. H. Weir.  
Hon. Organizing Secretary - Mrs. J. C. Carr..

BS-272. Letter from Rev. A. E. Armstrong, M. A., D.D.

The Secretary presented a letter 17.5.30 just received from Dr. Armstrong, giving a better report on the health of Dr. J. D. MacRae. The Section expressed its great gratification at this news, and instructed the Secretary to write to Dr. MacRae.

MINUTES OF ANNUAL MEETING

BOARD OF GOVERNORS, SHANTUNG CHRISTIAN UNIVERSITY

Held at the Offices of the Baptist Missionary Society,  
19, Furnival Street, Holborn, London, E. C. 4.  
on Monday, June 30th, 1930, at 10.30 a.m.

Members of the Board,

Chinese Section: Dr. R. T. Shields, Acting President, ex officio,  
Dr. Chang Po-Ling, xDr. Cheng Ching Yi, and  
Mr. Sung Hui-wu.

North American Section:

Class of 1931.

Class of 1933.

Dr. A. J. Brown - P. N.	Miss M. E. Hodge - P. N.
Dr. G. T. Scott - P. N.	Mr. H. J. Cochran - P. N.
Mrs. C. K. Roys - P. N.	Mrs. A. K. Shaw - alt. P. N.
Dr. E. M. Dodd - Alt. P. N.	
Dr. A. E. Armstrong - U. C. C.	Princ. Alfred Gandier - U. C. C.
Dr. A. G. Sinclair - Alt. U.C.C.	Dr. J. H. Arnup - U.C.C.
Mrs. J. M. Avann - W.F.M.S.	Mrs. H. R. Inksater - W.M.S.
Mrs. W. I. Haven - W.F.M.S.	of U.C.C.
Dr. Wynn C. Fairfield - A.B.C.F.M.	
Mrs. E. F. Willis - P.S.	
Mrs. Ellis Phillips - Coopted	Dr. R. L. Dickinson - Co-opted.
Dr. Ezra Squier Tipple "	Dr. J. H. Finley "
Bp. Wilbur P. Thirkield "	Dr. Seth Milliken "
Dr. J. C. Vaughan - Corresponding Member.	Dr. Paul Monroe "

British Section:

Dr. Charles Brown, -B.M.S.	x Miss M. E. Bowser - B.M.S.
x Dr. A. C. Ingle - B.M.S.	x Dr. R. F. Moorshead - B.M.S.
x Mr. H. G. Judd - E.P.M.	x Rev. C. E. Wilson - B.M.S.
x Mr. F. H. Hawkins - L.M.S.	x Mr. K. MacLennan - L.M.S.
Rev. G. Phillips - alt. for Mr. Hawkins	x Dr. H. H. Weir - S.P.G.
Preb. F. W. Isaacs - S.P.G.	x Miss Clara Hornby - W.M.M.S.
Dr. H.W.S. Wright - S.P.G.	x Dr. A. W. Hooker - W.M.M.S.
Rev. C. W. Andrews - W.M.M.S.	Dr. P. K. Hill - Alt. for Dr. Hooker.
x Rev. W.T.A. Barber Coopted.	Sir Alfred Lewis - Coopted.
x Dr. Harold Balme "	x Mr. W. B. Sloan "
Miss E. G. Kemp "	x Prof. J. P. Bruce "
Rev. C. G. Sparham "	

Those whose names are starred were present for at least a part of the meeting. There were also present: Dr. James L. Barton, Mr. E. H. Cressy, Dr. James. Endicott, Mr. Franklin Warner, Bishop T. Arnold Scott, holding proxies, Miss Grace Hickson, President's Secretary, and Mrs. J. C. Carr, Organising Secretary, British Section.

Mr. Hawkins presided.

Opening Prayer was offered by Dr. Endicott and Mr. W. B. Sloan.

PRESENTATION OF PROXIES.

Proxies were presented in favour of Dr. James L. Barton from Dr. Wynn C. Fairfield, Dr. J. H. Finley, Dr. G. T. Scott; in favour of Dr. James Endicott from Princ. Alfred Gandier, Dr. J. H. Arnup, Miss M. E. Hodge; in favour of Mr. Franklin W. Warner from Mr. E. F. Willis, Mrs. J. M. Avann; in favour of Bishop L. J. Birney from Dr. Ezra S. Tipple; in favour of Mr. E. H. Cressy from Dr. A. J. Brown; in favour of Mr. B. A. Garside from Mr. H. J. Cochran, Dr. R. L. Dickinson, Mrs. W. I. Haven, Mrs. H. R. Inksater, Dr. Seth Milliken, Mrs. Ellis Phillips, Mrs. C. K. Roys, Bp. Wilbur P. Thirkield.

A proxy was also presented in favour of Bishop Scott from Dr. Shields. In view of the fact that Dr. Shields had been requested by the Directors to stay in office until June 30th, the Board voted to accept this proxy as being in order.

PRESENTATION OF EXCUSES.

Excuses were presented from Dr. Charles Brown, Miss E. G. Kemp, Rev. C. G. Sparham, Preb. Isaacs, Mr. Garside and Rev. E. C. Lobenstine, the two latter being delayed en route.

CHANGES IN ROSTER.

Note was taken of the following changes in the roster of membership:

North American Section:

The appointment of Dr. Wynn C. Fairfield as representative of American Board of Commissioners of Foreign Missions to succeed Mr. R. E. Chandler (class of 1931); of Mrs. Ellis Phillips, Dr. Ezra Squier Tipple, Bishop Wilbur P. Thirkield, as Coopted Members (class of 1931).

British Section:

The appointment of Miss Clara Hornby as W.M.M.S. representative (class of 1933); of Rev. C. G. Sparham as Coopted Member (class of 1933) and Dr. H. W. S. Wright as S. P. G. representative to succeed Miss Grace Crosby (class of 1931).

MINUTES OF PREVIOUS MEETINGS.

Note was taken of the distribution of Minutes of the following meetings:

Board of Governors, April 8th, 1929.

North American Section: November 29, 1929, February 5, 1930,  
April 25, 1930.

Executive Committee, North American Section: September 27, 1929.  
March 18, 1930.

Women's Committee: April 23, 1930.

British Section: March 22, 1929, May 1, 1929, September 13, 1929,  
December 6, 1929, January 17, 1930, April 11, 1930,  
April 24, 1930, May 30, 1930.

G-160 VOTED to approve the Minutes of the Board of Governors of April 8, 1929, as circulated.

Consideration of uncompleted action in the Minutes of the Sections was postponed until later in the meeting.

APPOINTMENT OF NOMINATING COMMITTEE.

G-161 VOTED to appoint Dr. Cheng Ching Yi, Rev. C. E. Wilson and Mr. Kenneth MacLennan to serve as a Nominating Committee to present to the afternoon session of the Governors nominations for officers for the ensuing year.

CORRELATED PROGRAMME.

Consideration of the Correlated Programme was introduced by Mr. E. H. Cressy, who pointed out that the term "Rural Programme" was misleading, as it included small cities, and that the whole scheme was experimental. The Council of Christian Higher Education in Shanghai had before it a detailed programme from Cheeloo, and felt that Cheeloo was in the best position to undertake the work suggested, as it was in line with what the University had been doing since its inception. 15% of the total amount which it was proposed to raise was allocated for this work at Cheeloo. The Government was interested and had its plans for reorganisation of the rural life of the nation.

Dr. Cheng Ching Yi said that there was a feeling that the Programme means a lowering of the standard, because the Chinese term used means "village education". When properly understood the Programme should be acceptable.

A full discussion followed, bringing out the various points of difficulty, and the feeling of the meeting clearly was that opposition was mainly due to misunderstanding, that developments must be slow and gradual and that every effort must be made to remove the misunderstandings, perhaps by the substitution of some other word for that used for "Rural Programme". Ultimately it was

G-162 VOTED that the Board of Governors of the Shantung Christian University notes with satisfaction Minute 936 of the Board of Directors ( June 4, 1930) and expresses the hope that the efforts made by the University Executive Committee for the development of the Programme will lead to a better understanding of its aims and methods, and suggests that a more suitable nomenclature for the Programme should be sought in consultation with the Council of Christian Higher Education.

#### MINUTES OF THE SECTIONS.

The following Field Board Minutes had not received concurrent action by the Sections:

FBM 874 - Allocation of Hall Estate Income;  
FBM 876 - Women's Unit and Hall Estate Funds;  
FBM 877 - Budget 1929-30.

All concerned the Budget and did not call for any further action apart from that.

FBM 893 - Registration of the University or its Schools.

It was noted that subsequent to the circulation of the Docket a further meeting of the British Section, held on 30.5.30, had taken action (BS 268) effectively concurrent with that of the North American Section of April 25, 1930 (NAS 216), so that no further action was called for.

FBM 895 - Rural Programme was covered by the discussion already held on on the Correlated Programme.

FBM 896 - Resignation of Dr. Shields from the Vice-Presidency.

It was noted that the North American Section had urged Dr. Shields not to press his resignation at this time, but that since then it had become evident that he would not be able to continue and that his resignation

had been accepted by the Directors (FBM 933 - June 4, 1930). After further discussion it was

G-163 VOTED that the Board of Governors of the Shantung Christian University endorses Minute 933 (June 4, 1930) and accepts with very great regret the resignation of Dr. Shields from the post of Vice-President of the University. The Board wishes to place on record its great appreciation of the selfsacrificing way in which Dr. Shields has devoted himself to a work not his primary interest, and in doing so steered the University successfully through an extremely difficult and trying crisis.

The question of the Vice-Presidency having been raised, the Board proceeded to minute FBM 931 of the Board of Directors - Invitation to Rev. L. J. Davies to accept the office of Vice-President. The covering letter from Dr. Shields reported that Rev. L. J. Davies had accepted the Vice-Presidency and would be arriving to take over office on 1st July. Consequently it was

G-164 VOTED that the Board of Governors of the Shantung Christian University approves minute FBM 931 (June 4, 1930) and appoints the Rev. L. J. Davies as Vice-President of the University.

FBM 900. The Institute.

It was noted that the British Section had approved the reversion of the Institute to the control of the English Baptist Mission, that the North American Section had deferred action, and that the Directors, in minute FBM 937, assumed that the North American Section's action was dependent upon the attitude of the English Baptist Mission. It was pointed out that such acceptance would be reluctant, and it was suggested that it might be possible to associate the Institute with the School of Theology, thus keeping it within the sphere of the Governors. Accordingly it was agreed to take no further action on FBM 900 and 937, and to instruct the Secretary to communicate this suggestion to the Board of Directors of the School of Theology.

FBM 902. School of Theology and Harvard-Yenching Funds.

It was noted that action had not yet been taken by the North American Section and the subject was referred to that Section for further consideration.

#### REVIEW OF THE YEAR.

A brief summary of the chief events of the year, as circulated, was noted.



REORGANISATION OF THE BOARD OF DIRECTORS.

Minute 921 of the Board of Directors (June 4th, 1930) was then considered. It was pointed out that since the original proposal of the Directors at their March meeting, three suggestions had been made, those of the two Sections, each of which ensured a majority of Mission representatives over all others, and the final suggestion of the Board of Directors made in the light of these two proposals.

It was pointed out that mission representatives fell into two categories, representatives of the mission boards, the large majority of whom would almost certainly be foreigners, though a few might be Chinese, and representatives of the Churches. These latter would be known to the congregations concerned and could be regarded as "local" leaders. In view of the central position of the University and the national place given to it in the Correlated Programme, it is very desirable that there should be on the Board of Directors an adequate number of Chinese who could fairly be called "National" leaders, and the figures proposed in FBM 921 were put forward by the Directors as the nearest approach they could find at the present time to the figures suggested by the Section to secure the help which they felt was necessary on the Board. The importance was also urged of ensuring that there should be a strong representation of the Chinese Church in addition to "national" leaders, in order to ensure that the University may carry out its work effectively. It was consequently

G-165 VOTED that the Board of Governors of the Shantung Christian University approved Minute 921 of the Board of Directors (June 4, 1930) as an interim reorganisation of the Board of Directors and 922 as being those asked to serve as Coopted Members at the present time. The Board does not feel that this reorganisation should be regarded as final, and suggests that prolonged consideration should be given by the Directors and the Governors conjointly to the question with a view to ensuring a stronger representation of the Churches on the Board and a majority of mission and Church representatives.

BUDGET 1930 - 1931.

Attention was called to the fact that one copy of the Budget had been received within a few days of the date of the meeting and it had been impossible to prepare for the Governors more than a brief extract, which in most cases was only in their hands as they arrived at the meeting. Consequently any serious study of the Budget was impossible. Considerable time was, however, devoted to examination of the summary, and it was noted that under most of the main heads there was reduction on the Budget of the previous year; further, that so far as could be understood at the time, the only deficits budgetted appeared to be due to the position of the exchange. It was recognised that owing to the late date of the meeting the budget would need to be effective the following day, and it was accordingly

G-166 VOTED that the Board of Governors of the Shantung Christian University gives general approval of the Budget 1930-1931 as submitted, and instructs the Administrative Secretary to consult with the various cooperating Boards and agencies as to the amounts of their appropriations to Cheeloo, and to advise the Field of any corrections which shall then be so incorporated into the Budget by the Field as to maintain the balance between income and expenditure.

Minutes 945 - Special Financial Requests, and 946 - Financial Needs, of the Board of Directors were also considered, and it was

G-167 VOTED that the Board of Governors of the Shantung Christian University refer FBM 945 I. to the North American Section; FBM 946 (1) and (5) to the Cooperating Missions; (2) to the English Baptist Mission; (3) to the United Church of Canada; (4) to the American Presbyterian Mission North.

STATUS OF THE SCHOOL OF THEOLOGY.

Consideration was then given to Minute FBM 947 and to the Minutes of the Board of Directors of the School of Theology. It was

G-168 VOTED that the Board of Governors of the Shantung Christian University approves the Budget of the School of Theology.

Byelaws.

Only one copy of the Byelaws was available, but so far as was possible consideration was given to them, after which the proposed Byelaws were referred back to the Board of Directors of the School of Theology and the Secretary was instructed to point out the need for some correction in Article IV, Section 2, and to ask for the reconsideration of Article VI. The recommendations of the Directors of the Cheeloo School of Theology, as recorded in Minute 4, were approved.

MINUTES OF THE BOARD OF DIRECTORS, JUNE 4TH, 1930.

One copy of these minutes was received, the first part a week before the meeting and the second part a few days before the meeting, with covering letters from Dr. Shields, the second part being sent off while the wives and children of the staff were in process of evacuation. Owing to the short time available only the more important Minutes had been circulated to the Governors. Attention was, however, given to the others and it was accordingly

G-169 VOTED that the Board of Governors of the Shantung Christian University approve Minutes:

FBM 912 - Miss Florence F. Evans.  
FBM 913 - Rev. J. C. Keyte

- FBM 914 - Appointments to Medical Faculty.  
(a) Dr. M. P. Gell.  
(e) Dr. Julia Morgan.  
FBM 915 - Dr. Thornton Stearns.  
FBM 916 - Dean of Women.  
FBM 927 - Dean of Schools of Arts & Science.  
FBM 939.- Appointments to the Faculty of the Arts  
School.

COOPERATION IN THE WORK OF THE COMMITTEE FOR CHRISTIAN  
COLLEGES IN CHINA.

Mr. Cressy made a statement as to the work done during the last year by the Committee for Christian Colleges in China, and expressed the hope that some body might be formed in Great Britain, along similar lines.

ELECTION OF OFFICERS.

The Nominating Committee recommended the following officers for the year 1930-1931, and on the motion of Rev. C. E. Wilson, they were duly elected:

Chairman:	Dr. F. H. Hawkins
Vice Chairmen:	Mrs. W. F. McDowell Dr. Alfred Gandier
Recording Secretary:	Dr. A. E. Armstrong,
Administrative Secs:	Mr. L. A. Garside, North American Section. Dr. H. H. Weir, British Section.
Treasurer:	Mr. Henry J. Cochran.
Assistant Treasurers:	Mrs. A. K. Shaw, North American Section. Mr. H. G. Judd, British Section.

The meeting adjourned after prayer.

H. H. WEIR, Sec. British Section  
for A. E. ARMSTRONG, Recording Secretary.

22, Furnival Street,  
Holborn, London, E. C. 4.

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22, Furnival Street,  
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SHANTUNG CHRISTIAN UNIVERSITY

BRITISH SECTION OF THE BOARD OF GOVERNORS

MINUTES of meeting held at 19, Furnival Street, E.C. 4.  
on Friday, October 3rd, 1930.

PRESENT            Dr. Harold Balme in the Chair  
                    Rev. W. T. A. Barber  
                    Miss M. E. Bowser  
                    Mrs. J. C. Carr  
                    Mr. F. H. Hawkins  
                    Dr. A. W. Hooker  
                    Dr. A. C. Ingle  
                    Mr. H. G. Judd  
                    Rev. C. G. Sparham  
                    Dr. H. H. Weir  
                    Rev. C. E. Wilson  
                    Dr. H. W. S. Wright

PRAYER.

The Meeting opened with prayer led by Rev. C. E. Wilson.

APOLOGIES FOR ABSENCE.

Apologies for absence were received from Miss Hornby, Miss Kemp, Mr. MacLennan, Dr. Moorshead and Mr. Sloan.

BS-273. MINUTES.

The Minutes of the last meeting, having been circulated, were taken as read and signed.

BS-274. MURDER OF C.M.S. MISSIONARIES.

The Board expressed its sympathy with the C.M.S. concerning the tragic murder of two of its missionaries in China announced this day, and instructed the Secretary to convey its feelings to that Society.

BS-275. PRESENT SITUATION.

The following cablegrams were reported:

- a. dated August 17th, 1930, from Tsingtao:  
"Tsinanfu reverted Nanking. Quiet." Williamson.
- b. dated September 10th, 1930, from Tsingchowfu:  
"Cheeloo opened. Enrolment promising." Drake.

and the Bulletin of September 13th just received, giving a good account of the beginning of term, was noted.

BS-276. ANNUAL MEETING.

A report of the Annual Meeting of the Board of Governors, with the Minutes of that meeting which had been circulated, were noted.

BS-277. UNIVERSITY BUDGET

Letters from the Cooperating Societies were reported, stating regret that it was impossible under existing circumstances to increase grants to the University.

The W.M.M.S., however, reported that they were paying their grants to missionaries and their allocation to Cheeloo in sterling.

The E.P.M. would, presumably, continue their grant in sterling through the British Section.

The other Societies are only able to take steps to meet the need of their missionaries in view of the increased cost of living, their maintenance grants being dealt with on the field.

BS-278. LETTER FROM DR. SHIELDS.

A letter 26.6.30. from Dr. Shields, dealing with the Minutes of previous meetings was received and noted. Nothing in it called for further action.

BS-279. MINUTES OF DIRECTORS MEETING JUNE 4TH-8TH, 1930.

The Section AGREED to approve FBM 929 - Method of Appointment of President and Vice-President, and requested the Secretary to prepare an explanatory statement of the Proposed Regulations for the Internal Reorganisation of the University, to be considered at the next meeting.

BS-280. STATEMENT OF ACCOUNTS FOR THE UNIVERSITY.

The statement of accounts for the University for the year 1929-30 was ACCEPTED.

BS-281. STATEMENT OF ACCOUNTS FOR THE BRITISH SECTION.

The audited statement of accounts for the British Section for the year was received and APPROVED. The Section requested the Treasurer to prepare for the next meeting proposals as to what would be possible in the way of a bonus increase in the grant to the University.

BS-282. DOGGART PRIZE.

The Treasurer presented correspondence in regard to the £100 from Darlington sent direct to China in 1928, and the Section decided to take no further action in the matter.

BS-283. MISS HICKSON.

The Section AGREED that Miss Hickson's salary should be treated in the same way as salaries paid by the B.M.S. to their missionaries in China to meet the present rise in the cost of living, i. e., at the rate of £30 for the year, according to the proportion of 1930 they have spent on the field.

It was further AGREED to inform the B.M.S. that the Section recognises its responsibility for Miss Hickson's salary and for suitable provision with a view to pension, relevant to her term of service for the University.

BS-284. LETTER FROM REV. A. E. ARMSTRONG.

A letter 30.6.30 from Dr. Armstrong, enclosing a letter from Prof. Harkness to Dr. Shields, was considered. The Section recognised the serious inconvenience to the University of the present method of administration, but felt strongly that any fundamental alteration would greatly prejudice the support of the University received from the Cooperating Societies.

BS-285. DATE OF NEXT ANNUAL MEETING.

Reports were received from Cooperating Societies and Coopted Governors as to possibilities of visitors to the United States in 1931, and the Secretary was instructed to communicate the facts to the Recording Secretary and the Secretary of the North American Section.

BS-286. DATE OF NEXT MEETING. The date of the next meeting was fixed for Friday, December 5th, at 5 p. m.

MINUTES OF MEETING  
NORTH AMERICAN SECTION, BOARD OF GOVERNORS  
SHANTUNG CHRISTIAN UNIVERSITY

150 Fifth Avenue, New York City

1:45 P. M., November 25, 1930

List of Members

<u>Board</u>	<u>Terms expire 1931</u>	<u>Terms expire 1933</u>
Presbyterian, North	*Dr. A. J. Brown Dr. G. T. Scott(*C.H.Fenn, Alt.)	*Miss M. E. Hodge Mr. H. J. Cochran Mrs. A. K. Shaw (Alt)
	Mrs. C. K. Roys Dr. E. M. Dodd (Alt.)	
United Church of Canada	Dr. A. E. Armstrong Dr. A. G. Sinclair (Alt.)	Prin. Alfred Gandier *Dr. J. H. Arnup
W. M. S. of U. C. C.		Mrs. H. R. Inksater
W. F. M. S.	Mrs. J. M. Avann *Mrs. W. F. Haven	(1 vacancy)
A. B. C. F. M.	Dr. Wynn C. Fairfield	(1 vacancy)
Presbyterian, South	Mr. E. F. Willis	
Corresponding member	*Dr. J. G. Vaughan	
Coopted members	Mrs. Ellis Phillips *Bishop W.P. Thirkield *Dr. E. S. Tipple	*Dr. R. L. Dickinson Dr. J. H. Finley *Dr. Seth Milliken *Dr. Paul Monroe

Guest: \*Mrs. F. C. Hughson

Secretaries \*Mr. B.A.Garside \*Mr. C.A. Evans

Those whose names are starred above were present.

Dr. Arthur J. Brown, the Chairman of the Section presided.

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

Excuses for absence were presented on behalf of Mrs. Roys, Dr. Dodd, Dr. Armstrong, Mrs. Avann, Dr. Fairfield, Mr. Willis, Mrs. Phillips, Mr. Cochran, Mrs. Shaw, Dr. Gandier, Mrs. Inksater and Dr. Finley.

APPROVAL OF MINUTES

NAS-230 VOTED to approve the minutes as distributed, of the meeting of the North American Section held on April 25, 1930.

NAS-231 VOTED to approve the following actions passed by the Executive Committee of the North American Section by circulation vote on May 29, 1930:-

RESOLVED, that Bishop L.J. Birney be elected a representative the North American Section at the Annual meeting of the Board of Governors of Shantung Christian University to be held in London on June 30, 1930.



RESOLVED, that Mr. Franklin H. Warner be elected a representative of the North American Section at the Annual meeting of the Board of Governors of Shantung Christian University to be held in London June 30, 1930.

BOARD OF GOVERNORS AND BRITISH SECTION MINUTES.

Note was made of the receipt of the following minutes of the Board of Governors and of the British Section, which had been distributed to the North American Section in advance of the meeting:-

Board of Governors, June 30, 1930  
British Section, May 30, and October 3, 1930.

REQUEST TO HARVARD-YENCHING INSTITUTE

The Section noted that the annual meeting of the Board of Governors on June 30 referred to the North American Section the action of the Field Board Managers, FBM 902, with regard to the School of Religion and the Harvard-Yenching fund. This action reads as follows:-

"SCHOOL OF THEOLOGY AND HARVARD-YENCHING FUNDS:

That in view of the proposed separation of the School of Religion from the University in matters of finance and administration, we ask the Board of Governors to request the Board of Trustees of the Harvard-Yenching funds, to allocate, in addition to funds already allocated to the University \$5000. to the School of Religion for research in Chinese Religious Cults and Practices, and for books in connection with this work!

It was

NAS-232 VOTED that on behalf of the Board of Governors the North American Section heartily endorses the request of the Field Board of Managers to the Trustees of the Harvard-Yenching Institute that in addition to the income which the University is receiving on the trust fund held for it by the Institute, the Trustees of the Institute appropriate the sum of \$5,000 to the School of Religion for research in Chinese religious cults and practices, and for books in connection with this work.

RENEWAL OF ROCKEFELLER FOUNDATION GRANT

The Secretary reported that on October 10, 1930, the following letter was received from the Rockefeller Foundation:

"My dear Mr. Garside:

I have the honor to inform you that at the meeting of the Executive Committee of the Rockefeller Foundation held October 10, 1930, the following action was taken:

RESOLVED that the sum of Twenty thousand dollars (\$20,000) or as much thereof as may be necessary, be, and it is hereby, appropriated to purchase Twenty thousand dollars Chinese Silver currency (Mex. 20,000)

and also to provide Ten thousand (\$10,000) gold for maintenance of the SCHOOL OF MEDICINE of the SHANTUNG CHRISTIAN UNIVERSITY during the year 1931-1932 on condition that the sum of Twenty-eight thousand collars Chinese silver currency (Mex.28,000) be provided by the Women's Committee of the said University, or from other sources, over and above the amounts provided in the budget of the School of Medicine prior to the year 1923-1924, and with the further understanding that if the full amount is not contributed by the Women's Committee or from other sources the contribution of the Foundation shall be proportionately reduced.

Yours very truly,  
(s) Norma S. Thompson  
Secretary"

It was

NAS-233. VOTED that the North American Section accept with warmest appreciation the appropriation made by the Executive Committee of the Rockefeller Foundation on October 10, 1930, continuing for the fiscal year 1931-32 the Foundation's contribution toward the support of the work of the School of Medicine, upon the same conditions as have surrounded its previous contributions for this objective.

#### DATE OF NEXT ANNUAL MEETING

The Secretary reported that the British Section has raised the question of the date of the next annual meeting of the Board of Governors, and has suggested the possibility of holding such a meeting just before or just after the Ecumenical Methodist Conference which will be held at Atlanta, Georgia, from October 16 to 25, 1931. It is possible that some of the W. M.M.S. representatives of the British Section may be attending the conference. Dr. Weir also suggests the latter part of September, 1931, as a possible time for the annual meeting after a brief discussion it was

NAS-234 VOTED to refer to the Chairman and the Secretary of the Section with power the matter of arranging a satisfactory date for the next annual meeting of the Board of Governors.

#### MATTERS ARISING FROM BOARD OF DIRECTORS MINUTES

The Section turned its attention to certain matters dealt with by the Board of Directors at the meetings held from June 4 to June 8, which were not cleared by the annual meeting of the Board of Governors.

FEM-929 - Method of appointing President and Vice-President. This action reads as follows:-

"It was further voted that we recommend to the Board of Governors that

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they delegate to the Board of Directors the duty of the appointment of a President and a Vice-President on the understanding that nominations for appointment be first submitted to the Governors."

Note was made of the fact that the British Section on October 3, 1930, by action BS-279 approved this recommendation of the Board of Directors. It was

NAS-235 VOTED that the North American Section approve action FBM-929 of the Board of Directors relative to the method of appointing the President and the Vice-President of the University.

FBM-928 - Internal Organization. The Section gave consideration to action FBM-928 approving the internal re-organization of the University in accordance with the requirements of government regulations. The Section also studied the details of these regulations as appended to minutes of the June 4-8 meetings of the Board of Directors. It was

NAS-236 VOTED to approve the regulations for the internal re-organization of Shantung Christian University as adopted by the Board of Directors in action FBM-928; but with the understanding that this action is taken subject to concurrent approval by the British section.

#### TREASURER'S REPORT

There was presented to the meeting the report of the Treasurer of the Section for the fiscal year ending June 30, 1930. This report is attached to the minutes as Appendix A. After consideration of this report it was

NAS-237 VOTED to receive and place on file the report of the Treasurer of the North American Section for the fiscal year ending June 30, 1930.

#### FINANCIAL SITUATION

The Section was reminded of the actions already taken by the Board of Directors and the Board of Governors relative to the financial problems now confronting the University. A statement by Dr. Shields regarding the financial condition of the School of Medicine had been distributed to the members of the North American Section in advance of the meeting. The Secretary gave a brief summary of some of the most urgent financial problems confronting the other departments of the University. A summary of the present contributions of the North American Boards toward the current budget of the University was presented to the meeting and is attached to these minutes as Appendix B. The Section gave serious consideration to these urgent financial problems facing the University and examined the various possible sources of income in an effort to discover where increases could best be sought.

Invitation to Medical Groups in Shanghai

In connection with the financial situation of the School of Medicine it was suggested that the present might prove a satisfactory time to extend to the groups carrying on work in medical education in Shanghai an invitation to join forces with the School of Medicine at Cheeloo. It was

NAS-238 VOTED to request the Chairman of the Section to appoint a committee to confer with representatives of the Department of Missions of The National Council of the Protestant Episcopal Church in the U.S.A. in regard to the possibility of some form of union between the School of Medicine of St. John's University and the School of Medicine of Shantung Christian University.

Noted: the Chairman appointed the following: Dr. Dickinson, Chairman; Dr. Monroe, Dr. Vaughan, and the Secretary ex officio.

Board Contributions in Local Currency

The Section made a study of the present contributions of the cooperating Mission Boards in North America, and noted that a number of these boards are making contributions to the University in local currency amounts rather than gold amounts. Due to the abnormally low value of the Chinese silver dollar this method of payment of Board appropriations has resulted in a serious financial loss to the University, inasmuch as the University is required each year to spend a large portion of this income from Mission Boards in making purchases or meeting other obligations in gold. Since the sudden drop in the value of Chinese local currency has resulted in a substantial saving to the cooperating Mission Boards making their contributions in this currency, the Section expressed the hope that in view of the urgency of the financial problem confronting the University, these Boards would be willing to restate their appropriations on a gold basis at the rate of 2 to 1. It was

NAS-239 VOTED that in view of the exigencies of the present time and the urgency of the financial crisis confronting Shantung Christian University, the cooperating Mission Boards in North America which make appropriations to the University in Chinese local currency be asked to revise these appropriations on a gold basis; this policy to be subject to restudy by the Mission Boards whenever the situation becomes relatively more stable.

Methodist Cooperation in School of Medicine.

The Section gave consideration to the fact that, although the Board of Foreign Missions of the Methodist Episcopal Church is not at the present time making any contribution toward the support of the School of Medicine, the School of Medicine is now, and has been for many years, playing an important part in the training of medical workers for the

Methodist Missionary work throughout North China. At the present time none of the other Universities in North, East, or Central China, in which the Methodist Board is cooperating, is carrying on medical training. It was

NAS-240 VOTED that a committee consisting of Dr. Tipple and Dr. Vaughan, with the Chairman and the Secretary of the Section as ex officio members, be requested to arrange a conference with Bishop Birney and the secretaries of the Board of Foreign Missions of the Methodist Episcopal Church with reference to the possible participation by the Methodist Board in the School of Medicine at Shantung Christian University.

NAS-241 VOTED that Mrs. Haven be asked to make inquiries as to the possibility of any further support, either in personnel or finances, from the Woman's Foreign Missionary Society.

#### Consideration of Emergency Appeal to Boards

The Section gave consideration to the question of whether, in view of the urgency of the financial situation at the University, some appeal should be made to the cooperating Mission Boards for increased support. Although the Section agreed that the need for further support is extremely urgent, it was felt that, due to the financial difficulties facing many of the cooperating Boards, it would not be helpful to appeal at this time for any increase in support. It was, therefore, agreed that any such appeals for increased support be deferred for the present:

#### Appeals to Donors

The Section gave consideration to the desirability of making appeals to individual donors or organizations for special gifts to meet the financial crisis existing in the University. It was agreed that in view of the financial situation now existing in the United States it would not be desirable to send out any wide-spread appeal at this time. It was hoped, however, that it might be possible to approach a small group of friends who have been the most keenly interested in Shantung Christian University for special financial assistance at this time. It was

NAS-242 VOTED to refer to the Committee on Promotion with power, the question of making an appeal for special financial assistance from a small group of friends who have manifested their deep and prolonged interest in the University. It was

NAS-243 VOTED to refer to the Promotional Committee with power the suggestion that some part of the balances remaining in the hands of the Treasurer of the Section on June 30, 1930, as reserves and as current surplus, be appropriated toward meeting the urgent financial problems now confronting the University.

Question of Promotional Secretary.

The question was raised as to the possibility and desirability of securing a promotional secretary who would devote his full time to promotional work on behalf of a group of Christian colleges in China. Such a secretary might be employed by the colleges now engaged in active promotional work; or the organizations already formed for promotional work by such colleges might be expanded to include the entire group. It was agreed that for the present any promotional work on behalf of Cheeloo should be chiefly of an informational nature rather than any attempt to secure substantial new gifts. In discussing this matter the Section considered the fact that plans are now under way for a joint financial appeal on behalf of all the Christian Colleges in China. However, the present conditions are now such that it will probably be a year or more before this large scale joint undertaking can be launched. It was agreed that there is an urgent need for publicity on behalf of Cheeloo during this interim. It was

NAS-244 VOTED to refer to the Committee on Promotion the proposal that some arrangement might be effected whereby Shantung Christian University would unite with other China colleges in joint promotional and publicity work.

QUESTION OF CHAIRMANSHIP

Dr. Brown expressed a desire that he be relieved of the chairmanship of the Section, and requested that a committee be appointed to consider this question. It was

NAS-245 VOTED that a committee consisting of Mrs. Haven as Chairman, with Miss Hodge, Dr. Tipple, Dr. Fenn, Dr. Armstrong, and the Secretary ex officio, be appointed to consider the question of the chairmanship of the Section, and be asked to present a report to the next meeting of the Section.

ADJOURNMENT

The Section adjourned with the understanding that it would meet again in the near future at the call of the Chairman of the Secretary.

B. A. GARSIDE  
Secretary

REPORT OF THE TREASURER  
SHANTUNG CHRISTIAN UNIVERSITY

N.A. Section Endowment & Building Campaign Committee  
Expense Fund

Year Ending June 30, 1930

The transactions on the books of the Treasurer for the last six months of the year are summed up in the attached Balance Sheet consisting of Endowment Section, Current General, Woman's Unit, Current Special.

Endowment

Endowment Funds consist of \$150,000.00 received from Charles M. Hall Estate and \$25.00 transferred from Special Cash. This is invested as follows:

1250 shares Aluminum Co. of America Pfd. 6%	125,000.00
200     "     General Motors Preferred 7%	<u>25,025.00</u>
	150,025.00

It is hoped that Endowment Funds carried by different Trust accounts will be recorded in this Section thus giving a complete history of the holdings of the University.

Current General

Income in this Section was derived from the following sources:

Harvard-Yenching (Restricted)	\$ 9,410.40
Balance brought forward	
Endowment Income	<u>3,688.62</u>
	<u>\$13,099.02</u>

Expenditures were as follows:

Remitted to field	10,244.22
Central Office Expenditures	<u>431.01</u>
	10,675.23

Carried Forward 1930-31

Trustees Account	466.92
Central Office	561.75
Cash	<u>1,395.12</u>
	<u>2,423.79</u>
	<u>\$13,099.02</u>

China Medical Board remittances totaling \$11,025.00 were received and immediately forwarded to the field.

Woman's Unit

Endowment income credited in this Section totaled	\$1,658.29
Received from Federation of Women's Boards	<u>540.00</u>
	\$2,198.29

It will be noted that these funds were all remitted to the field.

June 30, 1930.

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Current Special

Income for special objects is accounted for as follows:-

Balance, N. American Joint Board	\$87.44
Gifts for Special Grant-in-Aid	\$1,500.00
Less Disbursements	<u>1,100.00</u>
	400.00
Balance in Board of Governors' Reserve	1119.24
Balance in Woman's Unit Reserve	<u>500.00</u>
	\$2,106.68

These funds are represented by Cash on hand.

Plant

The field has been asked to submit complete data regarding plant funds and expenditures, and as soon as possible this information will be set up on our books in a separate Plant Section.

Cash Situation

On June 30, 1930, the cash on hand was allocated as follows:-

Current general cash	\$1,395.12
Current special cash	<u>2,106.68</u>
Total cash on hand	\$3,501.80

Total Cash Transactions, 1929-30

The following page shows a complete summary of cash receipts and disbursements for 1929-30. The balances as carried forward on July 1, 1929 are assembled, giving a total of \$3,378.51 to be added to 1929-30 income. The grand total for all receipts amounts to \$36,734.14. Disbursements against this amount total \$32,203.67, leaving a balance of \$4,530.47. Part of this balance, however, represents advance payments in Central Office expenses and special appropriations by the North American Section in support of the work of the Committee for Christian Colleges in China and to meet travel expenses in connection with Board meetings. Actual cash on hand is shown as \$3,501.80.



Report of the Treasurer  
North American Section

June 30, 1930.

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Summary of Receipts and Disbursements for 1929-30

Balances carried forward July 1, 1929

Harvard-Yenching Trust a/c	\$1,663.20	
Woman's Unit	141.62	
" "	250.00	
N. A. Joint Board	204.45	
Board of Governors' Reserve	<u>1,119.24</u>	\$3,378.51
1929-30 Income, Harvard-Yenching Trust a/c		11,366.35
Endowment unrestricted		8,924.28
Federation of Woman's Boards		540.00
Special Gifts for Grant-in-Aid		1,500.00
China Medical Board		<u>11,025.00</u>
Total -		\$36,734.14

Disbursements

Medical Books	\$ 135.12
Travel, Miss Peh	484.03
Forwarded to Field	18,142.51
Central Office Appropriation	1,200.00
N. A. Joint Board Overdraft	117.01
Special Grant-in-Aid	1,100.00
China Medical Board	<u>11,025.00</u>
Total Disbursements	\$32,203.67

Cash on hand	\$3,501.80	
Advanced Central Office	561.75	
Hone Administr. Trustees	<u>466.92</u>	<u>4,530.47</u>

\$36,734.14

Mrs. Lucy Lepper Shaw, Treasurer,

C. A. Evans, Asst. Treasurer.

SHANTUNG CHRISTIAN UNIVERSITY

BALANCE SHEET AS OF JUNE 30, 1930

<u>ASSETS</u>	<u>PERMANENT ENDOWMENT</u>	<u>LIABILITIES</u>
Consolidated Endowment Investments	150,025.00	Charles M. Hall Endowment Fund
	<u>150,025.00</u>	150,000.00
		Endowment Funds transferred from Special
		25.00
		<u>150,025.00</u>
<u>CURRENT GENERAL (before closing)</u>		
Board of Directors - Current Expense 1929-30	10,244.22	<u>Receipts</u>
Home Administration - Central Office	750.00	China Medical Board
" " - Incidentals	242.76	11,025.00
" " - Trustees	466.92	Harvard-Yenching Restricted Account
Current General Cash	1,395.12	9,410.40
China Medical Board - Disbursed to Field	11,025.00	Appropriation for Home Administration
	<u>24,124.02</u>	431.01
		Endowment Income - Unrestricted
		3,257.61
		<u>24,124.02</u>
<u>CURRENT GENERAL (after closing)</u>		
Home Administration - Central Office	561.75	1929-30 Surplus
" " - Trustees	466.92	2,423.79
Current General Cash	1,395.12	
	<u>2,423.79</u>	<u>2,423.79</u>
<u>WOMAN'S UNIT</u>		
Woman's Unit - Expense 1929-30	2,198.29	Special Gifts for Current Budget
	<u>2,198.29</u>	540.00
		Endowment Income - Unrestricted
		1,658.29
		<u>2,198.29</u>
<u>CURRENT SPECIAL</u>		
Current Special Cash	2,106.68	Suspense
	<u>2,106.68</u>	487.44
		Board of Governor's Reserve
		1,119.24
		Woman's Unit Reserve in U. S. A.
		500.00
		<u>2,106.68</u>

Contributions of North American Boards to Shantung Christian University  
for the Fiscal Year ending June 30, 1951

	<u>B.F.M. of the</u> <u>Presbyterian</u> <u>Church in</u> <u>the U.S.A.</u>	<u>Am.Bd. of</u> <u>missioners</u> <u>for</u> <u>For.Missions</u>	<u>Com-Woman's For-</u> <u>eign Miss.</u> <u>Soc. of</u> <u>M.E.Church</u>	<u>B.F.M. of</u> <u>United</u> <u>Church of</u> <u>Canada</u>	<u>Woman's</u> <u>Miss.Soc.</u> <u>of the</u> <u>U.C.of C.</u>	<u>Exec.Com.</u> <u>For.Miss.</u> <u>Presb.Ch.</u> <u>in U.S.</u>	<u>Total</u>
<u>Staff members</u>							
1. General Administration	2	0	0	0	0	0	2
2. Arts and Science	4	0	0	0	0	0	4
3. Medicine	5	0	1	2	0	2	10
4. Theology	0	3	0	1	0	0	4
5. Hospital	1	0	3	0	1	0	4
Salaries and allowances, staff members	G\$22,605.00	G\$ 8,710.27	M\$7,200	M\$12,300	G\$1,500	G\$3,500	G\$36,315.27 plus M\$17,700.00
Cash in lieu of vacancies	G\$ 4,125.00	0	M\$2,200	M\$3,000(?)	0	0	G\$4,125.00 plus M\$5,200.00
Cash Appropriation University Budget	M\$24,700.00	G\$ 500.00	M\$ 200.	M\$3,000	G\$1,000	M\$1,600	G\$ 1,500.00 plus M\$29,500.00
Income on Endowment held in Trust	M\$ 5,179.37	0	0	0	0	0	M\$ 5,179.37
Special Items	G\$ 100.00	G\$ 300.00	M\$3,640.	M\$1,000	0	0	G\$ 400.00 plus M\$ 4,640.00
Total Contributions of Boards	G\$26,830.00	G\$ 9,510.27			G\$2,500	G\$3,500	G\$42,340.27
plus	M\$29,879.37		M\$13,240.	M\$19,300		plus M\$1,600	M\$62,219.37

- Note: (1) The United Church of Canada and the Woman's Foreign Missionary Society give figures in gold, but state that payment in each case was made in Mexican at the rate of two to 1, so Mexican figures on this basis are given above.
- (2) The Woman's Missionary Society of the United Church of Canada has not as yet given exact figures for the salary and allowance of their appointee, so the figures given above is an approximation.

MINUTES OF MEETING  
COMMITTEE ON PROMOTION  
NORTH AMERICAN SECTION, BOARD OF GOVERNORS  
SHANTUNG CHRISTIAN UNIVERSITY

12:30 P. M. December 1, 1930

Hotel Brevoort, New York City

Members of Committee

*Dr. Seth M. Milliken, Chairman	*Dr. A. J. Brown
Mr. H. J. Cochran	*Mrs. W. I. Haven
Mrs. A. K. Shaw	*Mr. B. A. Garside

Those whose names are starred above were present.

The Committee met at luncheon at the Hotel Brevoort. Dr. Milliken presided.

APPEALS TO DONORS

The Committee turned its attention to action NAS-242 passed by the North American Section of the Board of Governors on November 25, 1930, referring to the Committee on Promotion with power the question of making an appeal for special financial assistance from friends interested in the University. It was

NASPC-246 VOTED that the Secretary be asked to draft a letter of appeal to the friends of Shantung Christian University, which draft shall be sent to the other members of the Promotional Committee for criticism and suggestion, after which it shall be mailed to a list of friends who have shown their interest in the work of Shantung Christian University.

NASPC-247 VOTED that the Secretary be asked to send to the other members of the Committee for their suggestions, a list of friends of the University to whom special appeals should be sent, in addition to the general letter of appeal referred to in the preceding action.

ISSUE OF "CHEELOO SKETCHES"

The Committee discussed the advisability of issuing another number of "Cheeloo Sketches". It was noted that the last number of this publication was sent out in January, 1929. It was the judgment of the Committee that it is highly desirable that another number of this publication be prepared, giving a resume of the work of the University during the past two years, and revealing the gratifying way in which the University has overcome the difficulties with which it has been confronted during this period.

NASPC-248 VOTED that the Secretary be asked to prepare an issue of "Cheeloo Sketches" to be distributed to the friends of the University at the same time as the letters of appeal referred to in the two preceding actions.

ALLOCATION OF AVAILABLE BALANCES

The Committee turned its attention to action NAS-243 passed by the North American Section on November 25 referring to the Promotional Committee with power the suggestion that some part of the balances remaining in the hands of the Treasurer of the Section on June 30, 1930, including both reserves and current surplus, be appropriated toward meeting the urgent financial problems now confronting the University. It was noted that the balances in the hands of the Treasurer of the North American Section on June 30, 1930, amounted to \$3,501.80; including the following two items, amounting to \$2,514.36, which the Committee considered as available for allocation:-

Current General Surplus 1929-30	\$1,395.12
Board of Governors' Reserve	1,119.24

NASPC-243 VOTED that from the balances remaining in the hands of the Treasurer of the North American Section on June 30, 1930, in Current General Surplus, and in the Board of Governors' Reserve, there be appropriated the sum of \$1,800 as an additional contribution of the North American Section toward the 1930-31 budget of the University; and that the balance of \$714.36 be made available for meeting the expense of publishing the issue of the "Cheeloo Sketches" referred to in action NASPC-248, and issuing the letters of appeal referred to in actions NASPC-246 and NASPC-247.

NEED FOR INFORMATIONAL PUBLICITY

The Committee then turned its attention to action NAS-244 passed by the North American Section on November 25 referring to the Committee on Promotion the proposal that some arrangement might be effected whereby Shantung Christian University would unite with other China colleges in joint promotional and publicity work. The Committee review the developments in the direction of the Correlated Program for all the Christian higher educational institutions in China and the proposed united financial appeal in the West for added support for the entire group of institutions. It was recognized that it will be a year or more before such a united financial appeal can be launched, and the Committee agreed that it is highly desirable that Cheeloo should be active during this time in retaining the interest of friends who have already been won for the University, as well as seeking to inform and to interest a much larger group who might contribute later during the United financial appeal. The Committee agreed that the primary requisite is the securing of some individual who can adequately represent the University in this promotional work. The members of the Committee agreed that a further study should be made of the possibilities of securing such a representative.

The Committee adjourned.

B. A. GARSIDE

Secretary

SHANTUNG CHRISTIAN UNIVERSITY

BRITISH SECTION OF THE BOARD OF GOVERNORS

MINUTES of meeting held at 19, Furnival Street, E. C. 4  
on Friday, December 5th, 1930.

PRESENT Dr. Harold Balme (in the Chair)  
Miss M.E. Bowser  
Mrs. J.C. Carr  
Mr. F.H. Hawkins  
Dr. A.W. Hooker  
Dr. A.C. Ingle  
Mr. H.G. Judd  
Mr. MacLennan  
Dr. R. Fletcher Moorshead  
Mr. W. B. Sloan  
Dr. H. H. Weir  
Rev. C. E. Wilson  
Dr. H.W.S. Wright

PRAYER.

The Meeting opened with prayer, led by Mr. Sloan.

APOLOGIES FOR ABSENCE.

Apologies for absence were received from Rev. W.T.A. Barber  
and Sir Alfred Lewis.

BS-287. MINUTES:

The Minutes of the last meeting, having been circulated,  
were taken as read and Signed.

BS-288. UNIVERSITY FINANCE.

The Secretary reported letters from the Cooperating  
Societies regarding their share in the University Budget and  
their response to the request for increased grants. No Society  
had been able to see its way to increase its grants.

The L. M. S. and W.M.M.S. are paying their grants in  
sterling.

The B.M.S. makes its grants through its Inter-Provincial  
Council in China, through which the whole Mission allocates its  
bulk grant. That grant is payable Mexican dollars, and the  
Society cannot see its way to make an alteration in this  
particular, but sees no reason why the I.P.C. should not be asked  
to increase the allocation to the University if it has available  
funds. It is also giving a bonus to its missionaries.

The S.P.G. is increasing its grant from its Medical Mission fund by 20% in dollars for the second half year of 1930, and a similar arrangement will probably be made for 1931. Its grant to the School of Arts & Science is paid in sterling, but will be subject during 1931 to a small reduction.

BS-289. MISS HICKSON'S POSITION.

A letter was received from the B.M.S. as to Miss Hickson's position, suggesting a possible scheme for consideration. The Section agreed that this scheme would be welcomed if the Baptist Missionary Society decided to adopt it.

BS-290. SCHOOL OF MEDICINE.

A letter 5.11.30. from Dr. Armstrong was received, expressing great anxiety as to the financial position of the School of Medicine, together with letters 26.9 and 1.11.30. from Dr. Shields on the same subject. The whole question was discussed very fully and thoroughly. The difficulty with which the University, and particularly the School of Medicine is faced, was thoroughly appreciated and great regret was expressed that none of the Boards were in a position to increase their contributions. It was, however, recognised that the action taken by the various Boards would go some way towards meeting the need, and that a similar action is taken by the Boards cooperating in the North American Section, the difficulty, if not entirely met, would be at least very much relieved.

BS-291. BRITISH SECTION FINANCE.

A statement was presented by the Treasurer, showing the actual liabilities of the Section in dollars and in sterling. He pointed out that at the present time a portion of the contribution from the Section is spent by the University in England in Sterling. The Treasurer recommended that the Section was in a position to make grants to the University as follows:

General Administration	\$4,500 or £300.
Medical School	2,000 or 135.
Miss Hickson	<u>2,302 or 135.</u>
Total	8,802 or 590.

and it was agreed to inform the University that the Section would make itself responsible for grants either in sterling or in dollars, according to this statement, at the choice of the University, with the distinct understanding that should the University select dollar grants any part of the grant which is spent in this country would have to be reckoned in accordance with the rate of exchange. The Section heartily agreed to this

proposal and resolved to request the University to decide in which form it would take the grants for the year 1930-31.

BS-292. ASSOCIATED UNIVERSITIES SCHEME.

It was reported that the Edinburgh House Sub-Committee dealing with the Associated Universities scheme had had two meetings and was making progress, but was not yet prepared to make a report.

BS-293. REGULATIONS FOR THE INTERNAL REORGANISATION OF THE UNIVERSITY

Regulations for the Internal Reorganization of the University, and Minutes 928, 932, 934 and 939 of the Board of Directors dealing with them, were considered, and approval was given to the scheme, Exhibit E. and the Minutes.

BS-294. ANNUAL MEETING, 1931.

It was reported that Mr. Garside considered that either late September or October would be a suitable date for the Annual Meeting, and the Secretary was instructed to negotiate further with the W.M.<sup>U</sup>.S. and S.P.G. and, if it were possible to arrange a date which would suit representatives of either Society who might be in North America, to invite them to subsequent meetings of the Section during the year.

BS-295. DATE OF NEXT MEETING.

Friday, March 6th, 1931.



SHANTUNG CHRISTIAN UNIVERSITY

BRITISH SECTION OF THE BOARD OF GOVERNORS

MINUTES of Meeting held at 19, Furnival Street, E.C. 4.  
on Friday, March 6th, 1931.

PRESENT Mr. F. H. Hawkins (in the Chair)  
Miss M.E. Bowser  
Dr. A.C. Ingle  
Mr. Kenneth MacLennan  
Mr. W.B. Sloan  
Dr. H.H. Weir  
Rev. C. E. Wilson

PRAYER.

The Meeting opened with prayer, led by Mr. Sloan.

APOLOGIES FOR ABSENCE.

Apologies for absence were received from Dr. Balme, Dr. Barber, Mrs. Carr, Dr. Hooker, Miss Hornby, Preb. Isaacs, Dr. Moorshead and Rev. C.G. Sparham.

BS-296. MINUTES.

The Minutes of the last meeting, having been circulated, were taken as read and signed.

BS-297. MISS HICKSON'S POSITION.

A letter 5.2.31 was received from Miss Bowser, stating that the Baptist Missionary Society has approved and accepted the recommendations of the Sub-Committee of 3rd December 1930, as follows:-

1. That Miss Hickson should be a member of the B.M.S. staff and that all arrangements for furlough, etc. should be made in consultation with and through the B.M.S. Headquarters in China and London.
2. That the B.M.S. should be responsible for her ordinary furlough passage expenses to and from China.
3. That the S.C.U. should continue to pay Miss Hickson's allowance.
4. That the B.M.S. should from this date count Miss Hickson already to have done twelve years' qualifying service under the B.M.S. Superannuation Scheme; that she now becomes responsible for the 5 per cent contribution to the B.M.S. Superannuation Fund.

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5. That the S.C.U. might make an annual contribution on a similar basis to the B.M.S. Superannuation Fund on her account.

The Board received the news with gratification and resolved to record their acceptance of these proposals.

A letter 23.1.31 from Miss Bowser raised on behalf of Miss Hickson the question as to whether her allowance could be paid by the British Section through the B.M.S. Account. It was AGREED to approve this suggestion and act accordingly.

BS-298.

ASSOCIATED UNIVERSITIES SCHEME.

Mr. MacLennan presented a report of the proposal made by the China Committee of the Conference of Missionary Societies on the subject of the formation in this country of an Association of Christian Universities in China. The following scheme has been approved by the China Committee, and in the event of the concurrence of the British Section of the Shantung Board of Governors was to be submitted to the Standing Committee of the conference.

- (1) That they should be formed in this country an Associated Christian Universities in China Scheme, with headquarters at Edinburgh House for the purposes above set forth, for an experimental period of two years.
- (2) That the Scheme should be placed under the direction of the China Committee of the Conference of British Missionary Societies, who may act in their discretion through a sub-committee, and with power to co-opt for that special purpose.
- (3) That Mr. Wm. G. Sewell, a missionary of the Friends' Service Council, recently a member of the staff of West China University, Chengtu, be appointed full-time secretary of the scheme for a period of two years. Mr. Sewell has expressed his deep interest in the proposals and his willingness to entertain an invitation should it be extended to him.
- (4) That the Standing Committee accept the offer of the Friends' Service Council to lend Mr. Sewell for this purpose for a period of two years. The Friends' Service full salary until 30th September of this year, and thereafter to bear a reasonable proportion thereof.
- (5) That a budget of £ 500 for the first year and £ 650 for the second year be approved of: these amounts being provided or guaranteed privately.

(6) That the home organisation and secretarial staff of the Shantung Christian University be taken over by the new scheme and run as part thereof. It is proposed that the University should pay into the budget of the scheme the annual sum they now expend on their organisation in this country.

(7) That the new scheme should make every effort to secure renewal of the subscriptions now given to the Shantung University, without any deduction in respect of expenses, but renewal of these subscriptions is to be in no way guaranteed by the new scheme. Any failure in the renewal of contributions to the Shantung University would not create any preferential charge against any funds which may be collected by the scheme.

(8) That subject to adjustment of details between the China Committee, the Friends' Service Council and Mr. Sewell, the new scheme should be put into force as from 1st April next.

(9) That the thanks of the Standing Committee should be voted to the anonymous donor who has made the arrangement possible, and to the Friends' Service Council for the generous arrangement under which they have offered to lend Mr. Sewell to the scheme for a period of two years."

The Section received the statement with great interest and AGREED to concur.

It was further AGREED that, subject to the scheme being approved by the Standing Committee of the Conference, Mr. Sewell be appointed as organising Secretary for the Section in addition to Mrs. Carr.

BS-299.

LETTERS FROM CHINA.

Letters 22.11.30, 30.1.31. from Mr. Davies were considered, extracts having been circulated beforehand, also letters 14.2.31. from Dr. Shields to Mr. Hawkins and Dr. Weir, which had not been circulated.

It was AGREED to approve Dr. Shields' request to pay the appropriation of the British Section to the School of Medicine in sterling at £135.

The Secretary was instructed to inform Mr. Davies that the Section was most regretful in having to state that no more money was at present available, and that the Cooperating Societies were not able to give markedly preferential treatment to one out of their many commitments, but to point out that in due course the scheme proposed for the Associated China Universities might lead to an increase in income.

A letter 15.2.31 from Mr. Davies, enclosing the Minutes of the Administrative Council of 13,2.31 had arrived on the day of the meeting, and as it had not been possible to give these documents any consideration they were postponed until the next meeting of the Section.

BS-300. MINUTES OF THE NORTH AMERICAN SECTION.

The Minutes of the North American Section of 25.11.30. were considered and action taken as follows:

NAS 232. School of Theology and Harvard-Yenching Funds. NOTED.

NAS 233. Renewal of Rockefeller Foundation Grant.

It was AGREED to concur in the expression of thanks to the Rockefeller Foundation.

NAS 235 and 236. Matters arising from Board of Directors Minutes Method of Appointing President and Vice-President, and Internal Organisation - NOTED that these Minutes concurred with previous actions of the British Section.

NAS 238. Invitation to Medical Groups in Shanghai. NOTED with interest.

NAS 240. Methodist Cooperation in School of Medicine. NOTED.

NAS 242 and 243. Appeals to Donors. NOTED.

NAS 244. Question to Promotional Secretary. NOTED

NAS 245. Question of Chairmanship. NOTED

BS-301. ANNUAL MEETING.

Correspondence between the Secretary and Mr. Garside on the subject of the Annual Meeting was laid before the Section discussing the possibility of the British Section being represented by the Rev. H.B. Rattenbury of the W.M.M.S. on his way to England from China in October, or by Canan Stacey Waddy who expects to be in Canada in September. It was further reported that more recently plans had been made for Mr. Hawkins and Mr. MacLennan to be in New York towards the end of September. The Section welcomed this news enthusiastically and requested Mr. Hawkins and Mr. MacLennan to represent it.

BS-302. DATE OF NEXT MEETING.

It was decided that the next meeting should be held on Friday, May 22nd at 5 P. M., so as to give time to study the Budget and make all enquiries in this country before the meeting and report the action taken to the field before the end of the financial year.

MINUTES OF MEETING  
EXECUTIVE COMMITTEE NORTH AMERICAN SECTION  
BOARD OF GOVERNORS  
SHANTUNG CHRISTIAN UNIVERSITY

150 Fifth Avenue, New York City

3:30 P. M., Monday, March 30, 1931.

Members of Committee

A. J. Brown	*Mrs. A. K. Shaw
H. J. Cochran	*E. S. Tipple
Alfred Gandier	*C. A. Evans
*Mrs. W. I. Haven	*B. A. Garside
Seth W. Milliken	

Those whose names are starred above were present.

Mrs. Haven presided. The meeting was opened with prayer led by Dr. Tipple.

REGISTRATION OF UNIVERSITY

The Committee gave attention to the following material:- letter from Mr. L. J. Davies of February 14, 1931; letter from Dr. H. H. Weir to Mr. L. J. Davies of March 9, 1931; letter from Dr. H. H. Weir to B. A. Garside of March 9, 1931; minutes of meeting of Administrative Council of Board of Managers, February 13, 1931.

The Committee made a special study of the questions suggested in the above material with regard to the registration of the University. It was understood that the hope for the registration of the entire University is now much brighter than during the past year or two. On the other hand, a considerable amount of pressure has from certain sources been placed on the School of Medicine to proceed at once with separate registration, without delaying further in the hope of uniting with the remainder of the University in the registration of the entire institution. The members of the Committee discussed the problems at some length, and the Secretary presented comments from some of the absent members of the Committee. Following this discussion it was

NASEC-250 VOTED that the Secretary be requested to transmit to the field authorities of the University a cablegram reading substantially as follows:

NORTH AMERICAN SECTION PREFERS REGISTRATION OF ENTIRE  
UNIVERSITY. URGES PATIENCE AND UNITED EFFORT TO AC-  
COMPLISH THIS, UNLESS FOUND IMPOSSIBLE, WHEN SEPARATE  
REGISTRATION SCHOOL OF MEDICINE MIGHT BE SOUGHT.

ACCEPTANCE OF STOCK IN SOUTHWESTERN SECURITIES CORPORATION

The Treasurer presented a report, summarizing her investigations of the value and possible liabilities of the 1200 shares of capital stock of the Southwestern Securities Corporation, which were offered to the University

in the summer of 1929 by the Rev. Henry A. Lewis. It was agreed that a final decision on the acceptance of this stock should be deferred until the next meeting of the North American Section.

MEETING OF NORTH AMERICAN SECTION AND OF BOARD OF GOVERNORS

The Committee discussed informally the probable dates of the next meeting of the North American Section and the annual meeting of the Board of Governors. It was agreed that a meeting of the North American Section sometime during the first or second week of May would probably be desirable. The Committee also gave its general assent to holding the next annual meeting of the Board of Governors in New York City on September 22 or September 25, 1931.

The Committee adjourned.

B. A. GARSIDE

Secretary

M I N U T E S  
of the  
CHEELOO WOMAN'S COMMITTEE  
SHANTUNG CHRISTIAN UNIVERSITY

April 13, 1931.

A meeting was held on April 13, 1931 at 150 Fifth Avenue, New York City.

The following persons were present:

Mrs. J. M. Avann  
Mrs. W. I. Haven  
Mr. B. A. Garside, Secretary N. A. Board of Governors  
Miss Margaret E. Hodge  
Mrs. Charles K. Roys  
Mrs. A. K. Shaw

The Minutes of the meeting of April 25, 1930 were approved as circulated.

The immediate financial need of the University was brought out and the following actions were taken:

That the Committee urgently request The Presbyterian Board of Foreign Missions to adopt the policy of making payment in gold for the current year of its appropriation to the Cheeloo School of Medicine, this School being the responsibility of the Cheeloo Woman's Committee.

That the Committee urgently request the Woman's Foreign Missionary Society of the Methodist Episcopal Church to adopt the policy of making payment in gold for the current year of its appropriation to the Cheeloo School of Medicine, this School being the responsibility of the Cheeloo Woman's Committee.

Mr. Garside presented a request from Dr. Shields, Treasurer on the field, for an increase of appropriation by the Woman's Committee to the Medical School.

On motion of Mrs. Shaw the following action was taken:

The Woman's Committee considered sympathetically the request for increased appropriations for the School of Medicine but feels that with the additions already made by the Presbyterian Board and the W.F.M.S. there is little hope for further increases at present.

The Woman's Committee has also requested the Presbyterian Board and the W.F.M.S. to make the current appropriations in gold.

The Woman's Committee requests the Presbyterian Board to appoint a successor as early as possible for Miss Margaret Smith, nurse, who resigned to marry Dr. Heimburger.

Mrs. Shaw presented a request from the field for an emergency appropriation of \$3000. gold from the Hospital Building Fund to be used as far as possible for permanent needs of the hospital.

VOTED to recommend to the Board of Governors the granting this request and if favorable action is taken that it be reported to the field by cable.

The letter of January 5, 1931 from Dr. Luella Miner in reply to the letter from the secretary asking about the set-up of the woman's unit on the field was presented to the Committee. The Committee felt that it would be of great value if the Woman's Committee in the United States and on the field were organized as much as possible in the same way. It therefore

VOTED to suggest the following set-up based on the By-Laws of the Woman's Committee of the North American Section of the Board of Governors, adopted April 25, 1930, with the understanding that it is only a suggestion.

Article I: NAME.

The name of this Committee shall be the Woman's Committee of the Board of Managers on the field of Shantung Christian University, hereinafter usually referred to as the Cheeloo Woman's Committee.

Article II: BASIS OF AUTHORITY.

The Cheeloo Woman's Committee is constituted in accordance with (We suggest that the Committee secure action by the Board of Managers similar to the actions of the Board of Governors quoted.)

Article III: MEMBERSHIP.

This Committee shall be composed of the following members:

- (a) Women members of the Board of Managers.
- (b) The President of the University, the Dean of Women, the Dean of the Medical School, ex officio.
- (c) Co-opted members not to exceed one-third of the number of representative and ex-officio members.

Article IV: FUNCTIONS.

- (a) To care for the interests of the women of the University.
- (b) To serve as a liaison group between the University and the Woman's Committee of the North American Section of the Board of Governors.
- (c) To report to the Board of Managers on behalf of the interests of the women of the University.

It was felt that the Woman's Committee on the field could work out the names and duties of the officers and also list the committees better than the women in this country, but this Committee does suggest the wisdom of having an Executive Committee and a Committee on Finance and Property. If the definitions adopted by the American Committee fit the need on the field, the Committee feels it would be helpful to use the same wording.

The Committee is eager in every way to work as a part of the whole University organization and to help carry this into effect the following motion was adopted:

VOTED that the Woman's Committee convey to Mr. Davies its great confidence in the wisdom of his leadership and its earnest wish to cooperate with him to the fullest extent in his work as Vice-President of the University. The Woman's Committee would therefore welcome at any time suggestions from Mr. Davies as to methods of increasing the efficiency of its activities and organization.



The following was adopted as a regular method of procedure:

To request the Board of Governors that after it has approved of the Minutes of the Woman's Committee copies be sent by the Board of Governors to the field Board of Managers for the Woman's Committee on the field.

Mention was made of the death of Mrs. McDowell (at one time Chairman of the Committee) since the last meeting of the Committee and the following Minute was adopted:

The members of this Committee wish to express their great sorrow in the death of Mrs. William Fraser McDowell, who was for many years Chairman of the Woman's Medical Committee and Vice-Chairman of the Board of Governors, and they desire to record their deep appreciation of her faithful and efficient service.

Meeting adjourned.

Margaret E. Hodge,

Secretary.

MINUTES OF MEETING  
NORTH AMERICAN SECTION, BOARD OF GOVERNORS  
SHANTUNG CHRISTIAN UNIVERSITY

150 Fifth Avenue, New York City

9:30 A.M., Tuesday, May 5, 1931

List of Members

<u>Board</u>	<u>Terms expire 1931</u>	<u>Terms expire 1933</u>
Presbyterian, North	*Dr. A.J. Brown *Dr. G. T. Scott Mrs. C. K. Roys Dr. E. M. Dodd (Alt.)	Miss M. E. Hodge Mr. H. J. Cochran Mrs. A.K. Shaw (Alt.) *Dr. C.H. Fenn (Alt.)
United Church of Canada	*Dr. A. E. Armstrong Dr. A.G. Sinclair (Alt.)	Principal Alfred Gandier Dr. J.H. Arnup
W. M. S. of U. C. C.		Mrs. H. R. Inksater
W. F. M. S.	Mrs. J.M. Avann *Mrs. W.I. Haven	Mrs. B. D. Snudden
A. B. C. F. M.	*Dr. Wynn C. Fairfield	(1 vacancy)
Presbyterian, South	Mr. E. F. Willis	
Corresponding member	*Dr. J. G. Vaughan Mrs. Ellis Phillips Bishop W. P. Thirkield Dr. E. S. Tipple	Dr. R.L. Dickinson Dr. J. H. Finley *Dr. Paul Monroe

Guests: \*Dr. A. L. Warnshuis  
\*Mr. Earl H. Cressy  
\*Mr. Frank T. Cartwright

Secretaries: \*Mr. B. A. Garside  
\*Mr. C. A. Evans

Those whose names are starred above were present.

Dr. Arthur J. Brown presided. The meeting opened with prayer led by Dr. Armstrong.

Excuses for absence were presented on behalf of the following: Mrs. Roys, Miss Hodge, Mrs. Avann, Mr. Willis, Mrs. Phillips, Bishop Thirkield, Dr. Tipple, Mr. Cochran, Dr. Gandier, Dr. Arnup, Mrs. Inksater, Dr. Milliken, Dr. Dickinson, and Dr. Finley.

APPROVAL OF MINUTES

NAS-251 VOTED to approve the minutes as distributed of the following meetings:- North American Section of November 25, 1930; Committee on Promotion, December 1, 1930; Executive Committee, March 30, 1931.

MINUTES OF MEETINGS OF BRITISH SECTION

The Secretary reported that since the last meeting of the North American

Section the minutes of the meetings held on December 5, 1930, and March 6, 1931, have been received and have been distributed to all members of the North American Section. The Section reviewed the minutes to these two meetings of the British Section, but it was found that no specific actions were required on the matters dealt with in these minutes. With regard to the creation of an associated Universities office in London, however, it was

NAS-252 VOTED that the North American Section of the Board of Governors of Shantung Christian University record its sincere gratification at the news of the creation in London of an office for promoting the interests of the Associated Christian Universities in China, and to express to this office and to all the British missionary societies cooperating therein, the heartiest good wishes of the North American Section for the success of this important cooperative enterprise.

MEETING OF CHEELOO WOMAN'S COMMITTEE

In advance of the meeting, there had been distributed to all members of the Section copies of the minutes of the meeting of the Cheeloo Woman's Committee held on April 13, 1931. In reviewing these minutes the Section expressed its gratification at the evidences contained therein of the vigorous and active manner in which the Cheeloo Woman's Committee is carrying on its work. In response to the recommendations contained in these minutes it was

NAS-253 VOTED that the North American Section approve the granting of the request from the field for an emergency appropriation of G \$3,000 from the Hospital Building Fund to meet the urgent physical needs of the present Hospital, and that a cable reporting this action be authorized.

NAS-254 VOTED to approve the minutes of the meeting of the Cheeloo Woman's Committee held on April 13, 1931, and to request the Secretary to send copies of the minutes of this meeting to the Field Board of Managers for the Woman's Committee on the field.

This being the first meeting of the Section since the death of Mrs. W. F. McDowell all those present expressed their profound sorrow at the news of Mrs. McDowell's death, and requested Mrs. W. I. Haven to write to Bishop McDowell on behalf of the Section. It was

BAS-255 VOTED that the following resolution be adopted:-

The Board of Governors of Shantung Christian University desire to put on record their high appreciation of the life and character of Mrs. William Fraser McDowell, who was for many years Vice-Chairman of the Board.

Widely known, not only as the wife of Bishop McDowell, but also as a great power in the missionary work of the world,

she will be sadly missed, and the Society which she represented has met with an irreparable loss. A woman of rare intelligence, ability and charm, she gave her life in consecrated service to her Master. While she was President of the Woman's Foreign Missionary Society of the Methodist Episcopal Church the annual receipts of the Society increased from two-thirds of a million to \$2,250,000.

Many lives here and in far countries are richer because of her noble living, and a deep wave of sorrow passes around the world "that we shall see her face no more".

We extend to Bishop McDowell our most sincere and profound sympathy.

#### TREASURER'S REPORT

On behalf of the Treasurer of the Section Mr. Evans presented a brief financial statement showing the present condition of the funds handled by the Section. From this report it was noted that the Section should be able to close the year in satisfactory condition after meeting all the obligations it has assumed for the current fiscal year.

#### ELECTION OF DR. H.H. KUNG AS PRESIDENT

The Secretary reported the receipt of informal information that H.H. Kung had accepted the presidency of the University. Dr. George T. Scott stated that he was present on the University campus at the time of the meetings of the Board of Directors and its Administrative Council, and explained in some detail the actions taken at that time. It was

NAS-256 VOTED that having received informal word from the field that Dr. H.H. Kung has been elected by the Board of Directors as President of Shantung Christian University, and has accepted this position, the North American Section of the Board of Governors of Shantung Christian University records its profound gratification at this news, and heartily concurs in the action of the Board of Directors in electing Dr. H.H. Kung to the presidency of the University.

#### REPORTS AS TO THE WORK OF THE UNIVERSITY

The Chairman expressed the gratification of all those present at the fact that five of those present at the meeting, including two members of the Section and three guests, had just returned to New York City after visits to China. He invited them to report to the Section concerning the contacts they had had with Shantung Christian University, and their judgment as to the work of the University and any problems it is now facing.

Dr. Warnshuis stated that he had spent two days in Tsinan, during which time he had talked with Mr. Davies and a number of the other administrative officers and staff members. He praised in the highest terms the work being done by the School of Medicine and also the work being done by the School of Theology. He expressed some disappointment that he had not been able to discover any very definite program in the Colleges of Arts and Science along the lines of rural work which these colleges are being asked to undertake,

and urged that very careful study be given at an early date to this subject.

He emphasized the urgency of the problem of more adequate support for the work of the University, and expressed the hope that in some way the cooperating Mission Boards might find it possible to increase their support of the work being undertaken by the University. He also emphasized the urgency of going forward without further delay with a program that will correlate and consolidate the work of Christian higher educational institutions in China.

Dr. Scott stated that in his judgment it is of the greatest importance that we continue our support of such institutions as Shantung Christian University during the present period of stress. He expressed the opinion that these institutions are at the present time producing most of the finest leaders of China to-day. At present all these higher educational institutions are having more or less difficulty, and Cheeloo has not been any exception. When the University passed through a period of great difficulty about a year ago its existence was seriously threatened, but the institution has survived the test in a very gratifying way and the indications now are that it will be all the stronger for this experience.

Dr. Scott agreed with Dr. Warnshuis that the School of Medicine is the strongest department of the University at the present time and is doing a thoroughly fine piece of work. He also agreed that the Colleges of Arts and Science are in urgent need of further assistance, but stated that in his judgment the present work and plans of these colleges are more effective than is sometimes thought. He told of meeting all over China graduates of Cheeloo University who are rendering most effective Christian service in the teaching profession, as well as in medicine and other professions. He spoke of his pleasure at what he had seen as to the fine spirit in which the religious life of the campus is being carried on on a purely voluntary basis.

As to the ruralized program for the Arts College, he expressed the opinion that it has been somewhat difficult for the field to visualize what is involved, but stated that Dr. Butterfield's conferences have proven to be quite constructive. He stated as his conviction that the ruralized program should be arrived at by a process of evolution rather than revolution. He spoke of the problem of securing a more permanent administrative staff, and also the urgent need of strengthening the faculty, particularly in the increase of thoroughly qualified Chinese members of staff.

Mr. Cressy stated that Mr. Davies and other members of the administrative staff at Cheeloo have assured the Council of Higher Education that Cheeloo is unequivocally committed to the ruralized program, though they have stated that questions as to the working out of the details will require some time for solution. He spoke of the urgent need for stronger support for institutions such as Cheeloo, and expressed the hope that the cooperating Mission Boards, by making in some way special appeals outside the regular channels of giving, might be able to secure such additional support and at the same time retain their influence in the direction of such institutions. He expressed the fear that if Mission Boards decrease or withdraw their support it will become more and more difficult for such institutions to retain their Christian character.

Mr. Cressy acknowledged that there is some criticism that there is too much higher Christian education in China, but pointed out that at the present time the total enrollment of all our colleges and universities is only about 4,200 students. This, he said is not enough to provide the leadership required for the Christian enterprise alone. The graduates of our Christian colleges have proven themselves leaders throughout China. For the present their main function will be to provide lay leadership for Christian work.

Dr. Fairfield stated that the experience of the American Board in North China has been that Cheeloo graduates are the type of men and women who are most desired for Christian work, and who render the finest type of service. While there may be some danger that the Arts College program will become purely cultural, on the other hand it must be recognized that a ruralized program must prepare for types of service which will utilize all the abilities of college graduates. He expressed his hearty agreement as to the urgency of the need for greater support from the home base.

Dr. Monroe stated that while he was in China it was not possible for him actually to visit the Cheeloo campus, although he had an opportunity for a conference with Mr. Davies. He said that his comments must, therefore, be based largely on what he had heard from sources outside the University. He stated also that he probably could not dissociate his views on Cheeloo from his views on the whole program of Christian higher education for China. He summarized his comments under the following heads:-

1. That he had not realized that the University last year had been so near extinction, particularly as regards the College of Arts. While the situation has greatly improved, some serious problems still exist.
2. That he agreed thoroughly as to the position of the Medical School as the strongest part of the University. There is the strongest possible obligation on the part of all missionary forces to unite on medical education at Cheeloo.
3. That he had found a widespread belief in the weakness of the Arts College, and a conviction that this support should be redirected into Medicine. While in China he visited the work being conducted by Mr. James Yen, and found that he is making a great success in this field of rural work. What Mr. Yen is doing is no more than is being asked of Cheeloo. Such a task should not be impossible for a Christian institution. To succeed, however, such a program is in need of motivation, and staff and student body must be given a conviction of something worthwhile to be accomplished.
4. That he believes that Christian higher education in China is over-developed and over-extended. There is need for concentration of organization and more definite focus. The Christian forces are trying to do too much for the available resources.

4. There is need for some merging of the work now being done.

The Section discussed at some length the statements made by Dr. Warnshuis, Dr. Scott, Mr. Cressy, Dr. Fairfield and Dr. Monroe. The earnest desire was expressed that the Committee for Christian Colleges in China may be able during the coming months to make rapid progress on the program for the correlation of Christian higher education in China. It was

NAS-257 VOTED that the North American Section of the Board of Governors of Shantung Christian University record its full sympathy with the movement for the correlation of Christian higher education in China, and that it express to the Committee for Christian Colleges in China its earnest hope that this Committee may be able to present at the annual meeting of the Shantung Board of Governors in September 1931 concrete recommendations as to the immediate steps that should be taken in securing the adoption and support of such a correlated program.

NAS-258 VOTED that the North American Section of the Board of Governors of Shantung Christian University request the Committee for Christian Colleges in China to make a fresh study of the possibility of having a united board of trustees for all the Christian Union Universities of China, and that, if possible, the Committee present recommendations on this subject to the annual meeting of the Shantung Board of Governors in September 1931.

GENERAL PROBLEM OF FINANCIAL SUPPORT OF UNIVERSITY

The Section gave attention to Mr. Davies' letter of January 31, 1931, urging the Board of Governors to give serious study to the need of the University for increased resources. The Section expressed its warmest appreciation of the urgency of this need, but the judgment was expressed that the present economic depression makes it practically impossible to source for the time being any substantial amount of new income. The hope was voiced that as soon as conditions permit, definite efforts should be undertaken to secure additional income.

In view of the urgency of the situation, it was unanimously agreed that the North American Mission Boards cooperating in the University should again be urged to restate their appropriations to Shantung Christian University during the coming fiscal year on a gold basis, and for amounts not less than the equivalent of their local currency appropriations for 1930-31 at an exchange ratio of 1 to 2. It was

NAS-259 VOTED that the North American Section of the Board of Governors of Shantung Christian University again call to the attention of all the North American Mission Boards cooperating in Shantung Christian University the urgency of the financial situation created at the University by the steady rise in operating costs and the serious decline in the value of silver; and that each of these Mission Boards be urged to define their appropriations to the University for the fiscal year 1931-32 on a gold basis, for amounts not less than the equivalent of

their local currency appropriations for the year 1930-31 on an exchange ratio of 1 to 2.

BUDGET FOR 1931-32

The Assistant Treasurer reported briefly on the budget estimates for 1931-32, and presented the summary of these estimates attached to these minutes as Appendix A. After study of these figures it was

NAS-260 VOTED that the North American Section of the Board of Governors of Shantung Christian University approve the proposed budget for 1931-32, and that the field be informed that the prospective income from North American sources for the year 1931-32 is as set forth in the Appendix A of these minutes, subject, however, to such changes in the contributions of the cooperating Mission Boards as may be found necessary after further correspondence between the Section and the various Boards.

REPORT OF COMMITTEE ON INVITATION OF MEDICAL GROUPS IN SHANGHAI

On behalf of Dr. Dickinson, the Chairman of the Special Committee appointed by action NAS-238 "to confer with representatives of the Department of Missions of the National Council of the Protestant Episcopal Church in the U.S.A. in regard to the possible of some form of union between the School of Medicine of St. Johns University and the School of Medicine of Shantung Christian University", the Secretary reported that the Committee had been active in conferring with a large number of individuals most directly interested in such a proposal, but as yet no definite progress has been possible. Without formal action the Section expressed the hope that this Committee would continue its efforts in this direction.

REPORT OF COMMITTEE ON METHODIST COOPERATION  
IN THE SCHOOL OF MEDICINE

On behalf of the Special Committee appointed by action NAS-240, to confer with representatives of the Methodist Board "with reference to the possible participation by the Methodist Board in the School of Medicine at Shantung Christian University", Dr. Vaughan reported that the members of the Committee had been in close touch with the situation in the Methodist Board, but felt that in view of the present unfavorable conditions it would be unwise to press such a proposal. He stated, however, that there is hearty agreement among the medical missionaries of the Methodist Board working in China favoring such cooperation with the Shantung School of Medicine, and he expressed the hope that as soon as the financial situation of the Methodist Board is more satisfactory some favorable action may be secured.

MINUTES OF MEETING OF ADMINISTRATIVE COUNCIL

February 13, 1931

The Section turned its attention to the study of the minutes of the Administrative Council of the Board of Directors held in Tsinan on February 13, 1931, it was



NAS-261 VOTED to confirm the actions of the Administrative Council under minute No.952 in regard to the reappointment of Dr.J.J.Heeren, Rev. J.W.Hunter, Mr. A.P.Jacot, Mr. E.L.Phillips, Dr. P.S. Evans, Dr.E.B. Struthers, Dr. L.M.Smyly, and Dr. A.S. Gault.

NAS-262 VOTED to conform the action of the Administrative Council of the Board of Directors under minute No. 953 with regard to the appointment of Miss Cora E.Hoffman.

The action of the Administrative Council conferring degrees on certain graduates in minute No.954 was noted.

NAS-263 VOTED that the North American Section of the Board of Governors of Shantung Christian University record its gratification at the news of the election of Dr.Y.Y.Tsu as a member of the Board of Governors to fill the unexpired term of Mr. Sung Hui-wu deceased, and to assure Dr. Tsu of the hearty welcome of the Board.

AMENDMENT OF ROCKEFELLER FOUNDATION APPROPRIATION  
for 1930-31

The Secretary reported the receipt of the following letter from the Rockefeller Foundation under date of February 2, 1931:-

"I have the honor to inform you that at a special meeting of the Committee of the Rockefeller Foundation, held February 2, 1931, the following action was taken:

"RESOLVED that Appropriation RF 29119 to Shantung Christian University be, and it is hereby, amended to read as follows:

RESOLVED that the sum of Twenty thousand dollars (\$20,000), or so much thereof as may be necessary, be, and it is hereby, appropriated, to purchase Twenty thousand dollars Chinese silver currency (Mex.20,000) and also to provide Ten thousand dollars (\$10,000) gold for maintenance of the SCHOOL OF MEDICINE of the SHANTUNG CHRISTIAN UNIVERSITY during the year 1930-31, on condition that the sum of Twenty-eight thousand dollars Chinese silver currency (Mex.28,000) be provided by the Women's Committee of the said University, or from other sources, over and above the amounts provided in the budget of the School of Medicine prior to the year 1925-23, and with the further understanding that if the full amount is not contributed by the Women's Committee or from other sources the contribution of the Foundation shall be proportionately reduced."

It was

NAS-264 VOTED that the North American Section of the Board of Governors of Shantung Christian University express to the Rockefeller Foundation its warmest appreciation of the generosity of the Foundation in making the favorable revision of its appropriation toward the support of the work of the School of Medicine during 1930-31 as set forth in the letter received from the Foundation under date of February 2, 1931.

ACCEPTANCE OF CAPITAL STOCK OF  
SOUTHWESTERN SECURITIES CORPORATION

In the absence of the Treasurer, the Secretary presented a brief resume of the investigation made by the Treasurer as to the desirability of accepting the 1200 shares of Southwestern Securities Corporation capital stock contributed to the University by the Rev. Henry A. Lewis. It was

NAS-265 VOTED to refer with power to the Honorary Chairman and the Treasurer of the North American Section the question of the acceptance of the capital stock of the Southwestern Securities Corporation contributed to the University by the Rev. Henry A. Lewis.

ELECTION OF OFFICERS

Mrs. Haven, as Chairman of the Committee on the Chairmanship of the Section appointed by action NAS-245, reported that the Committee had urged Dr. Brown to continue to serve as Chairman of the Section, and stated that Dr. Brown had agreed to withdraw his request that he be relieved of the chairmanship.

Upon nominations made from the floor it was

NAS-266 VOTED to elect for the ensuing year the following officers and committees:

Honorary Chairman	Mr. H. J. Cochran
Chairman	Dr. A. J. Brown
Vice Chairmen	Mrs. W. I. Haven
	Principal Alfred Gandier
Treasurer	Mrs. A. K. Shaw
Secretary	Mr. B. A. Garside
Asst. Secretary and Asst. Treasurer	Mr. C. A. Evans

Executive Committee: The above named officers, together with Dr. W. C. Fairfield, Dr. Seth Milliken and Dr. E. S. Tipple

NAS-267 VOTED to elect the following as coopted members of the North American Section in the class of 1935:

-10-

Coopted members:-

Mrs. Ellis Phillips  
Bishop W.P. Thirkield  
Dr. E. S. Tipple

DATE OF ANNUAL MEETING

The Secretary reported on the information that had been collected as to the availability of members of the Board of Governors for attendance at the annual meeting of the Board in the fall. It was agreed that September 22 appears to be the most satisfactory date for such a meeting, and that date was accepted for this meeting.

The Committee adjourned.

B. A. GARSIDE

Secretary

BUDGET SUMMARY 1931-32SHANTUNG CHRISTIAN UNIVERSITY

(all amounts in local currency)

(Exchange rate, 1930-31 budget - 2 to 1; 1931-32 budget - 3 to 1)

<u>Department</u>	<u>EXPENDITURES</u>			<u>RECEIPTS</u>			
	<u>1930-31</u>	<u>1931-32</u>	<u>Increase</u>	<u>1930-31</u>	<u>1931-1932</u>		<u>Increase</u>
					<u>Field</u>	<u>New</u>	
					<u>Estimate</u>	<u>York</u>	
Administration	39,212	40,880	1,668	39,212	34,880	35,460	3,752*
Arts and Science	64,766	93,528	28,762	64,536	93,528	107,378	42,842
School of Medicine	82,152	183,266	101,114	82,152	176,283	176,910	94,758
Rural Institute	-	3,800	3,800	-	3,800	4,008	4,008
Library	5,095	6,500	1,405	5,095	6,500	6,500	1,405
Hospital	79,000	121,000	42,000	74,383	121,000	121,000	46,617
Theology	13,400	12,776	624*	13,400	12,776	15,256	1,856
Institute Chinese Studies	-	29,000	29,000	-	29,000	30,500	30,500
Non-educational	-	5,692	5,692	-	5,180	5,692	5,692
	283,625	496,442	212,817	278,947	482,947	502,704	223,926
Less Transfers	<u>36,623</u>	<u>43,806</u>	<u>7,183</u>	<u>36,623</u>	<u>43,806</u>	<u>43,806</u>	<u>7,183</u>
	247,002	452,636	205,634	242,155	439,141	458,898	216,743
Apparent Surplus		<u>6,262</u>					
		458,898					

\*Decrease

SHANTUNG CHRISTIAN UNIVERSITY

Estimated Receipts 1931-32, Exclusive of Foreign Salaries

Exchange 3 to 1

	<u>Field</u>		<u>New York</u>
	<u>L.C.</u>	<u>Gold</u>	<u>L.C.</u>
Presbyterian Church U.S.A.	34,780.00	100.00	52,050.00
Baptist Mission (English)	7,928.00		7,928.00*
Soc. Prop. Gospel	5,550.00		5,550.00*
United Church Canada	10,600.00		6,000.00
"    "    "    - Women	3,000.00		3,000.00
Presbyterian Church South	1,600.00		1,600.00
London Missionary Society	1,500.00		1,500.00*
Wesleyan Meth. Miss. Soc.	6,675.00		6,675.00*
Women's For. Miss. Soc. (Meth.)	7,420.00		7,047.00
Methodist Episcopal Mission	1,920.00		1,920.00*
British Section Bd. of Gov.	6,525.00		6,525.00*
American Board	1,600.00		1,500.00
China Medical Board	50,000.00		50,000.00
Hall Estate	15,000.00		14,100.00
"    "    - Woman's Unit	7,500.00		8,700.00
Harvard-Yenching Institute	30,000.00		31,500.00
Tuition	26,204.00		26,204.00*
Hospital Fees	64,074.00		64,074.00*
Rents	2,544.00		2,544.00*
Interest and Exchange	7,983.00		7,983.00*
"    "    "	2,596.00		2,596.00*
"    "    "	6,000.00		6,000.00*
	<u>300,999.00</u>	<u>100.00</u>	<u>314,996.00</u>

\* These items are accepted as inserted in the Field Budget.

SHANTUNG CHRISTIAN UNIVERSITY

BRITISH SECTION OF THE BOARD OF GOVERNORS

MINUTES of Meeting held at a, Eaton Gate, S. W. 1.  
on Friday, May 22nd, 1951.

PRESENT Dr. Harold Balme in the Chair  
Lord Addington  
Miss M.E. Bowser  
Mrs. Carr  
Mr. F. H. Hawkins  
Dr. A. C. Ingle  
Mr. H. G. Judd  
Dr. R. Fletcher Moorshead  
Mr. Wm. G. Sewell  
Mr. W. B. Sloan  
Rev. C. G. Sparham  
Dr. C. E. Wilson  
Dr. H.W.S. Wright

PRAYER.

The Meeting opened with prayer, led by Dr. Balme.

APOLIGIES FOR ABSENCE.

Apologies for absence were received from Dr. Barber,  
Rev. W.A. Grist, Dr. A.W. Hooker, Miss C. Hornby and Mr. Kenneth  
Maclennan.

BS-303. MINUTES.

The Minutes of the last meeting, held on March 6th, having  
been circulated, were taken as read and signed.

BS-304. MEMBERSHIP OF THE BOARD OF GOVERNORS.

The Secretary reported the following appointments made by the  
Cooperating Societies:

B.M.S. Dr. A. C. Ingle  
Prof. J. F. Bruce

L.M.S. Mr. F. H. Hawkins

Presbyterian  
Ch. of Eng. Mr. Harold G. Judd

S.P.G. Lord Addington  
Dr. H.W.S. Wright

Lord Addington was  
W.M.M.S. Rev. W. A. Grist

Lord Addington was heartily welcomed by the Chairman.

Co-opted Members.

It was reported that in addition to the three vacancies occurring by retirement, Dr. Bruce's representation of the B.M.S. created another vacancy. It was AGREED to co-opt the following to fill three of the vacancies and leave the fourth for the present:

Dr. Harold Balme  
Dr. W.T.A. Barber  
Miss E.G.Kemp.

Officers.

The following officers for the Section were appointed:

Chairman: Mr. Kenneth MacLennan  
Treasurer: Mr. Harold G. Judd  
Secretary: Dr. Hugh H. Weir

BS-305. UNITED COMMITTEE FOR CHRISTIAN UNIVERSITIES IN CHINA.

The Secretary reported that the United Committee for Christian Universities of China had been duly established, the scheme of organization being as previously reported, with the exception of a slightly increased budget, which, however, does not directly affect the University.

Mr. Sewell, who was present as one of the organising secretaries of the Section, was welcomed by the Chairman and introduced to the Section.

BS-306. STATEMENT OF ACCOUNTS.

The audited Statement of Accounts of the British Section for the year ending March 31st, 1931, was presented by the Treasurer and approved. It was AGREED

"to express to Mr. E.A. Wright, the hon. auditor, the sincere thanks of the Section for his care and service in connection with the accounts."

BS-307. BUDGET OF BRITISH SECTION.

The Treasurer presented the Budget of the British Section for the forthcoming year as follows:

Payments to University:

General Administration & Library	£300	
School of Medicine	135	
Miss Hickson's Salary & Allowances	<u>185.</u>	£ 620.
Furlough Reserve Fund		30.
Contribution to United Committee for Office Expenses (i. e. average of past three years)		<u>230.</u>
		<u>£ 880.</u>

After discussion this was APPROVED.

BS-308. MINUTES OF ADMINISTRATIVE COUNCIL.

A letter from Mr. Davies, 15.2.31, covering the Minutes of the Administrative Council of 13.2.31 and the Budget of the School of Theology was considered.

AC 952. Reappointments of Members of Staff.

It was AGREED to confirm the action of the Administrative Council in regard to the appointment of Rev. J.W. Hunter, Mr. E. L. Phillips, Dr. L. M. Ingle, Dr. H.J. Smyly..

AC 953. Miss Cora E. Hoffman.

It was AGREED to confirm the action of the Administrative Council in regard to the appointment of Miss Hoffman.

AC 954. Candidates for Degrees.

The action of the Administrative Council in conferring Degrees was NOTED.

AC 955. New Member of Board of Governors.

It was AGREED to record the gratification of the British Section at the news of the election of Dr. Y. Y. Tsu as a member of the Board of Governors to fill the unexpired term of Mr. Sun Hui-wu deceased, and to assure Dr. Tsu of the hearty welcome of the Board.

AC 956. Annual Budget.

In considering the Budget, further letters from Dr. Shields, 6.3. and 14.4.31; from Dr. Lair 14.4.31; from Mr. Garside 12.3.31; and the replies of the Cooperating Societies as to their grants were considered.



It was AGREED that the British Section of the Board of Governors of the Shantung Christian University approve the proposed Budget for 1931-32, and the Field be informed that the prospective income from British sources for the year 1931-32 is as set forth below, which appears to meet the essential requirements:

	<u>Budget</u> <u>Figures.</u>	<u>Agreed</u> <u>Figures.</u>
<u>Grants to</u>		
<u>B.M.S.</u> General Administration	\$1550	\$ 200
Arts & Science	1550	2022
Medicine	4638	5038
Theology	<u>1740</u>	<u>2740</u>
	9478	10000
Institute		8550
Station Account		890
<u>Salaries &amp; Allowances</u>		
Arts & Science plus subs.	6000	£290 plus \$2000
Medicine " "	13125	£699 plus \$2500
Institute		£385.
<u>L.M.S.</u> <u>Grant</u> to School of Medicine	1500	\$2000
<u>Salary</u>	6000	5280
<u>S.P.G.</u> <u>Grant</u> to		
Arts & Science	3750	£194.
Medicine	1800	2250.
<u>Salaries:</u>		
Arts & Science	6000	4950
Medicine	15000	12840
<u>W.M.M.S.</u> <u>Grant</u> to School of Medicine	6675	£175.
<u>Salary</u> (Substitute)		£270.
<u>British Grants:</u>		
<u>Section</u> General Administration	3000)	
Library	1500)	£300 or \$4500.
Medicine	2025	£135 or \$2025.
<u>Salary</u> - Miss Hickson	3000	£185.

BS-309. REGISTRATION.

Consideration was given to (a) Correspondence between Dr. Weir, Mr. Hawkins and Dr. Davies; (b\* letter 17.4.31. from Mr. Garside, enclosing Executive Minutes of the N.A.S.; (c) Letter 24.4.31 from Mr. Davies; (d) letter 15.5.31 from Dr. L. M. Ingle; (e) Letter from Mr. Garside re North American Section

Meeting 5.5.31.

Cable sent by the Chairman of the Board and the Secretary of the Section on 9.3.31 to Mr. Davies as follows:

"British Section prefers registration whole University. Urges patience and united effort to accomplish this. If impracticable consents separate registration Medical School. Hawkins, Weir."

was ENDORSED as expressing the previously recorded opinion of the Section.

The Section while adhering to this view put on record its sense that the appointment of Dr. K'ung as President of the University put an entirely new complexion on the situation, and greatly improved the prospects of registering the whole University.

BS-310. PRESIDENT.

A letter 2.4.31. from Mr. Davies, enclosing Minutes of the special meetings of the Administrative Council of 20.2.31 and 31.3.31 was considered.

The Section AGREED to endorse Minute Ac 960, and to express its great satisfaction that so distinguished a Christian leader and educationalist should have been able to accept the presidency. The Section anticipated great benefit to the University from Dr. K'ung's leadership.

BS-311. MINUTES OF THE NORTH AMERICAN SECTION.

Copies of the Minutes of the North American Section of 5.5.31. received the same day were laid on the table.

It was NOTED that the Annual Meeting was arranged for September 22nd, 1931.

Further consideration of the Minutes was deferred until next meeting.

BS-312. DATE OF NEXT MEETING.

It was AGREED that the next meeting be held on Friday, July 24th, at 5 P. M. unless lack of adequate business made it unnecessary to meet at that time.

SHANTUNG CHRISTIAN UNIVERSITY

BRITISH SECTION OF THE BOARD OF GOVERNORS

ON Friday, July 24, 1931.

M I N U T E S

PRESENT Mr. F. H. Hawkins (in the Chair)  
Lord Addington  
Mrs. J.C. Carr  
Dr. A.W.Hooker  
Dr. A.C. Ingle  
Dr. R. Fletcher Moorshead  
Mr. Wm. Sewell  
Mr. W. B. Sloan  
Rev. C. G. Sparham  
Dr. H. H. Weir

Dr. L. M. Ingle (by invitation)

PRAYER.

The Meeting opened with prayer, led by Dr. Moorshead.

APOLOGIES FOR ABSENCE.

Apologies for absence were received from Dr. Harold Balme, Rev. W.T.A. Barber, Miss M. E. Bowser, Rev. W. A. Grist, Miss Clara Hornby, Sir Alfred Lewis, Mr. Kenneth MacLennan and Rev. C. E. Wilson.

BS-313. MINUTES.

The Minutes of the last meeting, held on May 22nd, 1931, having been circulated, were taken as read and signed.

BS-314. CHAIRMANSHIP OF BRITISH SECTION.

It was reported that Mr. MacLennan had accepted the chairmanship of the British Section.

BS-315. WELCOME TO DR. L.M.INGLE.

The Chairman extended a cordial welcome to Dr. L.M.Ingle, now at home on furlough.

BS-316. CORRELATED PROGRAMME.

The Section gave careful consideration to the question of the Correlated Programme and its relations to registration, having before it: Minutes of the North American Section of May 5th, 1931, particularly NAS 257, and 258; Mr. Garside's letter of 11.5.31. to Mr. Davies; Mr. Davies' answer of 3.7.31. to Mr. Garside; Dr. Warnshuis' letter of 5.6.31 to the Committee for Christian Colleges in China, and the Minutes of

the Board of Directors, June 16th-18th, 1931, particularly Minute 985.

It was AGREED to instruct Mr. Hawkins and Mr. MacLennan to express at the Annual Meeting of the Governors, the Section's sense of the importance of a Correlated Programme and of Cheeloo's share therein, particularly its special service to the rural areas. The need for further thought was stressed, especially in view of the necessity for ensuring economy and adjusting the work so as to be able to carry on effectively in spite of financial depression. The University should be asked to prepare a definite scheme for ruralisation on the lines suggested in Minute 985 of the Directors, which, without lowering the academic status, would equip students for effective service to the rural community. It was further agreed to suggest to the University that it should develop close and immediate contacts with churches and missions working in rural areas, with a view to ensuring that an adequate living wage would be available for graduates undertaking such work.

BS-317. MINUTES OF NORTH AMERICAN SECTION.

The following action was taken on the Minutes of the North American Section held on May 5th, 1931.

- NAS 253, 254. Meeting of Cheeloo Woman's Committee. NOTED.  
 NAS 255. Memorial Minute to Mrs. Wm. Fraser McDowell. NOTED.  
 NAS 259. General Problem of Financial Support of University NOTED.  
 NAS 260. Budget for 1931-32. NOTED CONCURRENCE.  
 NAS 261, 262, 263. Staff re-appointments & Membership of Board of Governors. NOTED CONCURRENCE.  
 NAS 264. Rockefeller Foundation Appropriation to School of Medicine. NOTED.  
 NAS 265. Capital Stock. NOTED.  
 NAS 266, 267. Election of Officers and committees. NOTED.

BS-318. MINUTES OF BOARD OF DIRECTORS.

Minutes of the Annual Meeting of the Board of Directors, held on June 16-18th, 1931, were considered and the following action taken:

965. Administrative Officers: Vote of appreciation. ENDORSED.  
 966. Registration. NOTED.  
 967. Appreciation of Mr. Yee's services. ENDORSED.  
 968. Dr. H.H. K'ung. ENDORSED  
 970. Officers and Committees. NOTED.  
 971. Re-appointment of Dean of Medical School. NOTED.  
 972. Dr. Yu Chia-chun. APPROVED.  
 973. Candidates for Degrees. NOTED.  
 974. Degree for Alumnus. NOTED.

- 975. Amendment to regulations regarding Alumni & Degrees. NOTED.
- 977. Diploma for Yu Nai-jung. NOTED.
- 978. Admission to the School of Medicine. NOTED.
- 979. Amendment to Regulations re Executive Council. NOTED.
- 980. Reconsideration of Minute re Accounts. NOTED.
- 982. Dormitory Fees. NOTED.
- 983. Bonus from the American Presbyterian Mission (North) NOTED.
- 985. Ruralisation Programme. NOTED.
- 986. Hospital Accommodation. NOTED.

BS-319. PRESIDENT.

A letter 2.7.31. from Mr. Davies was received, stating that Dr. King Chu has definitely consented to accept the post of President and explaining the situation.

The Section expressed its great gratification at this news and the hope that Dr. King Chu as president, will be able to lead the University in the developments which have to take place at this time.

BS-320. MINUTES OF THE BOARD OF DIRECTORS OF THE SCHOOL OF THEOLOGY.

The Minutes of the Board of Directors of the School of Theology, held on June 13th, 1931, together with a covering letter from Rev. C. A. Stanley, were NOTED. Minutes relating to the appointment of Mr. Kuo Chung Yi as associate professor in the Department of the Philosophy of Religion, and of Dr. R.A. Mitchell as associate professor in the Department of Old Testament, being APPROVED.

BS-321. CHRISTIAN UNIVERSITIES OF CHINA.

Mr. Sewell reported that the scheme for the United Committee for Christian Universities of China had been completed by the participation of the Moukden Medical College.

BS-322. DATE OF NEXT MEETING.

The next meeting was arranged for Friday, October 30th, 1931, at 5. p. m.

MINUTES OF ANNUAL MEETING  
BOARD OF GOVERNORS OF SHANTUNG CHRISTIAN UNIVERSITY

10:00 A. M., September 22, 1931.  
Room 300, 150 Fifth Avenue, New York

Roster of Members

Chinese Section: Rev. L. J. Davies, Acting President, ex officio; Dr. Chang Po-Ling; Dr. Cheng Ching-Yi; Dr. Y. Y. Tsu.

British Section:

Class of 1931

Class of 1933

Class of 1935

Miss M.E. Bowser - B.M.S.	Dr. A.C. Ingle - B.M.S.
Dr. R. Fletcher Moorshead - B.M.S.	Prof. J.P. Bruce - B.M.S.
Rev. C.E. Wilson - B.M.S.	Dr. H.G. Judd - E.P.M.
*Mr. Kenneth Maclennan - L.M.S.	*Mr. F.H. Hawkins - L.M.S.
	Rev. Godfrey Phillips - Alt. for Mr. Hawkins
Dr. H.H. Weir - S.P.G.	Rev. W.A. Grist - W.M.M.S.
Miss Clara Hornby - W.M.M.S.	Lord Addington - S.P.G.
Dr. A. W. Hooker - W.M.M.S.	Dr. H.W.S. Wright - S.P.G.
Dr. P.K. Hill - Alt. for Dr. Hooker	Dr. W.T.A. Barber - Coopted
Sir Alfred E. Lewis - Coopted	Dr. Harold Balme - "
Mr. W.B. Sloan - Coopted (2 vacancies)	Miss E.G. Kemp - "

North American Section:

Dr. A.J. Brown - P.N.	*Miss M.E. Hodge - P.N.
*Dr. G.T. Scott - P.N.	Mr. H.J. Cochran - P.N.
Mrs. C.K. Roys - P.N.	*Mrs. A.K. Shaw - Alt. - P.N.
*Dr. E.M. Dodd - Alt. - P.N.	
*Dr. A.E. Armstrong - U.C.C.	Principal Alfred Gandier - U.C.C.
Dr. A.G. Sinclair - Alt. - U.C.C.	Dr. J.H. Arnup - U.C.C.
Mrs. J.M. Avann - W.F.M.S.	Mrs. H.R. Inksater - W.M.S. of U.C.C.
*Mrs. W.I. Haven - W.F.M.S.	
*Dr. Wynn C. Fairfield - A.B.C.F.M.	Mrs. B.D. Snadden - W.F.M.S. (1 vacancy) - A.B.C.F.M.
Mr. E.F. Willis - P.S.	Dr. R.L. Dickinson - Coopted
*Dr. J.G. Vaughan - Corresponding member	Dr. J.H. Finley - "
*Mrs. Ellis Phillips - Coopted	*Dr. Seth Milliken - "
	Dr. Paul Monroe - "
*Bishop W.P. Thirkield - Coopted	
Dr. E.S. Tipple - Coopted	

Present as Proxies: - \*Mr. Paul Abbott, \*Dr. A.L. Warnshuis.

Guests: - \*Mr. E.H. Cressy, \*Mr. John H. Reisner.

Secretaries: - \*Mr. B.A. Garside, \*Mr. C.A. Evans.

Those whose names are starred above were present.

Mr. Hawkins presided. The meeting was opened with prayer led by Bishop Thirkield.

The following proxies were presented:- Mr. Hawkins held proxies for Lord Addington, Dr. Barber, Miss Bowser, Professor Bruce, Mr. Grist, Dr. Hooker, Miss Hornby, Dr. Ingle, Sir Alfred Lewis, Dr. Moorshead, and Dr. Wright; Mr. MacLennan held proxies for Dr. Balme, Dr. Judd, Miss Kemp, Mr. Sloan and Mr. Wilson; Mr. Paul Abbott held proxies for Mr. Davies, Dr. Chang, Dr. Cheng, and Dr. Tsu; Dr. Warnshuis held a proxy for Dr. Weir.

Apologies for absence were presented on behalf of the following members of the North American Section: Dr. Brown, Mr. Cochran, Mrs. Roys, Mrs. Avann, Mr. Willis, Dr. Tipple, Dr. Gandier, Dr. Arnup, Mrs. Inksater, Mrs. Snudden, Dr. Dickinson, Dr. Finley, and Dr. Monroe. Apology for absence was also presented on behalf of the Rev. Harold B. Rattenbury, whom it had been hoped could be present as a proxy for several members of the British Section.

The Chairman extended the Board's welcome to Mr. Reisner and Mr. Cressy.

#### APPROVAL OF MINUTES

G-170 VOPED to approve the minutes of the following meetings as distributed:

Board of Governors: Annual Meeting of June 30, 1930.  
 British Section: Meetings of Oct. 3, 1930; Dec. 5, 1930;  
 March 6, 1931; May 22, 1931; July 24, 1931.  
 North American Section: Meetings of Nov. 25, 1930; May 5, 1931.  
 Committee on Promotion/Section: Meeting of Dec. 1, 1930.  
 Executive Committee/Section: Meeting of March 30, 1931.  
 Woman's Committee: Meeting of April 13, 1931.

#### APPOINTMENT OF NOMINATING COMMITTEE

The Chairman appointed a Nominating Committee consisting of Mr. MacLennan, Dr. Scott, and Dr. Armstrong, to submit nominations at the afternoon session for officers of the Board, during the ensuing year.

#### STATEMENTS BY CHAIRMAN AND SECRETARY

The Chairman spoke with profound regret of the sudden death during the summer of Rev. C. G. Sparham, and summarized briefly the outstanding missionary service rendered to China by Mr. Sparham during the last thirty-five years. He spoke with gratification of the fact that Mr. MacLennan has recently accepted the Chairmanship of the British Section. He also described the organization in Great Britain of the United Committee for Christian Universities of China, under the Secretaryship of Mr. Sewell, who has had very valuable experience in missionary work, first in West China, later in Lingnan, and then in the National Council in Shanghai.

Following Mr. Hawkins statement the Chairman and the Administrative Secretary were asked to serve as a special Committee on Resolutions, to draft memorial resolutions on both Mr. Sparham and also Dr. Charles F. Johnson. It was

G-171 VOTED that the Board of Governors record its warm satisfaction at the news of the creation in Great Britain of the United Committee for Christian Universities of China and extend to this committee the Board's heartiest good wishes for success.

The Administrative Secretary summarized briefly recent developments both on the Cheeloo campus and in the work at the home base on behalf of the University. He reported that on September 15th a cablegram has been received from the University as follows:-

EXCELLENT OPENING. ARTS COLLEGE 98, SCIENCE 101, MEDICINE 106,  
OTHERS 69, THEOLOGY 28.

He also reported that in response to an inquiry as to the progress toward registration the University on September 17th cabled as follows:-

SLOW BUT SATISFACTORY PROGRESS BEING MADE, REGISTRATION.

#### FINANCIAL STATEMENT

In the absence of Mr. Cochran and Mrs. Shaw, Mr. Evans commented on the financial reports distributed to the members of the Board in advance of the Annual Meeting. These reports are attached to these minutes as Appendices A. and B. Mr. Hawkins reported briefly on the state of finances of the British Section, submitting with his report the balance sheet attached to these minutes as Appendix C. It was

G-172 VOTED to receive and place on record the financial reports attached to these minutes as Appendices A, B and C.

#### MINUTES OF MEETING OF BOARD OF DIRECTORS

The Board made a careful study of the minutes of the Annual Meeting of the Board of Directors held in Tsinan June 16th to June 18th, 1931. The following actions were taken on such matters in these minutes as seemed to require special attention:-

963. Reports of Administrative Officers. The Board expressed its appreciation of the reports of the President, Deans, Registrar, Treasurer, and Hospital Superintendent, printed copies of which had been distributed to all members of the Board in advance of the meeting.

964. Memorial Minute to Dr. Johnson. The preparation of a suitable resolution was referred to the Committee on Resolutions and was dealt with at the afternoon session.

965. Administrative Officers: Vote of Appreciation

G-173 VOTED that the Board of Governors heartily endorse the minute of the Board of Directors in recording a profound sense of thankfulness to God for the manner in which the University has been brought safely through one of the most trying periods of its history. The Board of Governors recognizes that this forward march of the University in the face of problems and perplexities has been made possible through the courage, loyalty, and unsparing devotion of the administrative officers on whom the heaviest burden of responsibility has lain during the past year. The Board extends its heartiest expressions



to the Acting President, the Deans, the members of the Board of Directors, the faculty, and the student body.

966. Registration. The Board noted with gratification the encouraging progress toward registration of the University under the Chinese Government. Reports were made of the information contained in recent correspondence, and brief statements were made by several of those present who have recently returned from China.

967. Appreciation of Mr. Yee's Services.

G-174 VOTED that the Board of Governors join heartily with the Board of Directors in expressing to the Rev. Yee Hsing Lin sincerest appreciation for the courageous and unselfish service Mr. Lee has rendered to the University during the last two difficult years in his capacity as Vice-Chairman of the Board of Directors.

968. Appreciation of Services of Dr. H. H. Kung.

G-175 VOTED that the Secretary be instructed to convey to Dr. H. H. Kung expressions of the Board of Governors' sincerest appreciation for the invaluable assistance Dr. Kung has rendered the University during the past year, particularly in promoting the negotiations looking toward registration under the Nationalist Government.

971. Reappointment of Dean of the Medical School.

G-176 VOTED heartily to confirm the action of the Board of Directors in re-appointing Dr. Randolph T. Shields Dean of the School of Medicine, and to record the Board's warmest appreciation of the services Dr. Shields has rendered during the past five years of his deanship, both as Dean of the School of Medicine and as Acting President of the University through a very critical stage of the University's history.

975. Amendment to Regulations Regarding Alumni and Degrees.

G-177 VOTED to approve the action of the Board of Directors reading as follows:-  
"That for students who graduated before the securing of the University Charter authorizing the granting of degrees and whose records would entitle them to a degree on the presentation of a satisfactory thesis, the requirement of a thesis may be waived in the cases of those students who are now doing satisfactory work in colleges of recognized standing in Europe or North America".

985. Ruralization Program. This was dealt with under a separate heading.

#### THE PRESIDENCY

The Board heard with keenest satisfaction of the acceptance by Dr. King Chu of the Presidency of the University. For the Board's information the following summary of Dr. Chu's services as an educator and a Christian leader was presented:-

Mr. King Chu (Chu Ching-Lung) was born in the province of Chekiang in 1886. He has attended schools in Hunan, Japan and Shanghai. He took the degrees

of B.A. and M.A. at the University of Washington in 1919, after which he took post-graduate work at Columbia University. He was secretary to the Chinese Educational Mission in Washington from 1916 to 1920. Upon his return to China in 1920 he became Professor of Education in the Peking National University. When the Chinese system of education was revised in 1922, he was a member of a committee which worked out details and later became an editor of the Commercial Press in charge of the issuing of all textbooks for the primary and secondary schools under the new system. He was Head of the Department of Chinese of Shanghai Baptist College in 1924-25, after which he became Vice-President of Kwanghua University in Shanghai, and was successively Commissioner of Education of the Shanghai Special District, Head of the Department of Elementary and Secondary Education of the Ministry of Education and Vice-Minister of Education. During this period he was also President of Hangchow College. He is the author of a number of textbooks.

Mr. Chu is a member of the Baptist Church and has served on a large number of committees in connection with the Council of Higher Education and the China Christian Educational Association.

It was

G-178 VOTED that the Board of Governors heartily concur with the action of the Board of Directors in electing Dr. King Chu to the Presidency of Shantung Christian University, and that the Secretary be instructed to send a cable to President Chu extending the Board's appreciation and good wishes.

#### DISSEMINATION OF INFORMATION REGARDING CHRISTIAN HIGHER EDUCATION IN CHINA

Dr. Warnshuis reported to the Board with regard to the steps he has recently taken to supply information with regard to Christian higher educational institutions in China to the special commission appointed by the League of Nations to make a study of education in China. Mr. Hawkins also told of steps he took before leaving Great Britain to supply information to members of this commission. Mr. Cressy spoke of the importance of providing full information concerning the work of Christian Higher Education in China to all such groups which are sent out from the West from time to time to make a study of educational work in China.

#### MINUTES OF THEOLOGICAL SCHOOL DIRECTORS

The Board made a careful study of the minutes of the Meeting of the Board of Directors of the Cheeloo School of Theology held on June 18, 1931. Copies of these minutes had been distributed to members of the Board in advance of the Annual Meeting. It was the judgment of the Board that none of the actions taken at this meeting required formation action by the Board of Governors. Appreciation was expressed however, for the gratifying way in which the School of Theology has gone forward during the past year.

#### RURALIZATION PROGRAM

In connection with Action #985 of the Board of Directors, the Governors gave careful consideration to the development of the Ruralization Program at Cheeloo.

Reference was made to the section of Dr. Kenyon L. Butterfield's forthcoming report on his recent visit to the orient, in which Dr. Butterfield deals with "Cheeloo University and Rural Reconstruction in China". The tentative draft of this section of Dr. Butterfield's report is attached to these minutes as Appendix D. Mr. Abbott spoke briefly on the efforts made by the University in the direction of ruralizing its program, and pointed out some of the difficulties the University has had to overcome. Dr. Warshuis reported on his visit to the campus and described some of the needs which he believes must be cared for if the University is to succeed fully in carrying out this program. Dr. Scott pointed out that the program proposed for Cheeloo is quite new and that it is necessary for the University to experiment and to feel its way gradually in working out the details of the program.

A special committee was appointed to draft a minute for the Board of Governors on this topic, and the Board thereupon adjourned for luncheon.

After the reconvening of the Board for the afternoon session the Board continued its discussion of this topic. Mr. Reisner told of his visit to the University, and praised particularly the rural work of the School of Theology. Following the discussion, the following minute was adopted:-

G-179 VOTED that the Board of Governors appreciates the very clear statement of the principles and scope of the rural program adopted for Cheeloo as contained in FBM-985, especially in its recognition that the term rural includes "rural and unindustrialized town districts," and that the program is to aim at cooperation in the advancement of the religious, intellectual, economic and social life of the rural population of China as a whole. While noting that this is a continuation of the splendid service of Cheeloo in the past and that the working out of the program must be evolutionary rather than revolutionary, we would call the attention of the Board of Directors to the fact that in order to secure wholehearted support in America and Great Britain, it is essential that the program involved be reduced to more concrete terms, starting with the most efficient possible utilization for this purpose of the resources now available. In this connection the Board of Governors has noted with interest the provisional recommendations of Dr. Kenyon L. Butterfield as attached to these minutes and commends these to the further study of the Directors, with the additional request that careful thought be given to the importance of relating the University closely to the churches and other agencies engaged in rural reconstruction.

We request the Board of Directors as promptly as possible to report to the two Sections of this Board their specific recommendations and proposals with reference to the practical application of the principles they have laid down and of such suggestions as those contained in Dr. Butterfield's paper.

#### MEMORIAL RESOLUTIONS

The following resolutions were adopted by the rising vote of the Board:-

G-180 RESOLVED, that the Board of Governors of Shantung Christian University has

heard with the deepest regret of the sudden death, on the thirtieth day of July, 1931, of Rev. Charles George Sparham, a member of the British Section of the Board. It recalls with thankfulness to God the long and devoted service of Mr. Sparham to the Christian movement in China. Mr. Sparham served for some years as a member of the Field Board of Managers of the University, and on his retirement from China, on the Board of Governors, and rendered conspicuous service to the University in both these capacities. The Board expresses its deep sympathy with the British Section in the loss of so valued a colleague, and with Mrs. Sparham and her sons in their great bereavement.

G-181 RESOLVED, that the Board of Governors unite with the Board of Directors in the expression of its profound sorrow at the death of Dr. Charles F. Johnson on the twelfth day of May, 1931. During the whole of Dr. Johnson's forty-two years of medical missionary service in Shantung province, he was intensely interested in the training of Chinese young men and young women for medical service, and it was natural therefore, that he should be one of the moving spirits in the creation of medical training out of which has grown the School of Medicine of Shantung Christian University. During almost the whole of his long service in China, Dr. Johnson was intimately associated with the development of the University. His foresight, clear thinking, and unwavering loyalty had an immeasurable influence in building up not only the School of Medicine, but the University as a whole; and the inspiration of his Christian life and character has had a profound effect in molding the lives of his students and in strengthening the faith and the courage of his colleagues. The Board extends to Mrs. Johnson and her son and daughters assurances of its profound sympathy.

#### ELECTION OF OFFICERS

The Committee on Nominations submitted its report, and the Board

G-182 VOTED to elect the following officers of the Board of Governors for the ensuing year:-

Chairman	Rev. C.E. Wilson
Vice-Chairmen	Dr. A.J. Brown
	Mr. Kenneth MacLennan
Recording Secretary	Dr. A.E. Armstrong
Administrative Secretaries	Dr. H.H. Weir
	Mr. B.A. Garside
Treasurer	Mr. Henry J. Cochran
Assistant Treasurers	Dr. Harold G. Judd
	Mrs. A.K. Shaw

#### CORRELATED PROGRAM

The Secretary called the Board's attention to the Actions #NAS-257 and 258 whereby the North American Section of the Shantung Board of Governors requested the Committee for Christian Colleges in China "to present at the Annual Meeting of

the Shantung Board of Governors in September, 1931, concrete recommendations as to the immediate steps that should be taken in securing the adoption and support of the Correlated Program", and further requested that the Committee for Christian Colleges in China "make a fresh study of the possibility of having a United Board of Trustees for all the Christian Union Universities in China, and that, if possible, the Committee present recommendations on this subject to the Annual Meeting of the Board of Governors in September, 1931".

Mr. Cressy presented the minutes of a meeting of the Executive Committee for Christian Colleges in China held on the afternoon of September 18, 1931. After the Board made a careful study of the recommendations contained in these minutes, it was

G-183 VOTED that the Shantung Board of Governors, having heard with interest the report of progress of the Executive Committee for Christian Colleges in China with regard to the formation of a United Board of Founders for the various Universities in China, expresses its desire that the Committee for Christian Colleges in China will continue their study of this question, and that they will keep in close touch with the Boards in Great Britain through the Secretary of the United Committee for Christian Colleges in China with a view to submitting to the several Boards of Trustees and Mission Boards involved detailed proposals. It was

G-184 VOTED that the Shantung Board of Governors recommend to the Committee for Christian Colleges in China and the British United Committee for Christian Universities in China, that they take the initiative in proposing to the institutions in the Correlated Program the immediate carrying out of such features of the Correlated Program as can be done without an increase of funds and personnel.

#### FINANCES

It was

G-185 VOTED that the Shantung Board of Governors has noted with interest the proposals of the Executive Committee of the Committee for Christian Colleges in China for the organization of united promotional work in North America along lines somewhat similar to the United Committee in Great Britain; and refers to the North American Section, the question of Cheeloo's participation in such joint promotional work as may be undertaken. It was

G-186 VOTED urgently to request the Rockefeller Foundation to continue during the year 1932-33 its annual appropriation toward the support of the work of the School of Medicine on the same basis as that being followed during the fiscal year 1931-32.

There was a brief discussion of the present financial situation in the University and it was

G-187 VOTED that should any shortage of anticipated income develop during the present fiscal year the two Sections be empowered to take action jointly.

The meeting adjourned.

A. E. ARMSTRONG, Recording Secretary  
B. A. GARSIDE, Administrative Secretary

FIELD TREASURER'S REPORT1930-31

Attached to this sheet is a summary of balances and overexpenditures as related to the approved budget.

Income not budgeted is recorded as surplus. Expenditures not anticipated are classed as "Overexpenditures."

The last column shows the standing of the different sections as well as the combined total for the whole school. This column shows an accumulated gain of \$14,812.93. However, after giving consideration to the credit balances and stock carried forward on July 1, 1930 less any deficits, the operations for the year show \$10,129.28 surplus.

Comments on the report by the Field Treasurer are as follows:-

"The Accounts presented here deal only with the funds actually administered through the office of the Field Treasurer. To show the total cost of the work of the University it is necessary to add to these figures the amounts furnished by the various cooperating missions for the support of their own representatives on the staff, and the contributions toward the New York and London offices.

"It will be observed that there are considerable differences in many cases between the budget and the figures showing the actual receipts and expenditures. This is explained in large part by the great fluctuations in the rate of silver exchange and corresponding variations in costs. All expenditures for supplies and equipment of foreign origin have greatly increased, in most cases more than doubled. To meet this increased expenditure a number of the cooperating bodies have paid all or part of their grants in Gold or Sterling. The treasurer's preliminary report to the Board of Directors mentions these individually. Special mention should be made of the 50% subsidy from the American Presbyterian Mission North, amounting to Mex. \$12,350.00 and to the payment of the third and fourth quarters of the Rockefeller Foundation grant in Gold resulting in an increase of income from that source of Mex. \$28,165.35. This increment from the A.P.M.N. has been assigned to the General University Administration thereby making it possible to remit to the various schools the assessments for administration, while the increased income from the Rockefeller Foundation, together with increase from exchange on contributions from other sources has made possible the conversion of last year's large debit balance for the School of Medicine and Hospital into a small credit balance which has been assigned to various suspense accounts for use during the coming year.

"It is worthy of mention that economies of administration have made possible the clearing off of a number of debit balances, the remnant of a long list of overdrafts of many years standing, so that now, with the exception of the \$6,286.98 still due on Power Plant equipment, we have practically no debts. While there are but few outstanding liabilities at the present moment there are, however, many needs and the comparatively prosperous financial standing is only temporary because of the rapidly rising cost of operation of the University due in part to the increase in prices, and in part to the effort to strengthen and improve the staff and equipment."

ANALYSIS OF FIELD TREASURER'S REPORT AND BUDGET COMPARISONS  
1930-31

	<u>Receipts L.C.\$</u>			<u>Expenditures L.C.\$</u>			
	<u>Budget</u>	<u>Income</u>	<u>Surplus</u>	<u>Budget</u>	<u>Expen- ditures</u>	<u>Overex- penditures</u>	<u>Savings</u>
1. General University Administration	31,500.00	27,773.56		31,500.00	30,760.23	** 739.77	510.63
Credit Balance July 1, 1930		3,497.30	* 229.14				
2. School of Arts & Sciences	48,766.00	56,249.01		48,766.00	55,878.48	7,112.48	5,653.10
Credit Balance July 1, 1930		5,282.57	12,765.58				
3. School of Medicine	82,152.00	113,747.49	31,595.49	82,152.00	103,276.74		
Debit Balance July 1, 1930					10,470.75	31,595.49	
4. University Hospital	74,383.00	109,393.42	30,393.42	79,000.00	109,393.42	30,393.42	
Deficit Budgeted	4,617.00						
5. Leonard Hall	2,380.00	2,791.08	411.08	2,380.00	2,791.08	411.08	
6. Rural Institute		5,066.12	5,066.12		5,320.10	5,320.10	* 253.98
7. Augustine Library	4,500.00	7,461.89	6,265.26	4,500.00	6,962.96	2,462.96	3,802.30
Credit Balance July 1, 1930		3,303.37					
8. Workshop		9,483.66	9,483.66		7,914.88	7,914.88	1,568.78
9. Power Plant		11,083.87	11,083.87		7,813.05	7,813.05	3,270.82
10. Press		7,818.15	15,484.35		15,223.07	15,223.07	261.28
From Reserve Fund		3,500.00					
By Stock		4,166.20					
11. School of Theology	13,805.00	16,109.64	2,304.64	13,805.00	16,109.64	2,304.64	
	262,103.00	386,727.33	124,624.33	262,103.00	371,914.40	109,811.40	14,812.93
12. Harvard-Yenching Institute		55,258.07		Salaries	13,947.30		
Credit Balance July 1, 1930		2,985.67		Publications	820.67		
		58,243.74		Books	18,848.81		
					33,616.78		24,626.96

\* Deficit

\*\* Savings

Shantung Bd. of Governors

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September 22, 1931

SHANTUNG CHRISTIAN UNIVERSITY  
BOARD OF GOVERNORS, NORTH AMERICAN SECTIONTREASURER'S REPORT 1930-31Endowment Funds and Investments

During the year 500 shares of Aluminum Preferred Stock were sold at a profit of \$3,592.50, thus increasing investment funds by this amount. The proceeds were used in purchasing 519 shares of American Smelting and Refining 6% Preferred Stock.

Plant Section

During the year the field has sent some information as to the cost of buildings on the campus, but no data as to the source of the funds used for building purposes. Since the close of the fiscal year, however, more detailed information has been received, and it is hoped that the office will be able to establish a plant section on our books.

General Transactions

The attached page shows the source of receipts and manner of disbursements. The general cash surplus totals \$1,047.97, consisting of

Cash	\$ 915.00	and
Advances to Central Office	132.97	
	<u>\$1,047.97</u>	

Woman's Unit also carried forward another \$250.00 to surplus making a total of \$750.00 in Woman's Unit Reserve. Board of Governors Reserve amounts to \$714.36 as per action NASPC-249.

Respectfully submitted

Mrs. Lucy Lepper Shaw, Treasurer  
C. A. Evans, Assistant Treasurer



SHANTUNG CHRISTIAN UNIVERSITY  
BOARD OF GOVERNORS, NORTH AMERICAN SECTION

Summary of Treasurer's Report

As of June 30, 1931

R e c e i p t s

Rockefeller Foundation	\$17,416.31
Harvard-Yenching Institute	10,821.35
Endowment Income:	
Aluminum Company, Preferred Stock	\$ 5,250.00
General Motors, " "	1,362.50
American Smelting & Ref., Preferred Stock	3,023.13
Balance on Bank Interest	3.34
	9,638.97
1929-30 Surplus	2,423.79
Board of Governors Reserve	1,119.24
Special Gifts for Current Budget	618.82
	\$42,038.48

E x p e n d i t u r e s

Remitted to Board of Directors, General Funds	\$ 5,600.00
Remitted by Woman's Unit	2,923.70
Special Gifts Remitted to the Field	618.82
Home Administration:	
Central Office	\$ 2,028.56
Incidentals	200.11
Trustees	417.30
	2,645.97
Rockefeller Foundation Payments to Field	17,416.31
Harvard-Yenching Remittances to the Field	10,000.00
Accounts Receivable - Central Office	132.97
Cash Held as Follows:	
Current General	\$ 915.00
Harvard-Yenching Institute Funds	821.35
Woman's Unit Reserve	250.00
Board of Governors Reserve	714.36
	2,700.71
	\$42,038.48

SHANTUNG CHRISTIAN UNIVERSITY

BRITISH SECTION

Balance Sheet

as at 31 March 1931.

<u>Sundry Creditors for remittances due (since paid)</u>	73.12. 8.	<u>Sundry Debtors</u>		
<u>Reserve for Furlough Expenses</u>	30. -- --.	Subs. etc. (since received)	267. 5. 6.	
<u>Capital Fund Account</u>		Inland Revenue, for tax recoverable on Miss Gill's Subs.	2.18. 1.	
As per last Accounts	425. 2. 7.	Stamps in hand	5. 6.	
Add Int. on Deposit Account	<u>2. 8. 9.</u>	Telephone Deposit	<u>1. -- --.</u>	271. 9. 1.
	427.11. 4.	<u>Cash at Bank</u>		
		On Current Account	19. 8. 7.	
		On Deposit Account	<u>127.11. 4.</u>	146.19.11.
		<u>General Fund Account</u>		
		Due to Capital Account		
		As at 1st April 1930.	40.18. 1.	
		Add: Excess of Expenditure over income for year to 31 March 1931	<u>72.16.11.</u>	
			113.15. --.	
		Deduct: Telephone Deposit formerly written off	<u>1. -- --.</u>	<u>112.15. --.</u>
	<u>£531. 4. --.</u>			<u>£531. 4. --.</u>

We have audited the above Balance Sheet with the Books and Vouchers of the Committee and find them in accordance therewith.

ALFRED WRIGHT & CO.

6, Duke Street, St. James's, London, S.W.1.  
19th May, 1931.

Incorporated Accountants,  
Auditors.

SHANTUNG CHRISTIAN UNIVERSITY

BRITISH SECTION

Income & Expenditure Account

for the year ended 31 March 1931

Office Assistance, including Insurance	121. 8. 8.		<u>Subscriptions:</u>		
			<u>General</u>		
Rent	25. -- --.		Received	557. 2. 3.	
Telephone & Telegraph	12. 8. 5.		Outstanding	<u>215. 2. 7.</u>	772. 4.10.
Postage & Carriage	13.12. 9.		Carr Memorial Scholarship		15. -- --.
Printing & Stationery	10.16. 4.		Weekly Bulletin	<u>2. 4. --.</u>	789. 8.10.
Literature	20.15. 1.		<u>Donations</u>		
Deputation Expenses	4. -- 4.		General		3. 8.10.
Sundries	4.18.10.		Balance, excess of Expenditure over Income transferred to General Fund Account		72.16.11.
Payments to University: Gen. Exs. inc. Sec. to Pres., Med. Sal. and furlough exs.	607.14. 2.				
Carr Mem. Sch.	<u>15. -- --.</u>	622.14. 2.			
Reserve for Furlough Exs.		<u>30. -- --.</u>			
		<u><u>1865.14. 7.</u></u>			<u><u>1865.14. 7.</u></u>

Provisional  
Confidential

CHEELOO UNIVERSITY AND RURAL RECONSTRUCTION

IN CHINA

K. L. Butterfield

The Correlated Program, as adopted by the Council on Higher Education, in its printed form states that "Cheeloo should include a four-year college, which should devote its entire effort, apart from the necessary pre-medical work, to a unified rural life program, including the training of teachers, preachers and other social and religious workers, as well as experimentation in methods for solving rural and town problems."

It is my opinion that it is not necessary to launch immediately on a large and exclusive rural program. But it is necessary to decide whether there shall be a rural goal, and if so, that the direction toward it be kept steadily and consistently. The matter is one of emphasis rather than of radical revision.

The Definition of Rural. Rural clearly means the villages of China, but it also includes the larger towns and the smaller cities which are economically chiefly dependent on the surrounding countryside. It also includes problems as well as areas of service; that is to say, it is not absolutely necessary that every person who works on a rural problem is obliged to live in a small village, whatever may be said about the importance of a village experience for the effective student or administrator of rural affairs.

Pre-Professional Work in Medicine and Public Health. The presence of a strong school of medicine in the university organization carries with it the need of pre-professional work to be given by other departments of universities.

Pre-Professional College Work in Theology. While technically the theological seminary has been separated from the university, its physical contiguity lays upon the university the obligation to continue its service to the seminary by such general training as is desired for theological students.

Public Health. The university has a unique opportunity in the field of public health, with special references to the villages. Doubtless for any large service in this field a public health department is necessary, but even more necessary is the determination to make a special contribution to the problems of personal hygiene, public sanitation, as well as medical service among the village people. For this internships which are really externships are essential. That is, students must have experiences in the villages. There are two values in such experiences, one professional, and the other spiritual. That is to say, such a problem as is involved in rural health means not only discovering working methods of effective service, but the possession of the passion for solving these problems. In the last analysis, of course, there must be staff members set apart, not only by reason of their knowledge of the villages, but because of their own deep interest in the village problem.

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Rural Education. I am not able to pass judgment on the question of the extent to which men and women trained at Cheeloo to handle problems of teaching, research, or administration in the general field of rural education can find a place for service, particularly under the Government. My judgment, however, that it will be a long time before the Government will be so well off with training institutions that it cannot profitably utilize graduates with the training and the spirit that Cheeloo should give. It must be remembered that this field of rural education is far more than maintaining primary schools in the villages. It has to do also with the literacy of adults, the education of those who remain illiterate in some measure at least of more effective rural knowledge, and what is even more stupendous, continuing education for young and old who remain in the villages. There is a field here of the very first magnitude and some way should be found by which the Government will be not only willing but eager to use an efficient product from Cheeloo.

Local Self-Government. I was much impressed with the emphasis which Liang Shu Ming and his co-workers are placing upon the problem of local self-government. Their breadth of view in recognizing the possibilities of Christian cooperation and the evident sympathy and interest of the present Government of Shantung are encouraging. Here again I am not able to predict the extent to which graduates of Cheeloo may actually find service, but even a stranger soon becomes impressed with the sheer magnitude and the deep-seated significance of trained government servants, not only for the hsiens, but also for the smaller local units. It must be remembered that an effective government in China needs men for this local service who not only understand the political principles upon which China is basing its future developments, but it should also have men who know the problems of the countryside, problems of livelihood, problems of social organization; narrow-minded local officials may block progress indefinitely, whereas a broadly trained and broad-minded local official who will utilize all forces available for real rural reconstruction in the small political units, will make a contribution of the first order to the development of China.

Colonization. I am impressed with the suggestion already made that looks toward the training of students in the development of the technique of transferring the surplus population of Shantung to the sparsely peopled frontiers, and to act as leaders when the Government undertakes this work. This is a field of great importance as well as of great difficulty. One of its main features should be methods by which groups can be colonized in real communities in the new territory.

Rural Emphasis. In carrying out suggestions already made, it is obvious that little can be done unless the various departments of the University supplement their basic courses and interests with specific courses and interests in the rural field. If the lines of specialization already mentioned are to be more than paper plans, several departments will be obliged to strengthen their work materially. But there is another aspect of this question that needs careful thought. Every student in a country like China, no matter what his occupation is to be, even if he is to live in the heart of a great city, should have some understanding of the rural problems of this country. Moreover some of the departments not called upon to offer specialized courses may nevertheless make large contributions simply by giving sufficient emphasis to rural problems. In economics, for example, department

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offerings cannot be called adequate until they cover in outline at least some of the main features of the economic life of the village people. The co-operative movement alone is an important subject. The development of industries, both of the household and community type, both for local consumption and for sale in the general market, offers another field of study. The Department of Sociology can scarcely consider the sociological problems of China without involving itself in an understanding of the social organization and development of that four-fifths of the population which lives in the villages of China.

In the Department of Psychology, especially in the field of Research, there is a wealth of opportunity in discovering the mind of the farmer. Liang Shu Ming says that China's culture is essentially rural. Why is it rural and what does rural mean in this connection? The farmer's reaction to his environment, the significance of that environment, a host of questions are found in this field which at present lies fallow awaiting the psychological ploughman.

Education has already been referred to, but there is opportunity here not merely for the training of teachers and educational leaders, but also in presenting as a matter of general culture some of the problems involved in making the village people of China more effective participants in the people's government, and in winning for themselves a more adequate livelihood.

Biology can be made more interesting, and can be more effectively taught, especially to students who have already had some rural background, if in its illustrations and applications a close connection can be made with cultivated crops.

Even in the field of Chinese literature there is opportunity for the consideration of the special problems that arise out of the village type of life that has prevailed through the centuries, and the inter-relations between that and the more urbanized and modernized methods of living, and their literary expression, which are bound to emerge in the new China.

The Co-Operation of Nanking. The statement of the Council on Higher Education said: "All agricultural work necessary to the carrying on of the proposals for Cheeloo should be affiliated with the College of Agriculture at Nanking." I agree with this statement, but I think it involves the early development of some plan by which the staff for agricultural work is enlarged to include at least one experimenter in crops, one extension man in farm practice, and one economist fitted to deal particularly with the co-operative movement and the village industries.

Service of Extension. A modern university does not content itself with the service of teaching. It goes to the people. So must Cheeloo. Its natural constituency is its population of perhaps 30,000,000 people in Shantung, largely villagers. This service may be as extensive as funds will permit, for as a matter of fact, there is no problem of village life, whether in the realm of livelihood, citizenship, health, recreation or moral and spiritual uplift, that is not germane to the interests of modern universities. Practical suggestions such as those already put on paper at Cheeloo itself, might be made the starting point for this service, as for example, editing

and publishing a newspaper suited to the needs of village populations; supporting community forests on the barren hills near the University; improving water supply for nearby villages; exhibitions of local farm products; travelling exhibits from the experimental station.

Investigation. Here again the field is as broad as the problem. In this connection, however, investigation, like extension or promotion, should tie up generally speaking with those departments and subjects that the policy of the University assigns to its teaching staff. In other words, the particular fields for which men and women are trained to serve are the fields which as a rule should be both for investigation and for public service.

The Reconstruction Unit as a Guiding Principle. I am convinced that the rural reconstruction of China will go forward much more rapidly if in all circles that have to do with it, whether governmental or otherwise, the principle of developing local units of reconstruction is clearly recognized and adhered to. I find that Liang Shu Ming seemed to be thoroughly committed to this idea. Groups of villages surrounding some natural center comprise in reality the world in which the villagers live. Programs involving the correlation of governmental and other activities should bear this in mind, but it applies equally well to the work of the University, whether in the fields of investigation, of teaching or of extension, for the reason that it not only brings all these matters to some focal point, but it helps to establish a sound theory of social organization and development.

The Significance of the Rural Problem in China. Down underneath all policies and methods and administrative arrangements, guiding the choice of personnel staff, permeating the student body and filling the atmosphere of the classroom, there must be deep-seated conviction that the future of China depends very largely upon the masses of her people who live in her villages, and that the elevation of the task of the University and of all connected with it is to play some part in solving that problem. Unless this attitude is gained and maintained, nothing much can come out of specific courses or other arrangements. Let me repeat that I do not think it is necessary for the institution to announce that it is nothing else than a rural institute, but it is necessary that it shall announce that here is a field of service in which it is particularly interested, to which it believes it has a special contribution to make and one that offers rare opportunities for some of its graduates, not so much for personal advancement as for service to their country.

Lecture Courses. In keeping with the remark just made, it will be helpful if frequent short courses are given or single lectures, by men in government service or in political leadership who understand this rural question in one or another of its aspects and who can help students to a deeper insight into what it all means. I suppose that for an indefinite time to come the principles of an adequate national development for China, of democratic forms of political and social organization and of gaining a more adequate livelihood for her masses, are principles that will guide the thinking and the acting of those of her educated youth who seek their country's welfare. It seems to me especially appropriate that a Christian institution shall make its contribution.

Rurally-minded Teachers. And finally little progress can be made except as members of the staff have understanding and sympathy concerning the issues involved in building a more adequate rural civilization for China.

SHANTUNG CHRISTIAN UNIVERSITY  
BRITISH SECTION OF THE BOARD OF GOVERNORS

MINUTES of meeting held at 2, Eaton Gate, S.W.1  
on Friday, October 30th, 1931.

PRESENT. Mr.F.H.Hawkins (in the Chair)  
Lord Addington  
Rev.W.T.A. Barber  
Miss M.E.Bowser  
Mrs.J.C.Carr  
Dr.A.C.Ingle  
Dr. R.Fletcher Moorshead  
Mr.W.G.Sewell  
Mr.W.B.Sloan  
Dr.H.H.Weir

Rev. J.W. Hunter)  
Dr.Gordon King ) by invitation.  
Dr.H.J. Smvly )

PRAYER.

The Meeting opened with prayer, led by Mr.Sewell.

The Chair was taken by Mr. Hawkins in the absence  
of Mr. MacLennan.

APOLOGIES FOR ABSENCE.

Apologies for absence were received from Mr. Grist,  
Dr. Hooker, Miss Hornby, Mr. MacLennan and Mr. Wilson.

BS-323. DEATH OF REV.C.G.SPARGHAM.

The Chairman reminded the Section of the death of Rev.C.G.  
Sparham on July 30th. By a standing vote the Section recorded its  
sympathy with Mrs.Sparham and her sons and daughters-in-law:

The Members of the British Section of the Board of Governors  
of the Shantung Christian University have heard with deep sorrow of the  
death of their colleague, the Rev. Charles George Sparham. They recall the  
fact that Mr.Sparham was present at the last meeting of the Section and  
took an active part in the business. Mr.Sparham went to China in 1884 as  
a missionary of the London Missionary Society, and rendered conspicuous  
service in Central China and in Shanghai. He was a member of the Board  
of Managers of the University for several years and gave it valuable  
service. Since his retirement from work in China he has been a member of  
the Board of Founders. His presence and help at the meetings have been  
greatly appreciated. The Section tenders to Mrs.Sparham and her two sons  
and daughters-in-law its deepest sympathy with them in the bereavement  
they have sustained.

BS-324. MINUTES.

The Minutes of the last meeting, held on July 24th, 1931,  
having been circulated, were taken as read and signed.



BS-325. WELCOME TO MEMBERS OF STAFF.

The Chairman welcomed Rev.J.W.Hunter and Dr.H.J.Smyly, now on furlough in this country, and Dr.Gordon King, who is shortly going out to join the staff of the School of Medicine as a B.M.S. representative.

BS-326. ANNUAL MEETING OF THE BOARD OF GOVERNORS.

The Chairman reported on the Annual Meeting of the Board of Governors held on September 22nd, 1931, in New York, minutes of which were in the hands of the members. He stated that as he has been chairman of the Board since it was inaugurated by charter, he had asked that he should not be re-elected, and reported that the Meeting had elected Rev.C.E. Wilson as chairman. This information was received with great gratification by the Section, especially in view of the fact that it would enable Mr. Wilson to preside at the meeting of the full Board in 1932, which would be held in this country.

No action on the Minutes was needed by the Section, but considerable discussion took place, particularly on Minute G-179, and the general question of ruralisation and the Correlated Programme, in which Dr.Smyly and Mr. Hunter took considerable part. Dr.Smyly indicated that so far as the School of Medicine is concerned, ruralisation seemed to be associated with the establishment of a strong Public Health Department, and pressed the need for a suitable expert to take charge of it. Mr. Hunter pointed out the difficulty in the minds both of students and alumni, due to fear lest ruralisation should mean a lowering of the status of the School of Arts and the difficulty felt both by staff and students in seeing and preserving a vision of service to the country districts rather than of individual economic success.

Hopes were expressed that the Report on Christian Higher Education in India, recently published, a large part of which deals with almost identical problems, may help both to suggest lines of action and provide an inspiring vision.

The Secretary was instructed to correspond with Mr.Garside with a view to fixing the date of the Annual Meeting, and to suggest Friday, June 24th, or some day about that time, in the hope that it would suit the convenience of members of the North American Section going to the meeting of the International Missionary Council in Germany.

BS-327. PRESIDENT. A letter 14.7.31. from Rev.L.J.Davies, reporting the invitation to Dr.King Chu was recorded.

BS-328. MINUTES OF ADMINISTRATIVE COUNCIL. The Minutes of the special meeting of the Administrative Council held 2.9.31.were considered. It was agreed to ask for further information concerning Minute 987, Amendments to Regulations, and to note Minutes 988, Vice-President; 989, Associate-President; and 990, Inauguration of New President.

BS-329. STATEMENT OF ACCOUNTS. A letter 16.7.31 from Dr.Lair, explaining items in the Annual Statement of Accounts for 1930-31, was reported.

BS-330. DATE OF NEXT MEETING. The date of the next meeting of the Section was arranged for Friday, January 29th, 1932, at 5 p.m.

MINUTES OF MEETING  
NORTH AMERICAN SECTION, BOARD OF GOVERNORS  
SHANTUNG CHRISTIAN UNIVERSITY

1:30 P.M., Monday, November 30, 1931  
150 Fifth Avenue, New York City

<u>List of Members</u>	<u>Terms expire 1931</u>	<u>Terms expire 1933</u>	<u>Terms expire 1935</u>
Presbyterian, North	*Dr. A.J. Brown *Dr. G.T. Scott Mrs. C.K. Roys *Dr. E.M. Dodd (Alt.)	*Miss M.E. Hodge Mr. H.J. Cochran Mrs. A.K. Shaw (Alt.)	
United Church of Canada	Dr. A.E. Armstrong Dr. A.G. Sinclair(Alt.)	Principal A.Gandier Dr. J.H. Arnup	
W.F.M.S. of U.C.C.		Mrs. H.R. Inksater	
W.F.M.S.	Mrs. J.M. Avann *Mrs. W. I. Haven	Mrs. B.D. Snudden	
A.B.C.F.M.	*Dr. Wynn C. Fairfield	(1 vacancy)	
Presbyterian, South	Mr. E.F. Willis		
Corresponding Member	*Dr. J.G. Vaughan		
Coopted		Dr. R.L. Dickinson Dr. J.H. Finley *Dr. Seth Milliken Dr. Paul Monroe	Mrs. Ellis Phillips Bishop W.R. Thirkie Dr. E. S. Tipple

Executive Officers: \*B. A. Garside, \*C. A. Evans.

Guests: \*E.H. Cressy.

Those whose names are starred above were present.

Dr. Arthur J. Brown presided.

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

Excuses for absence were presented by the Secretary on behalf of Mrs. Roys, Dr. Armstrong, Mrs. Avann, Mr. Willis, Dr. Tipple, Mr. Cochran, Dr. Gandier, Dr. Arnup, Mrs. Inksater, Mrs. Snudden, Dr. Dickinson, Dr. Finley, and Dr. Monroe.

REPORT ON OPENING YEAR

The Secretary made a brief verbal report as to the opening of the academic year at the University. The enrollment during the current term is substantially larger than last year, and all reports from the field indicate a very satisfactory beginning of the year's work. News has recently arrived of the registration with the Ministry of Education of the field Board of Directors of the University. This marks an important step in the direction of the registration of an institution, so it is hoped that the registration of the entire University may soon be consummated. Dr. King Chu has taken the Presidency of the University, and his presence on the campus has proven most inspiring. Dr. Carson has arrived on the field and is actively at work on problems related to the Ruralized Program of the University.

After hearing the report of the Secretary, it was

NAS-268 VOTED that the Secretary be requested to send a letter to President Chu expressing the Section's gratification at the auspicious way in which the year's work at the University has begun.

#### AUDITOR'S REPORT

The Chairman presented the Report of the Auditors, Chambellan, Berger and Welti, covering their examination of the books and accounts of the Treasurer of the North American Section for the year ending June 30, 1931. This statement shows the books and accounts to be in satisfactory condition. It was

NAS-289 VOTED to receive and place on file the Report of the University's Auditors for the fiscal year ending June 30, 1931.

#### CREATION OF COMMITTEE ON FINANCE, PROPERTY, AND INVESTMENT

In connection with the Auditors' report, the Section discussed the investment of the endowment funds of the University. It was noted that the Section has not heretofore had a standing Committee on Finance, Property, and Investment, and that these matters have been dealt with by the Executive Committee or by the full Section. In view of the growing financial and investment responsibilities of the Section, it was

NAS-270 VOTED to create a standing Committee on Finance, Property, and Investment which, acting in accordance with the general policy and under the instructions of the Section, shall have oversight of, and responsibility for, the funds, properties, and investments for which the Section is responsible.

NAS-271 VOTED to appoint as members of the Committee on Finance, Property and Investment the following:- Mr. Henry J. Cochran, Chairman, Mrs. A.K. Shaw, and Dr. Seth Milliken, with the Chairman and Assistant Treasurer of the Section as ex-officio members.

#### MINUTES OF BRITISH SECTION

The Section made note of the minutes of the meeting of the British Section held on October 30th, 1931. Attention was given in particular to the matter of the date of the next Annual Meeting of the Board of Governors.

Annual Meeting of the Board of Governors. The minutes of the October 30th meeting of the British Section suggests Friday, June 24th, or some day about that time, as a suitable date for the Annual Meeting, which is this year to be held in Great Britain. This date is proposed for the benefit of those going to the meeting of the International Missionary Council. It was

NAS-272 VOTED to give general approval to the proposal that the next Annual Meeting of the Board of Governors be held in Great Britain about June 24th, 1932; and to request the Secretary to circularize the members of the Section to ascertain whether they, or any others familiar with and interested in the University, may be able to attend this meeting.

#### MINUTES OF ADMINISTRATIVE COUNCIL

The Section gave attention to the minutes of the September 2nd, 1931, meeting of the Administrative Council of the Board of Directors.

Amendments to Regulations. It was noted that there was some lack of clarity as to certain of the proposed amendments, but it was the judgment of the Section that these amendments affect only matters of internal regulations for which the Directors are responsible. It was therefore

NAS-273 VOTED that the North American Section concur in the amendments to University regulations as set forth in action 987 of the Administrative Council, in the understanding that these amendments deal entirely with matters of internal regulations, and that they are in accordance with the By-Laws of the Board of Governors.

Vice-President and Associate-President:

NAS-274 VOTED to confirm the actions of the Administrative Committee (No. 988-9) in electing the Rev. L.J. Davies Associate-President of the University, and leaving the Vice-Presidency vacant at present.

PROPOSED JOINT BOARD OF TRUSTEES

The Section gave consideration to Actions No. 163 and 164 of the Committee for Christian Colleges in China, setting forth a proposal for a Joint Board for Christian Colleges in China, and to the document prepared by the special committee of the C.C.C.C. giving further information and comments on this proposal. Mr. Cressy led the Section's discussion of this material. After full consideration, it was

- NAS-275 VOTED (1) that the North American Section of the Shantung Board of Governors approve the creation of a Joint Board for Christian Colleges in China along the general lines set forth in Actions No. 163 and 164 of the Committee for Christian Colleges in China.
- (2) that the Section agree to meet, in conjunction with other Boards, for the consideration of the details involved in the organization of such a Joint Board.
- (3) that the Section record its earnest desire that it shall continue to maintain the closeness of its relationship with the British Section of the Shantung Board of Governors, and its hope that a British Section of the proposed Joint Board can be established, and that the Section hold in abeyance any final decision as to its participation in the proposed Joint Board until it has had an opportunity for full consultation with the British Section.

APPLICATION FOR CONTINUATION OF ROCKEFELLER FOUNDATION APPROPRIATION

Note was made of the fact that the present appropriation of the Rockefeller Foundation support of the School of Medicine expires on June 30, 1932. Information has been received from Dr. Shields that the field has already made application through the China office of the Foundation, for the renewal of this gift for another year on the same basis as now prevails. It was

NAS-276 VOTED that the North American Section of the Shantung Board of Governors warmly endorse the request of the field to the Rockefeller Foundation for a continuation of its appropriation toward the support of the work of the School of Medicine during the fiscal year 1932-33 in the same amount and under the same conditions as are in effect for the Foundation's appropriation for 1931-32.

Minutes - Shantung Board of Governors

November 30, 1931.

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ADJOURNMENT

NAS-277 VOTED to adjourn, to meet again in connection with the Joint Meeting on December 15th and 16th.

B. A. GARSIDE

Secretary



MINUTES OF MEETING  
EXECUTIVE COMMITTEE, NORTH AMERICAN SECTION  
SHANTUNG BOARD OF GOVERNORS

3:30 P. M., Thursday, January 21, 1932  
150 Fifth Avenue, New York City

List of Members

*A. J. Brown	Alfred Gandier	*E. S. Tipple
*H. J. Cochran	*Mrs. W. I. Haven	*C. A. Evans
W. C. Fairfield	*Seth Milliken	*B. A. Garside
	Mrs. A. K. Shaw	

Those whose names are starred were present.

Mrs. Haven presided until the arrival of Dr. Brown, who then took the chair.

The meeting was opened with prayer, led by Mr. Evans.

CHANGES IN ROSTER

The following changes in roster were noted:-

The Presbyterian Board reports the election or re-election of the following: As representatives in the Class of 1935; Dr. A. J. Brown, Mrs. C. K. Roys, Dr. G. T. Scott; as General Alternate, E. M. Dodd, C. H. Fenn.

The American Board reports the re-election of Dr. W. C. Fairfield in the Class of 1935.

REGISTRATION OF THE UNIVERSITY

The Committee learned with great satisfaction from a letter written by Associate President Davies on December 24, 1931, that the University has finally been registered with the Chinese Ministry of Education. It was

NASEO-278 VOTED that the Executive Committee, on behalf of the North American Section, records its sense of profound gratification at the news of the registration of the University. This process has been a tedious and intricate one, and its successful termination could not have been achieved without both the patient loyalty of the administration and staff of the University and the unwavering support of innumerable friends throughout China. The registration of Cheeloo marks the completion of one more step in the steady progress which for almost seven decades the University has been making under God's guidance, and we unite our prayers that this recognition by the government of China will mean the further enlargement of the institution's opportunities for service.

FINANCE COMMITTEE

The Committee was informed that Mr. Cochran has found it impossible, due to the

pressure of other duties, to accept the Chairmanship of the Committee on Finance, Property, and Investment, created by Action NAS-270 of the North American Section on November 30, 1931. In view of the fact that all members of the proposed Committee on Finance, Property and Investment are also members of the present Executive Committee. It was

NASEC-279 VOTED that the Committee on Finance, Property, and Investment, as proposed by the North American Section in Action NASEC-270, be dissolved, and that the Executive Committee continue to carry the responsibilities which it was proposed to assign to this new committee.

NASEC-280 VOTED that the Assistant Treasurer be requested to confer at regular intervals, and at least quarterly, with Mr. Cochran and Dr. Milliken in regard to the position of the University's investments.

#### INVESTMENTS

In reviewing the list of bonds held in the Custodian Account of the Women's Committee, it was noted that \$10,000.00 of General Motors Acceptance Corporation 5% bonds mature on March 1st, 1932, and are now selling at par. It was

NASEC-281 VOTED to suggest to the Women's Committee the possible desirability of disposing of the \$10,000.00 General Motors Acceptance Corporation 5s, March 1, 1932, and the purchase at par of \$10,000.00 New York City Corporate 6% Notes, 1937.

In examining the list of investments of general university endowment funds, it was the judgment of the Committee that the proportion of these funds invested in the Aluminum Company of America 6% preferred stock is larger than is desirable from the standpoint of diversification, and that accordingly it would be wise to dispose of a part of the University's holdings in this stock and to reinvest the proceeds in other securities. It was

NASEC-282 VOTED to approve the sale of two hundred shares of Aluminum Company of America 6% preferred stock; and to authorize either the Treasurer, Mrs. A. K. Shaw, or the Assistant Treasurer, Mr. C. A. Evans, to negotiate this sale in one or more lots as may be found advisable, and to execute all documents and papers necessary to the accomplishment of this sale.

NASEC-283 VOTED that the minimum price at which the stock referred to in the preceding action is offered for sale shall be \$65 per share.

NASEC-284 VOTED to reinvest the proceeds from the sale of the Aluminum preferred stock as follows:-  
100 shares of Commonwealth & Southern 6% pfd. @ 70 or better  
100 shares of National Power & Light 6% pfd. @ 70 or better

#### CONSTRUCTION OF NEW HOSPITAL

The Committee gave attention to a letter from Dean R. T. Shields, under date of December 2, 1931, summarizing various proposals made by the authorities of the School of Medicine and the University Hospital, relative to construction



of new hospital, power plant, and out-patient dispensary accommodations. These proposals were considered both from the standpoint of the desirability of construction at the present time, and also from the standpoint of the added operating expenses which new construction would involve. It was

NASEC-284 VOTED that the Executive Committee approves the following proposals for the construction of additional hospital, power plant, and out-patient dispensary accommodations, which are set forth by Dr. Shields under date of December 2nd, 1931,-- . . . .

"The Executive Committee expects to propose that we plan to build in the spring two units only, a power plant for light, heat, and possibly gas, and an out-patient dispensary..... As to the proposed out-patient dispensary, we are discussing two plans:- ..... (2) to put up a corridor out-patient dispensary of two stories, occupying the site of the proposed new hospital's west wing and built according to the specifications for this wing, as far as the outer walls are concerned. Then in future, if it seems advisable, we can continue and build the new hospital, converting the out-patient dispensary into the west wing of the hospital."

CONTINUATION OF ROCKEFELLER FOUNDATION GRANT

The Secretary reported the receipt of the following communication from the Rockefeller Foundation:-

"I have the honor to inform you that at a meeting of the Executive Committee of the Rockefeller Foundation held January 15, 1932, the following action was taken:

RESOLVED, that the sum of Eighteen thousand dollars (\$18,000), or as much thereof as may be necessary, be, and it is hereby, appropriated, to purchase Twenty thousand dollars Chinese silver currency (Mex. 20,000) and also to provide Ten thousand dollars (\$10,000) gold for maintenance of the School of Medicine of the Shantung Christian University during the year 1932-1933, on condition that the sum of Twenty-eight thousand dollars Chinese silver currency (Mex. 28,000) be provided during the said year by the Women's Committee of the said University, or from other sources, over and above the amount of Mex. 122,325 provided in the Budget of the School of Medicine prior to the year 1923-1924, and with the further understanding that, if the full amount is not so provided by the Women's Committee or from other sources, the contribution of the Foundation shall be proportionately reduced."

It was

NASEC-285 VOTED that the Executive Committee, on behalf of the Board of Governors of Shantung Christian University, express to the Rockefeller Foundation the University's profound appreciation of the Foundation's generosity in continuing during the fiscal year 1932-33 its appropriation toward the support of the School of Medicine, on the same conditions as we have applied to previous grants.

The meeting adjourned.

B. A. GARSIDE  
Secretary

SHANTUNG CHRISTIAN UNIVERSITY  
BRITISH SECTION OF THE BOARD OF GOVERNORS

MINUTES of meeting held at 2, Eaton Gate, London, S. W. 1.  
on Friday, January 29th, 1932.

PRESENT Mr. Kenneth Maclennan (in the Chair)  
Lord Addington  
Rev. W.T.A. Barber  
Miss M.E. Bowser  
Prof. J.P. Bruce  
Mr. F.H. Hawkins  
Dr. A.W. Hooker  
Dr. A.C. Ingle  
Dr. R. Fletcher Moorshead  
Mr. W.G. Sewell  
Mr. W.B. Sloan  
Dr. H.H. Weir  
Dr. H.J. Smyly (by invitation)

PRAYER.

The Meeting opened with prayer, led by Dr. Barber.

APOLOGIES FOR ABSENCE.

Apologies for absence were received from Mrs. Carr,  
Miss Hornby, Mr. Judd and Rev. C.E. Wilson.

BS-331. REGISTRATION.

A letter 24.12.31. from Rev. L.J. Davies, Vice-President  
of the University, was received, reporting that registration  
had been completed. It Was AGREED

THAT the Section receives the letter of the Vice-  
President with great gratification and wishes to  
convey to the President, Vice-President and those  
others who have been labouring so long under very  
difficult circumstances for the registration of the  
University its hearty congratulations on the success  
which has crowned their efforts and its sense of satisfac-  
tion that this great forward step in the work of the  
University has been accomplished.

BS-332. MEDICAL SCHOOL.

A letter 28.10.31. from Dr. Shields, giving general in-  
formation and dealing with the finance of the Medical School,  
was recorded.

BS-333. HOSPITAL AND MEDICAL SCHOOL EXPANSION.

A copy of a letter 2. 12. 31. from Dr. Shields to Mr.  
Garside, enclosing the report of the Committee on Hospital  
and Medical School Expansion, was considered. The Section,  
while recognising the importance of proceeding with building  
as soon as the situation in China made it possible to do so,

instructed the Secretary to call the attention of the University to the fact that an increase of income to meet the increased cost of running an enlarged hospital is at the present time entirely impossible of achievement in this country, and to draw special attention to Minute BS-340.

BS-334. MINUTES OF THE NORTH AMERICAN SECTION.

Minutes of the North American Section of 30.11.31. and a covering letter from Mr. Garside were considered. The following minutes were noted:

- NAS 269. Auditor's Report.
- NAS 270. and 271. Creation of Committee on Finance, Property and Investment.
- NAS 272. Annual Meeting of the Board of Governors.
- NAS 273. Amendments to Regulations.

BS-335. The Section CONCURRED in Minute 268 of the North American Section, Report on Opening Year, and instructed the Secretary to write to President Chu and express to him its gratification, not only at the successful commencement of the University year, but on the achievement of registration, and its expectation of continued great progress under the President's guidance.

BS-336. It was AGREED to CONCUR in Minutes NAS 274. Vice-President and Associate-President, and NAS 276. Application for Continuation of Rockefeller Foundation Appropriation.

BS-337. PROPOSED JOINT BOARD OF TRUSTEES.

The Section gave careful consideration to Minute NAS 275, together with Mr. Garside's covering letter, and had before it also the Proposal for a Joint Board of Christian Colleges in China, the Minutes of the special two days' meeting of the Governing Boards in the United States on December 15th and 16th, 1931, and the Minutes of the meeting of the British United Committee for Christian Colleges in China, January 27th, 1932. Mr. Sewell made a statement of the proceedings at that meeting, and after full discussion the Section AGREED

- (1) to endorse the resolution of the United Committee as follows:

"The United Committee for Christian Universities of China has had before it the Minutes of the special meeting of the Governing Boards of the various China Colleges, held in New York on the 15th and 16th December, 1931. The Committee has read these Minutes and the correspondence relating thereto with very great interest, and heartily welcomes the suggestions contained therein for a closer co-ordination of the Governing Boards of the China Christian Universities, with a view to securing greater efficiency.

The United Committee will be glad to receive for submission to the Boards in Great Britain the definite and detailed proposals which it is awaiting. It assures its American colleagues that these will receive careful and sympathetic consideration. With a view to advising British Boards as to the best course to ensure the desired co-ordination, it will also be interested to hear what may be suggested for securing the most efficient co-operation between the governing bodies in American and Great Britain".

- (2) heartily to reciprocate the desire expressed in NAS 275 (3) for the continuation of the closeness of relationship between the two Sections of the Shantung Board of Governors; and awaits with much interest the detailed conclusions of the Executive Committee of the Committee for Christian Colleges in China.

BS-338. CHEELOO AND RURAL RECONSTRUCTION IN CHINA.

A letter 5.1.32. from Mr. Garside, enclosing a memorandum from Dr. Butterfield on "Cheeloo and Rural Reconstruction in China" was considered.

The Section expresses its gratitude to Dr. Butterfield for this clear and definite account of the possibilities and method of rural reconstruction work at the University, particularly the paragraph on the significance of the rural problem in China, and desires to commend this very valuable memorandum to the careful consideration of the University in the hope that it will be able to make such a special contribution and "one that offers rare opportunities for some of its graduates, not so much for personal advancement as for service to their country".

BS-339. MEDICAL SCHOOLS IN CHINA.

Excerpts from a report on Medical Schools in China, by Dr. Knud Faber, were received with interest and recorded.

BS-340. FINANCE.

A letter 6.11.31. from Dr. Hooker, reporting the reductions which had been found necessary in the grant to the University by the W.M.M.S. was presented. The Section expressed its deep sympathy with the W.M.M.S. in having to take such action, and it was indicated by other members of the Section that somewhat similar action would probably have to be taken by their Boards. The Secretary was instructed to forward such information as he received to the University.

BS-341. PROMOTIONAL ACTIVITIES.

Mr. Sewell made a report on the promotional activities carried on under the auspices of the United Committee. Con-

tributions were coming in (but in most cases with some reduction) and the interest in the Cheeloo Associations was being well maintained and extended.

MINUTES OF MEETING  
NORTH AMERICAN SECTION, BOARD OF GOVERNORS  
SHANTUNG CHRISTIAN UNIVERSITY

9:30 A. M., Friday, April 15th, 1932  
 Room 300, 150 Fifth Avenue, New York City

<u>List of Members</u>	<u>Terms expire 1931</u>	<u>Terms expire 1933</u>	<u>Terms expire 1935</u>
Presbyterian, N.		Miss M. E. Hodge Mr. H. J. Cochran Mrs. A. K. Shaw, Alt. Dr. E. M. Dodd, Alt.	*Dr. A. J. Brown *Dr. G. T. Scott Mrs. C. K. Roys Dr. C. H. Fenn, Alt.
United Ch. of Can.	Dr. A. E. Armstrong Dr. A. G. Sinclair, Alt.	Prin. Alfred Gandier Dr. J. H. Arnup	
W.F.M.S. of U.C.C.		Mrs. H. R. Inksater	*Mrs. J. M. Avann
W.F.M.S. of M.E.Ch.		Mrs. B. D. Snudden	*Mrs. Wm. I. Haven
American Board		(1 vacancy)	*Dr. W. C. Fairfield
Presbyterian, S.	Mr. E. F. Willis		
Corresponding Mem.	Dr. J. G. Vaughan		
Coopted Members		Dr. R. L. Dickinson Dr. J. H. Finley Dr. Seth Milliken Dr. Paul Monroe	Mrs. Ellis Phillips Bishop W. P. Thirkield Dr. E. S. Tipple

Executive Officers: \*B. A. Garside, \*C. A. Evans.

Those whose names are starred above were present.

Dr. Brown, the Chairman of the Section, presided. The meeting was opened with prayer.

Apologies were given on behalf of absent members. The Chairman extended a welcome to the following guests:- Dr. Arabella S. Gault, Miss Martha W. Fenn, and Mr. Earl H. Cressy.

APPROVAL OF MINUTES

NAS-286 VOTED to approve the Minutes, as distributed, of the meeting of the North American Section on November 30, 1931, and of the Executive Committee on January 21, 1932.

REPORT OF PROGRESS OF WORK AT CHEELOO

Dr. Gault and others told briefly of recent developments at the University. In spite of the flood of last summer, and the military and political disturbances of recent months, the work at the University has gone forward in an unusually quiet and gratifying manner. There has been a marked increase in the Christian spirit and atmosphere prevailing on the campus, due largely to the stimulus of the visits of Dr. Eddy and Dr. Kagawa. The enrollment this year has increased almost 100% above the figures of a year ago.

FINANCIAL REPORT

A brief financial summary was presented, showing that in spite of some loss in

income the finances of the Section are in satisfactory condition, and the prospect is that we will close the year on June 30th with a small surplus. A copy of this statement is attached to these Minutes as Appendix A. It was

NAS-287 VOTED to receive and place on record the financial statement of the Section as of March 31st, 1932 as presented by the Treasurer and Assistant Treasurer.

Mrs. Avann reported that the contribution of the Woman's Foreign Missionary Society for the fiscal year 1931-32 would amount to a cash contribution of L.C. \$8,480, in addition to the support of the four doctors and nurses supported by this Board. She commented on the fact that, because of the depreciated value of silver, the W.F.M.S. has been making supplementary salary grants of L.C.\$400 a year to each of their missionaries.

Dr. Scott reported informally that the Presbyterian Board has found it necessary to make a tentative reduction of 10% on practically all of its work in China for the first quarter of the Board's fiscal year beginning April 1, 1932. As yet this reduction has not been applied to the appropriations the Presbyterian Board is making toward the union universities in which it is participating, though there is a possibility that within the next few months such a deduction will have to be made.

#### MINUTES OF BRITISH SECTION

Copies of the Minutes of the meeting of the British Section on January 29, 1932 were distributed in advance of the meeting. Note was made of the following actions:-

BS-333 Hospital and Medical School Expansion. The secretary reported the comments of Dr. Weir regarding this action, and referred also to recent correspondence received from the field on this subject. Dr. Gault gave first-hand information as to the condition and needs of the present hospital and out-patient work. It was the judgment of the Section that in view of the action taken by the Executive Committee of the North American Section on January 21, 1932 (NASEC 234), no further action was required at this time.

BS-337 Proposed Joint Board of Trustees. The secretary reported on the correspondence and comments from Dr. Weir, Mr. Sewell, Mr. Hawkins, and also President King Chu.

BS-338 Cheeloo and Rural Reconstruction in China. Noted.

BS-340 Finance. Noted.

#### CORRELATED PROGRAM

There had been distributed with the docket, a summary of recent actions regarding the Correlated Program adopted by the Committee for Christian Colleges in China, at the three joint conferences of the Boards of Founders or Trustees of the various China colleges. The Section gave consideration to these actions and recommendations under three heads:-

- (a) Associated Boards for Christian Colleges in China. The Section gave consideration to Actions SMGB-189, 190, 193, 194, 195, 196, and 217, all of which deal with this topic. These actions are quoted in full in Appendix B attached to these Minutes. The Section also reviewed actions previously taken by both the North American Section and the British Section on this topic, namely; NAS-275 and BS-337. Note was also made of President Chu's letter of February 24, 1932, in which he writes as follows:-

"Joint Board for Christian Colleges. So far as the Chinese government is concerned, the precise form which the Board in the United States takes would not be a matter of any moment. They hold the Board of Directors here on the field responsible, so that it would make no difference to them whether the controlling body in America and Britain were one united body or split up into individual units. The majority of the Chinese leaders would no doubt adopt the same attitude as the government. So far as I personally am concerned, if it would strengthen the appeal to western donors who support the universities in China such a union would be a good thing, provided the funds raised were appropriated justly and adequately to all the institutions concerned."

After full consideration it was

NAS-288 VOTED that the North American Section of the Board of Governors of Shantung Christian University has learned with gratification of the recent conferences of China College Boards for the study of methods for securing closer cooperation of the governing boards in the West, and for full consideration of the Correlated Program for Christian higher education in China; that the Section heartily agrees to cooperate in the Associated Boards for Christian Colleges in China as proposed in Actions SMGB-189, 190, 193, 194, 195, 196, and 217, as set forth in Appendix B of these Minutes; and that the Section reiterates its willingness to go even further into cooperation with the other governing boards in Action NAS-275, and to that end expresses a hope for an early establishment of some form of cooperating organization along the lines indicated in Action SMGB-189(8).

- (b) Correlated Program. The Section then turned to the consideration of the proposals of the conferences on February 23rd, 24th and April 12th and 13th regarding the Correlated Program for Christian higher education in China. It was pleased to note that in the test vote held at the meeting of the conference on April 13th, a proposal that the Rural Life Program at Cheeloo might be conducted on a Middle School or Junior College level was unanimously disapproved by the conference, and interpreted this vote as recognizing that for Cheeloo to carry on effectively the important duties assigned to it in connection with the Rural Life Program will require a program of full collegiate grade. It was

NAS-289 VOTED that the Section express its profound gratification at the important accomplishments of the joint conferences on February 23rd and 24th, and April 12th and 13th, 1932, in making a careful study of, and arriving at constructive decisions in regard to, the Correlated



Program for Christian higher education in China; and that the Section accept, subject to the concurrence of the British Section, the proposals given in Actions SMGB-221, 222, and 241 as representing a satisfactory basis for beginning the Correlation of Christian higher education institutions in China, and agree to do everything possible to carry out these proposals in so far as they apply to Shantung Christian University; and that the Section further accepts the proposals in Actions SMGB-214, 215, 226, and 243, as affording satisfactory methods by which to cooperate in the realization of the Correlated Program.

(c) Contribution to C.C.C.C. Budget 1931.

NAS-290 VOTED that the Section appropriate the sum of \$426.88 from any available funds in hand, or that may be secured from special sources, as its pro rata share of the 1931-32 budget of the Committee for Christian Colleges in China.

ANNUAL MEETING OF CHEELOO GOVERNORS

The Secretary reported that plans are being made for holding the Annual Meeting of the Cheeloo Board of Governors in London during the latter half of June. The date tentatively set for the meeting is June 20th. From information now available it seems that the only member of the North American Section likely to be able to attend the Annual Meeting is Dr. A. E. Armstrong. It is hoped, however, that other representatives of the cooperating Mission Boards who are familiar with the work and problems of the University may be available for attendance at this meeting. It was

NAS-291 VOTED that the Secretary be instructed to issue credentials as proxies to any representatives who may be nominated by the members of the North American Section.

NAS-292 VOTED that the Section records its earnest hope that Dr. A. E. Armstrong may find it possible to attend the Annual Meeting of the Board of Governors, and agrees that if Dr. Armstrong makes this trip to London with attendance at this meeting as one of his primary objectives, the Section will bear one-half of the expense involved up to \$200.

APPOINTMENT OF MISS MARTHA W. FENN.

Dr. Scott announced that the Presbyterian Board has recently appointed Miss Martha W. Fenn to its Shantung Mission for assignment to the Department of Foreign Languages at Shantung Christian University. It was

NAS-293 VOTED that the Section record its gratification at the news of the appointment of Miss Martha W. Fenn to the Department of Foreign Languages at Cheeloo, and expresses its appreciation to the Presbyterian Board for this action.

April 15, 1932.

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NEXT MEETING OF THE SECTION

In view of the fact that the budget has not yet been received from the field, and that in any case another meeting of the Section before the Annual Meeting in June is desirable, it was agreed that another meeting of the Section should be held at the call of the Chairman or Secretary at some date in May or early in June. It was

NAS-293 VOTED that a special Committee consisting of Dr. Scott, Mrs. Haven, and Dr. Fairfield be appointed to prepare recommendations on the 1932-33 budget of the University, and to present nominations for officers and committees, at the next meeting of the North American Section.

The meeting adjourned.

B. A. GARSIDE

Secretary

SHANTUNG CHRISTIAN UNIVERSITYFinancial Statement  
As of March 31, 1932Endowment

There has been a decrease of \$3,423.50 in endowment funds during the past nine months due to the sale of 100 shares of Aluminum Preferred at 65¢. With the proceeds of this sale 100 shares of Commonwealth Southern \$6. Preferred Stock were purchased.

Six-hundred fifty shares of Aluminum are still on hand which, at present dividend rates yields \$1,950.00.

Current General

Current income for the University budget has been derived from the following sources:-

Rockefeller Foundation	\$14,810.00
Harvard-Yenching Institute	7,789.48
Special Gifts	500.00
Endowment Income	4,467.28
	<u>\$27,566.76</u>

## Disbursements as follows:-

Current Field Budget	\$ 2,350.00	
Home Administration and Trustees	1,161.71	
Designated funds to Field	15,060.00	
1931-32 Current Cash	8,995.05	\$27,566.76
	<u>8,995.05</u>	

## Additional Commitments to June 30, 1932:-

Current Grant Theology	\$ 500.00	
Rockefeller Foundation	5,000.00	
Harvard-Yenching Institute	5,250.00	
Endowment General	2,350.00	\$13,100.00
	<u>2,350.00</u>	

## Anticipated Income:-

Rockefeller Foundation	\$ 1,856.67	
Harvard-Yenching Institute	2,526.32	
Endowment Income	1,169.00	
Cash on hand	8,995.05	
Apparent Surplus		1,447.04
	<u>\$14,547.04</u>	\$14,547.04

Woman's Unit

The following is the standing in this section:-

Authorization issued to the field.		\$ 1,450.00
Cash on hand	\$ 762.68	
Endowment Income	504.50	
Apparent deficit	102.82	\$ 1,450.00
	<u>102.82</u>	

Cash Situation

Cash on hand March 31st was carried in the following manner:-

Financial Statement- Shantung Christian University

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Cash on hand March 31st was carried in the following manner:-

	<u>Balance</u>	<u>Overdraft</u>
Endowment cash awaiting investment	\$ 135.50	
Current General	9,683.43	
Woman's Unit	762.68	
Current Special	<u>2,599.77</u>	
	\$13,181.38	

Respectfully submitted,

Lucy Lepper Shaw, Treasurer  
C. A. Evans, Assistant Treasurer

SUMMARY OF RECENT ACTIONS  
REGARDING THE CORRELATED PROGRAM

FOR CONSIDERATION AND ACTION BY  
COLLEGE BOARDS OF TRUSTEES OR FOUNDERS

1. Actions by Joint Conference December 15 - 16, 1931.

"SMGB-189 VOTED that we recognize the following needs as requiring a cooperative organization at the home base of the Governing Boards of the various China colleges:

1. There is an evident need for cooperation with the Council of Higher Education in China to secure coordination and correlation of effort in order to obtain greater educational efficiency and to maintain the Christian character of the colleges in China.

2. There is an urgent need for increased financial support for Christian colleges in China.

3. A united approach would undoubtedly strengthen the appeals to Western donors for the support of the Christian colleges in China.

4. There is a need for cooperative study, by the various Boards of Trustees, of the problems of Christian higher education in China which are common to all Christian higher education in China.

5. There is a need for cooperation among the various college boards in seeking for candidates for appointment to the teaching staffs of the various colleges.

6. There is a need for cooperation in the care and supervision of investments of the several colleges.

7. It is desirable that the several colleges cooperate in the cultivation of legacies.

8. Cooperation is desirable in order that, to such degree as the cooperating Boards of Founders or Trustees may endorse, the proposed joint organization may form an educational or membership corporation, to receive, distribute, or maintain such funds for the colleges in China as may be given to it; and to which, in such manner and such degree as such Boards may desire, their responsibilities and functions may be transferred; and to which the joint organization may commit such other functions as it may desire."

"SMGB-190 VOTED that in view of the needs set forth in the above action, we recommend

1. That the Board of Trustees or Founders of the several Christian universities and colleges in China form a cooperative

Summary of Recent Actions Regarding the Correlated Program.

-2-

organization to be known tentatively as the Associated Boards for Christian Colleges in China;

2. That they constitute all members of their Boards as members of the Associated Boards for Christian Colleges in China.

3. That the Associated Boards for Christian Colleges in China shall have an Executive Committee that shall be justly representative of the various participating institutions, and of the whole constituency of these institutions."

"SMGB-193 VOTED that as soon as approval for the creation of the Associated Boards for Christian Colleges in China shall be secured from at least six of the Boards of Trustees or Founders of the several universities and colleges in China, including at least four union institutions with three or more Mission Boards cooperating (Lingnan University also to be considered a union institution), but not prior to May 16, 1932, the Executive Committee of the Committee for Christian Colleges in China be requested to call a meeting of the members of such Boards as have given this approval, for the purpose of organizing the Associated Boards for Christian Colleges in China, and beginning the determination of powers and functions."

"SMGB-194 VOTED that the Boards of Trustees or Founders be requested to notify the Executive Committee of the Committee for Christian Colleges in China as promptly as possible of their actions on the above proposals, in order that as soon as the conditions set forth in action #SMGB-193 have been fulfilled, the Executive Committee of the Committee for Christian Colleges in China may call the organization meeting of the Associated Boards for Christian Colleges in China."

"SMGB-195 VOTED to recommend that any other Boards of Trustees or Founders agreeing to participate in the Associated Boards for Christian Colleges in China prior to December 16, 1932 shall be considered charter members of the Associated Boards."

"SMGB-196 VOTED to recommend that if at the time of the organization meeting of the Associated Boards for Christian Colleges in China, the Board of Trustees or Founders of any of the several colleges has not reached a decision as to its participation, that such Board be invited to participate in the organization meeting as an Associate Member."

2. Actions by Joint Conference February 23 - 24, 1932.

"SMGB-214 VOTED that we would bring to the attention of the Boards of Founders and the Boards of Directors of the several colleges and universities in China, the Council of Higher Education, and the Associated Boards for Christian Colleges in China, the urgent desirability that each university shall in future, in connection with the consideration of its annual budget, and in such other ways as it may be able to use, give the most serious

Summary of Recent Actions Regarding the Correlated Program.

-3-

study to the problems of correlation, with a view to the prevention of overlapping of functions, overstaffing, and multiplication of courses."

"SMGB-215 VOTED that we recommend to the governing boards, both in the west and in China, of the several Christian colleges and universities in China, that in future, before any new schools or departments are opened, or any new courses added, which are not included in or are in contravention of such Correlated Program as may be agreed upon, any institution contemplating undertaking such new work should first refer its proposals to the Council of Higher Education for approval, and where it is proposed that new schools or departments are to be opened, that the proposal should also be referred to the Associated Boards for Christian Colleges in China."

"SMGB-217 VOTED that we reaffirm our feeling of the need of the early organization of the Associated Boards for Christian Colleges in China, or some similar joint representative organization, that we record our judgment that we should progress without further delay in seeking solutions for the problems of Correlation, and that we urge the various boards to give the matter the most careful attention."

"SMGB-221 VOTED to adopt the following statement with regard to post-graduate work:-

Post-graduate work is needed to train college teachers, to provide text and reference books, and to carry on research in China. Graduate schools will train Chinese leaders who will be in close touch with the Chinese people and their problems and with the Christian movement as well. The ultimate goal is full graduate study to the Ph.D. degree, or its equivalent in China, but such work should lay emphasis on research on problems within the country rather than extensive giving of degrees. While this work should be devoted primarily to the preparation of college teachers, its scope should include not only technical training in teaching, but must also give the broader graduate training in the arts and sciences, which is necessary for effective teaching service.

There shall be one center at present, at Yenching University; with the recommendation that a second center may later be established if found necessary, the location of such a second center to be then determined on its merits."

"SMGB-222 VOTED to adopt the following statement with regard to professional training:-

- (a) Theological and Religious Education. Effort should be concentrated upon the training of students in institutions of college grade. Theological schools of college grade, which so desire, may participate in the Correlated Program, and are urged to do so.

Graduate work should be undertaken, but should be limited

Summary of Recent Actions Regarding the Correlated Program.

-4-

to one school for all China, which would be open to college graduates or those of equivalent standing, and would give work leading to the master's and doctor's degrees. It is our judgment that ~~this one~~ center for graduate work in theology and religious education should be continued at Yenching University, unless potential developments at Nanking should make a change in the location of such a school desirable.

The work of theological schools should not be limited to instruction given on the campus.

The training of religious workers not prepared to enter institutions of collegiate rank is an essential part of the program of Christian education in China although this work must for the present be fostered by the several supporting agencies.

The proposed fund for theological internships is referred to the field.

- (b) Medicine. There should, at present, be two schools of medicine, the Schools of Medicine, including Dentistry, of Cheeloo University and of West China Union University. We would express the hope that St. John's Medical School and the Shanghai Women's Medical College may form a nucleus of a third senior medical college, which would be located in Shanghai, in which other Christian higher educational institutions now existing in Shanghai would participate.
- (c) Law. It is the judgment of this conference that one law school under Christian auspices is sufficient for present needs. The conference hopes that the existing law school of Soochow University may be continued.
- (d) Journalism. Inasmuch as Shanghai seems to be the logical center for work in journalism, we express the hope that the inquiry of the Council of Higher Education as to "whether Yenching will later be willing to transfer its School of Journalism to Shanghai," will be given serious consideration."

"SMGB-226 VOTED that we record the following judgment, and that we request the institutions in China to give the most careful consideration thereto:

1. That the correlation of the Christian colleges in China must be begun on the basis of present available resources, and that through the Council of Higher Education and the colleges individually, every effort should be made to attain the highest possible degree of correlation along the lines indicated above, within the limits of present resources.
2. That future appeals for support of Christian Higher Education should be on the basis of this Correlated Program for all of China, and that the colleges individually and collectively



be urged to make their promotional plans accordingly. While agreeing that initial steps in this direction should be taken as rapidly as the situation will permit, we would send a note of warning that such matters as the date at which any substantial increase can be secured, and the amount of increased support on which we can rely, are questions which only the future can determine, and for which one of the most important determining factors will be the extent to which the Christian Colleges in China actually achieve correlation with the resources now available."

3. Actions by Joint Conference April 12-13, 1932

SMGB-241 VOTED that in consideration of the proposals of the Correlated Program relative to the scope of undergraduate work in individual institutions, as set forth on pages 4 to 8 of "The Correlated Program, 1930," this informal conference records the following judgments:-

A. General Preface

1. That in determining the program of each institution, we consider that the primary consideration is that of relating the institution to the work of the Christian Church in China.
2. That in considering the functions of each institution it is important to define its distinctive scope and purpose in terms of its practical Christian service to China.
3. That while we recognize that present government regulations require four-year courses for colleges and universities and that each institution desiring to have the status of a university must have not less than three senior colleges, we do not believe that each of these institutions should aim to be a university, and we suggest that all may best serve the interests of China by providing shorter courses of varying length, especially in view of the need of vocational training. We suggest that some of the institutions should seek the consent of the government to become junior colleges, in order to meet this increasingly obvious need.
4. That we suggest that the Council of Higher Education recommend enrollment limits for professional schools and any other courses not included in the limitations indicated for the colleges of arts and sciences.
5. That we believe that the most practical method of considering a correlated program of undergraduate work is to treat separately the problems in East China and the problems in the rest of China.

B. Areas Outside of East China

1. That we believe that each of the six institutions listed in the four areas of South China, North China, Central China, and West China should be continued, and that the principal problem of correlating these institutions is that of differentiating their functions in relation to the entire program.

2. That the following program be recommended for these six institutions:-

a. Lingnan. Lingnan should continue to develop a strong undergraduate program of arts and sciences and a college of business administration, with an enrolment not to exceed 400. There should be professional work in agriculture, including silk culture, conducted with the government subsidy or other funds from special sources. It shall be free also to develop a school of engineering with the aid of contributions from the government.

b. Fukien. Fukien should put its emphasis on training in education, religious education, social work and other forms of community uplift as may be needed for its constituency. Pre-professional training in medicine and theology may be offered at Fukien, but all professional and graduate work should be taken elsewhere. The Student body should not exceed 400. It is earnestly hoped that Hwanan College will see its way clear to correlate its program with Fukien.

c. Cheeloo. Cheeloo should devote its entire effort, apart from the necessary pre-medical work, to a unified Rural Life Program, including the training of teachers, preachers and other social and religious workers, as well as experimenting in methods for solving rural and town problems. We would question any effort to maintain any general courses in arts and sciences not directly connected with training for this vocational service. All agricultural work necessary to the carrying out of the proposals for Cheeloo should be affiliated with the college of agriculture at Nanking. The student body should not exceed 300. The school of medicine should be strengthened, and should participate in the Rural Life Program. The school of theology should participate in the Rural Life Program.

d. Yenching. In addition to graduate work and theology, Yenching should carry on a strong undergraduate program emphasizing (1) Chinese subjects, including

## Summary of Recent Actions

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language, literature, history, philosophy, and art; (2) the social sciences; (3) the natural sciences, both in the pre-medical field and also in their practical application to the needs of the people; (4) vocational work in education; and (5) home economics. The total student body, including graduate students, should not exceed 800.

e. Central China. Central China should be a college of arts and sciences, with a limited, vocationalized curriculum, and with a student body not in excess of 200. There should be a library school, with a student body not in excess of 40.

f. West China. West China should have a college of arts, sciences, and education, emphasizing rural life, with a student body not in excess of 350. The school of medicine including dentistry, should be strengthened. The student body should not exceed 150. The school of theology should be maintained.

### C. East China

1. That we believe that the program of undergraduate work for East China should be correlated into two centers, one at Nanking, and one in or near Shanghai.

2. That the following program be recommended for these two centers:-

a. Nanking and Ginling. The University of Nanking should be the national center for China, under Christian auspices, for work in agriculture and forestry. We recognize the present college of arts and sciences, with its emphasis on natural sciences, but we request further information as to the practical objectives of these courses for the services of the church and the Chinese people. The student body in arts and sciences should be 400. Ginling should be a college of arts and sciences for women, emphasizing vocational courses in education and physical training. The student body should be 300. It should cooperate in a thoroughgoing manner with the University of Nanking, so that advanced courses in each institution will be utilized by the students of both.

b. Shanghai Group. Before taking final action upon this portion of the Correlated Program, we suggest that the University of Shanghai, St. John's University, Soochow University, and Hangchow Christian College study the possibility of differentiating their functions so as better to realize their ideals of service both to the Christian church and to the Chinese people; and request that after due consideration they share with us the results of these deliberations, and any other proposals

## Summary of Recent Actions

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they may care to make as to the more effective correlation of Christian higher education in the area represented by these four institutions.

\*Note:- In considering the program for Cheeloo, a test proposal was submitted recommending that "Cheeloo should limit its work above middle school to the schools of medicine and professional Christian service, with the necessary pre-medical and pre-theological courses; and should provide senior middle school training for rural teachers and social and religious workers." After full discussion <sup>the</sup> conference, by unanimous vote, disapproved this proposal, and instructed the Secretary to make this disapproval a matter of record.

### 4. Actions on C. C. C. Budget, 1931-32.

February 10, 1932

"EC-210 VOTED to request such members of the executive committee as may be able to do so, to continue their efforts in securing additional contributions toward the 1931-32 budget of the Committee for Christian Colleges in China; and if any balance still remains unsecured, to request the governing Boards of the colleges participating in the work for the Committee for Christian Colleges in China to contribute their pro rata share of the balance on the same basis as has heretofore been followed in apportioning the budget of the Committee."

February 23, 1932.

"SMGB-219 VOTED that we cordially recommend to the boards of Founders of the several colleges and universities that they contribute their pro rate share of the expense of the Committee for Christian Colleges which has not been secured from other sources."

Note:- The C. C. C. Budget for 1931-32 is attached as Exhibit "A."

I

Budget of Committee for  
Christian Colleges in China  
for year beginning July 1, 1931

I. Income

1. Pro Rata Contributions of Participating Colleges

Yenching University	\$ 965.03	
Lingnan University	526.02	
University of Nanking	473.41	
Cheeloo University	426.88	
West China Union University	384.39	
Fukien Christian University	178.03	
Ginling College	129.48	
Central China College	125.44	
Hangchow Christian College	104.19	
Hwa Nan College	104.19	
Soochow University	82.94	\$ 3,500.00

2. Special Contributions

500.00

\$ 4,000.00

II. Expenditures

Supplementary Allowances, Travelling expenses,		
Executive Secretary	\$ 1,800.00	
Stenographic Assistance	500.00	
Rent	300.00	
Supplies, Postage, telephone, telegrams	300.00	
Services of Central Office	1,000.00	<u>1,000.00</u>
		\$ 4,000.00

SHANTUNG CHRISTIAN UNIVERSITY  
BRITISH SECTION OF THE BOARD OF GOVERNORS

MINUTES of Meeting held at 2, Eaton Gate, London, S.W.1.  
on May 6th, 1932

PRESENT Mr. Kenneth Maclellan (in the chair)  
Lord Addington  
Prof. J. P. Bruce  
Mrs. J. C. Carr  
Mr. F. H. Hawkins  
Dr. A. C. Ingle  
Mr. H. G. Judd  
Dr. H. H. Weir  
Rev. C. E. Wilson  
Dr. H. W. S. Wright

PRAYER

The meeting opened with prayer, led by the Rev. C. E. Wilson.

APOLOGIES FOR ABSENCE.

Apologies for absence were submitted from: Rev. W. T. A. Barber, Miss M. E. Bowser, Rev. W. A. Grist, Miss Kemp, Dr. A. W. Hooker, Mr. W. G. Sewell and Mr. W. B. Sloan.

BS-342. MINUTES.

The Minutes of the meeting held on January 29th, having been circulated, were taken as read and were approved and signed.

BS-343. MEMBERSHIP OF BRITISH SECTION.

The following officers were elected for the year 1932-33:

Chairman - Mr. Kenneth Maclellan.  
Treasurer - Mr. Harold G. Judd.  
Secretary - Dr. H. H. Weir.

The thanks of the Section were accorded to the Hon. Treasurer.

It was AGREED not to fill the two vacancies among the co-opted members at present.

BS-344. GIFT OF ARTIFICIAL LIMBS.

The Secretary reported a gift of 24 artificial limbs for the use of the University Hospital from Queen Mary's Hospital, Roehampton.

BS-345. GRANTS TO UNIVERSITY DURING 1932.

The Secretary reported letters from the B. M. S., L. M. S., and S. P. G., stating their position as to cuts affecting grants to the

May 6th, 1932

Shantung Board of Governors-British Section -2-

University during 1932.

Mr. Wilson pointed out that the B. M. S. is actually spending more on the University than during the previous year.

BS-346. LOAN OF DR. GELL TO HANKOW.

A report was received of a letter from Dr. Shields to Dr. Gell, explaining how it was possible to loan her services to the Hankow Hospital for one year.

BS-347. RURAL WORK

A letter, 22.2.32. was received from Dr. King Chu, commenting on the minutes of the British Section of the Governors, and stating that efforts were being made to act along the lines of Dr. Butterfield's memorandum.

BS-348. LADY ALMONER.

The Secretary reported on a proposal that a lady almoner might be appointed for the University Hospital, and her support undertaken by the Cheeloo Association in Newcastle. A letter had been received from Dr. King Chu, welcoming such an appointment if possible. The Section authorized Mr. Sewell to continue negotiations with a view to securing support.

BS-349. MINUTES OF THE EXECUTIVE COMMITTEE OF THE NORTH AMERICAN SECTION

It was AGREED to take the following action on the Minutes of the Executive Committee of the North American Section of 21.1.32;

To NOTE: Changes in Roster.  
NASEC. 279 and 280. Finance Committee.  
NASEC. 282 and 283. Investments.

TO NOTE CONCURRENT ACTION in 278. Registration of the University.

NASEC 284. New Hospital. Deferred for further consideration with Minutes of the Administrative Council.

NASEC 285. Continuation of Rockefeller Foundation Grant.

AGREED that the British Section of the Board of Governors concurs most heartily in the resolution of the Executive Committee of the North American Section of the Board of Governors, and instructs the secretary to write to the Rockefeller Foundation expressing the Section's profound appreciation of the Foundation's generosity in continuing during the fiscal year 1932-33 its appropriation toward the support of the School of Medicine, on the same conditions as have applied to previous grants.

May 6th, 1932

Shantung Board of Governors-British Section -3-

BS-350. CORRELATION AT THE HOME BASE.

The Secretary presented a report on further developments on Correlation at the Home Base, and a letter 23.1.32 from Mr. Garside, dealing with the position as then reached, which made clear that it was no longer proposed to have a Joint Board for Christian Colleges in China, but Associated Boards without executive powers. A copy of the minutes of the North American Section of April 15th, 1932 and a statement relating to further conferences held in April had arrived that morning, but it had not yet been possible to study these. Further consideration will have to be given to the question when the United Committee for Christian Colleges in China has met and reported on these conferences.

BS-351. FINANCE.

The audited Accounts for the Section were presented by Mr. Judd, and explained. It was noted that contributions for the year 1931-32 were reduced from £770.14.3. last year to £713.17.5., a difference of £56.16.10.; that the amount voted for the University for the year had been overdrawn to the extent of £40.13.10.; and that there was an excess of expenditure over income of £179.19.4., making an accumulated deficit of £242.16.4.

It was AGREED to draw the attention of the University to the fact that the payment of the Fire Insurance Premium on behalf of the University by this Section is a charge against the grant made to the University, and that accordingly that grant cannot be drawn in full when such payments have to be made.

Vote of Thanks to Auditor.

It was AGREED to convey a cordial vote of thanks to Mr. Edward Wright for auditing the Section's accounts for the year 1931-32.

British Section Budget for 1932-33

The Budget for the Section for the year 1932-33 was AGREED on a sterling basis as follows:

Share in United Committee Expenses	£230.
Furlough Reserve for Miss Hickson	30.
Miss Hickson's salary	160.
Grant to University Funds (including £40. already drawn)	300.
	<u>£720.</u>

Fire Insurance.

It was AGREED to point out that the Fire Insurance premium of the University is due to be paid during the coming University year and will in all probability amount to almost the total grant due from the Section to the University, with the exception of Miss Hickson's salary. It was further AGREED to instruct the Secretary to enquire as to the allocation of the Fire Insurance as between the University on the one hand and the



May 6th, 1932

Shantung Board of Governors-British Section. -4-

School of Theology and the Extension Department on the other.

BS-351a. MINUTES OF ADMINISTRATIVE COUNCIL.

A letter 28.3.32. from Rev. L. J. Davies, covering The Minutes of the Administrative Council of 4.3.32. was considered and the following action taken:

- To NOTE: 991. Minute Secretaries.  
994. Laboratory Fees.  
995. Breakage Deposit.  
996. Furlough and Appointments;  
a. Rev. S. Lautenschlager.  
b. Rev. J. W. Hunter.  
d. Rev. J. M. Menzies.  
e. Rev. J. C. Scott.  
g. Dr. Keith Gillison.  
h. Dr. P. B. Price.

999. Degree.

To RECORD 992. Registration of the University.

To REPORT 996c. Rev. Basil Mather.

To APPROVE 996 f. Dr. Gordon King.

993. Budget was considered and it was AGREED:

That the proposed Budget as submitted from the field be accepted, and the field be informed that the respective income from British sources be as set forth below, attention being drawn to the following facts:

1. that the grant from the British Section is less;
2. from the B. M. S. is greater;
3. from W. M. M. S. is slightly less than the expectation of the Budget;
- and 4. S. P. G. is responsible for two married and two single missionaries in the School of Medicine.

Summary of Grants from British Sources 1932-33.

<u>British Section:</u>	<u>Budget Fig.</u>	<u>Agreed Fig.</u>
General Administration	\$3,000 )	
Library	1,500 )	£300. sterling
School of Medicine	2,000 )	
Miss Hickson's salary	3,000	£160. "

B.M.S.

General Fund		\$100.
Schools of Arts & Science	\$1,500	1,500.

May 6th, 1932

Shantung Board of Governors-British Section -5-

B.M.S. (cont.)

School of Medicine	\$3,400	3,780.
Salaries - Arts & Science	12,000.	£550. sterling
School of Medicine	18,000.	£965. "

S.P.G.

Schools of Arts & Science	\$3,150	(£194)	£194.
School of Medicine	1,500		\$1,500
Salaries - Arts & Science	\$ 6,000		\$6,000.
School of Medicine	12,000		12,000.

L. M. S.

School of Medicine	\$1,500	\$1,500.
" " " Salary	6,000	6,000.

W.M. M. S.

School of Medicine- substitute sla.	\$6,000.	£256.10.0.
Hospital Salary	3,000.	£170.12.6.

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Consideration of Minutes 998. Byelaws of the Board of Directors; 999. Internal Regulations; and 1000. New Hospital, was deferred for lack of time.

BS-352. ANNUAL MEETING.

It was AGREED to approve Monday, June 20th, 1932, as the date for the Annual Meeting, the first session to commence at 10:30 A. M., to invite the members of the United Committee for Christian Universities of China to meet with the Board at 2 o'clock for the consideration of Correlation at the Home Base and the Correlated Programme. The Chairman and Secretary were empowered to settle further details.

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MINUTES OF MEETING  
SPECIAL COMMITTEE ON BUDGET AND NOMINATIONS  
NORTH AMERICAN SECTION, CHEELOO BOARD OF GOVERNORS

10:00 A. M., Wednesday, May 11, 1932

Room 903, 150 Fifth Avenue, New York City

Members of Committee

- Dr. George T. Scott  
\* Mrs. William I. Haven  
\* Dr. W. C. Fairfield

Those whose names are starred above were present, together with Mr. C. A. Evans and the Secretary.

BUDGET FOR 1932-33

The Committee examined the budget estimates for 1932-33, as included in the minutes of the meeting of the Administrative Council of the Board of Directors held on March 4, 1932. An analysis of these budget estimates prepared by the New York office of the University is attached to these minutes as Appendix A.

After consideration of these estimates it was

SCBN-294 VOTED to recommend that, subject to confirmation by the cooperating Mission Boards, the North American Section inform the Board of Governors and the field authorities of the University that the contributions by the North American Section and the North American Mission Boards cooperating with the University toward the 1932-33 budget will be as follows:-

		<u>L.C.\$</u>	<u>Gold \$</u>
American Pres. Bd.	Cash	23,465.00	1,957.85
" " "	Staff	66,000.00	
" " "	Staff Vacancy	3,000.00	
United Ch. of Canada	Cash	6,000.00	
" " "	Staff	18,000.00	
Woman's Board, U.C.C.	Cash	3,000.00	
Pres. Bd., South	Cash	1,000.00	
" " "	Salaries	12,000.00	
W. F. M. S.	Cash	8,480.00	
" " " "	Salaries	12,000.00	
Rockefeller Foundation		20,000.00	10,000.00
Hall Estate, General			3,909.33
Hall Estate, Woman's Unit			1,954.67
Harvard-Yenching Institute			7,368.42
		<u>172,945.00</u>	<u>25,190.27</u>

NOMINATIONS OF OFFICERS AND COMMITTEES FOR ENSUING YEAR

SCBN-295 VOTED to recommend to the North American Section the election of the following officers and committees for the ensuing year:-

Honorary Chairman  
Chairman  
Vice-Chairmen

Mr. Henry J. Cochran  
Dr. Arthur J. Brown  
Mrs. William I. Haven  
Dr. A. E. Armstrong  
Dr. Seth M. Milliken

Treasurer  
First Assistant Treasurer  
Second Assistant Treasurer  
Secretary  
Assistant Secretary

Mr. C. A. Evans  
Mr. B. A. Garside  
Mr. B. A. Garside  
Mr. C. A. Evans

Executive Committee

The above officers, together  
with  
Dr. W. C. Fairfield  
Dr. E. S. Tipple  
Mrs. Ellis Phillips  
Dr. George T. Scott  
Dr. C. H. Fenn, General Alter-  
nate

Representatives on Super-  
visory Committee of  
Central Office

Dr. George T. Scott  
Mrs. William I. Haven

Representatives on Com-  
mittee for Christian  
Colleges in China

Dr. George T. Scott  
Dr. Seth M. Milliken  
Dr. R. L. Dickinson, Alternate

Corresponding Member,  
Class of 1935

Dr. J. G. Vaughan

The Committee adjourned.

B. A. GARSIDE  
Secretary

CHEELOO UNIVERSITY  
BUDGET ESTIMATES, 1932-33

I. Expenditures

<u>Department</u>	<u>Cash Expenditures</u>		<u>Missionary Salaries</u>		<u>Total Expenditures</u>	
	<u>1931-32</u>	<u>1932-33</u>	<u>1931-32</u>	<u>1932-33</u>	<u>1931-1932</u>	<u>1932-33</u>
General Adm.	22,880.00	21,860.00	18,000.00	18,000.00	40,880.00	39,860.00
Arts and Science	57,528.00	57,890.00	36,000.00	54,000.00	93,528.00	111,890.00
Medicine	105,266.00	107,420.00	78,000.00	75,000.00	183,266.00	182,420.00
Hospital	100,000.00	111,700.00	21,000.00	21,000.00	121,000.00	132,700.00
Library	6,500.00	6,500.00			6,500.00	6,500.00
Rural Institute	3,800.00	3,800.00			3,800.00	3,800.00
Scholarships and Building Fund	1,340.00	3,680.00			1,340.00	3,680.00
House Repairs	640.00	640.00			640.00	640.00
Harvard-Yenching Institute	29,000.00	36,800.00			29,000.00	36,800.00
Woman's Unit Reserve	3,200.00	-			3,200.00	-
Village work and Economics	-	2,000.00			-	2,000.00
	<u>330,154.00</u>	<u>352,290.00</u>	<u>153,000.00</u>	<u>168,000.00</u>	<u>483,154.00</u>	<u>520,290.00</u>
Less Transfers	<u>43,806.00</u>	<u>37,500.00</u>			<u>43,806.00</u>	<u>37,500.00</u>
	286,348.00	314,790.00	153,000.00	168,000.00	439,348.00	482,790.00

II. Estimated Receipts, 1932-33

Item	L. C. \$		Gold \$		Increase over 1931-32	
	Field Estimates	New York Estimates	Field Estimates	New York Estimates	L.C.\$	Gold \$
<u>I. North American Section</u>						
American Pres. Bd. Cash	29,000.00	23,465.00		1,957.85		678.55
" " " Staff	63,000.00	66,000.00				6,000.00
" " " Staff vacancy	3,000.00	3,000.00				*3,000.00
United Ch. of Canada, Cash	6,000.00	6,000.00				
" " " " Staff	18,000.00	18,000.00				2,400.00
Woman's Board, U.C.C. Cash	3,000.00	3,000.00				
Pres. Bd., South Cash	1,000.00	1,000.00				* 600.00
" " " Salaries	12,000.00	12,000.00				
W. F. M. S. Cash	8,500.00	8,480.00				1,060.00
" " Salaries	12,000.00	12,000.00				*3,000.00
Rockefeller Foundation	20,000.00	20,000.00	10,000.00	10,000.00		
Hall Estate, General			5,000.00	3,909.33		*1,090.67
Hall Estate, Woman's Unit			2,500.00	1,954.67		*545.33
Harvard-Yenching Institute			10,000.00	7,368.42		*2,631.58
	<u>175,500.00</u>	<u>172,945.00</u>	<u>27,500.00</u>	<u>25,190.27</u>	<u>3,538.55</u>	<u>*4,267.58</u>
<u>II. British Section</u>						
Baptist Board, Cash	4,900.00					*1,288.00
" " Staff	30,000.00					10,875.00
Society Propagation of Gospel						
" " Cash	4,650.00					* 900.00
" " Staff	18,000.00					*6,000.00
London Missionary Society, Cash	1,500.00					-
" " " Staff	6,000.00					-
W. M. M. S. Cash	6,000.00					-
" " Staff	3,000.00					-
British Section, Cash	6,500.00					* 25.00
" " Staff	3,000.00					-
	<u>83,550.00</u>	<u>**83,550.00</u>				

Estimated Receipts, 1932-33

- 2 -

Item	L. C. \$		Gold \$		Increase over 1931-32	
	Field Estimates	New York Estimates	Field Estimates	New York Estimates	L.C.\$	Gold \$
<u>III. The Field</u>						
Tuition	29,820.00				4,616.00	
Hospital Fees	81,700.00				17,626.00	
Rents	4,540.00				1,996.00	
Interest and Exchange	14,160.00				177.00	
Exchange and Reserves	11,020.00				11,020.00	
	<u>141,240.00</u>	<u>**141,240.00</u>				
Total	400,290.00	397,735.00	27,500.00	25,190.27	41,635.55	*4,267.58
Plus Gold @ 3 to 1	<u>82,500.00</u>	<u>75,570.81</u>				
	482,790.00	473,305.81				

\*Decrease

\*\*Figure assumes that field estimate is correct.

I

MINUTES OF MEETING  
NORTH AMERICAN SECTION  
BOARD OF GOVERNORS, CHEELOO UNIVERSITY  
10:00 A. M. Wednesday, May 18th, 1932  
Room 300, 150 Fifth Avenue, New York City

List of Members

<u>Board</u>	<u>Class of 1931</u>	<u>Class of 1933</u>	<u>Class of 1935</u>
Presbyterian, N.		*Miss M. E. Hodge Mr. H. J. Cochran *Mrs. A.K. Shaw, Alt. Dr. E.M. Dodd, Alt.	*Dr. A. J. Brown *Dr. G. T. Scott Mrs. C. K. Roys *Dr. C. H. Fenn, Alt. Dr. C.B. McAfee, Alt.
United Ch. of Can.	*Dr. A.E. Armstrong Dr. A.G. SinclairAlt	Prin. Alfred Gandier Dr. J. H. Arnup Mrs. H.R. Inksater Mrs. B. D. Snudden	
W.M.S. of U.C.C.			Mrs. J. M. Avann Mrs. Wm. I. Haven Dr. W. C. Fairfield
W.F.M.S. of M.E.Ch.		(1 vacancy)	
American Board Presbyterian, S. Corresponding Mem. Coopted Members	Mr. E. F. Willis	Dr. R.L. Dickison Dr. J.H. Finley Dr. Seth Milliken Dr. Paul Monroe	Dr. J.G. Vaughan Mrs. Ellis Phillips Bishop W.P. Thirkield Dr. E.S. Tipple

Those whose names are starred above were present, as were Dr. A. L. Warnshuis, Mr. F. T. Cartwright, Mr. C. A. Evans, and the Secretary.

Dr. Brown presided. The meeting was opened with prayer led by Dr. Fenn.

Apologies for absence were presented.

Dr. Scott reported the election of Dr. Cleland B. McAfee as a General Alternate for any of its representatives on the Board of Governors.

APPROVAL OF MINUTES

NAS-296 VOTED to approve, as distributed, the minutes of the meeting of the North American Section on April 15th, 1932, and of the meeting of the Special Committee on Budget and Nominations on May 11th, 1932.

MEETING OF ADMINISTRATIVE COUNCIL OF BOARD OF DIRECTORS

There had been distributed to all members of the Section, the minutes of the meeting of the Administrative Council of the Board of Directors held on March 4th, 1932, together with copies of Mr. Davies' covering letter of March 28, 1932. The Section adopted the following minutes on matters which seemed to require note or action:-



992. Registration. Since the Section, through its Executive Committee, (NASEC-278) had already given formal recognition to the registration of the University, no further action was considered as being required. However, the Section discussed informally various matters growing out of this registration, particularly as regards the religious freedom of the institution. Particular interest was manifested in the status of the School of Theology under registration, and it was

NAS-297 VOTED that the North American Section, while expressing its recognition of the necessity for the administrative separation of the School of Theology in order to comply with the requirements of the Ministry of Education of the Chinese government, would point out that so far as the Board of Governors, the cooperating Mission Boards, and the Christian constituency in the West are concerned, the status of the School of Theology is unchanged, and this school is still regarded as one of the most vital and indispensable departments of the University in carrying on its program of Christian higher education in China. The Section would record its most earnest hope that under the new relationships required by registration, there will continue to be the same close and thorough cooperation between the School of Theology and the other Schools of the University as has heretofore existed.

993. Budget for 1932-33. The Section gave consideration to the budget estimates prepared on the field, and also to the recommendations of the May 11th meeting of the Committee on Budget. It was

NAS-298 VOTED that, subject to confirmation by the cooperating Mission Boards, the North American Section inform the Board of Governors and the field authorities of the University that the contributions by the North American Section and the North American Mission Boards cooperating with the University toward the 1932-33 budget will be as follows:-

		<u>L.C.\$</u>	<u>Gold \$</u>
American Pres. Bd.	Cash	23,465.00	1,957.85
" " "	Staff	66,000.00	
" " "	Staff Vacancy	3,000.00	
United Ch. of Canada	Cash	6,000.00	
" " " "	Staff	18,000.00	
Woman's Board, U.C.C.	Cash	3,000.00	
" " " "	Staff	3,000.00	
Pres. Bd., South	Cash	1,000.00	
" " "	Salaries	12,000.00	
W. F. M. S.	Cash	8,480.00	
" " "	Salaries	12,000.00	
Rockefeller Foundation		20,000.00	10,000.00
Hall Estate, General			3,909.33
Hall Estate, Woman's Unit			1,954.67
Harvard-Yenching Institute			7,368.42
		<hr/>	
		175,945.00	25,190.27

NAS-299 VOTED to call attention to the fact that no budget of the School of Theology has been sent by the field, and to request that this be done.

995. Furloughs and Appointments. The furloughs and appointments listed in the minutes of the Administrative Council were noted.

Dr. Armstrong stated that the Board of Foreign Missions of the United Church of Canada has now appointed the Reverend and Mrs. J. M. Menzies to the staff of the University. It was

NAS-300 VOTED to record the gratification of the Section at the news of the appointment of the Reverend and Mrs. J. M. Menzies to the staff of the University, and to express to the Board of Foreign Missions of the United Church of Canada the University's appreciation of this action.

Dr. Scott stated that the Board of Foreign Missions of the Presbyterian Church in the U. S. A. had within the last few days appointed Dr. and Mrs. Gerald Winfield to the staff of the University, to fill the position in Biology made vacant by the resignation of Mr. and Mrs. Jacot. It was

NAS-301 VOTED to record the gratitude of the University to the Board of Foreign Missions of the Presbyterian Church in the U. S. A. for the appointment of Dr. and Mrs. Gerald Winfield, and to request the Secretary to convey to Dr. and Mrs. Winfield the University's warm welcome.

997. By-Laws of Board of Directors, and 998. Internal Regulations. The Section reviewed these briefly, but in view of the fact that the By-Laws of the Board of Directors, and emendments thereto, are subject to approval by the Board of Governors, it was agreed to refer the matter to the Annual Meeting of the Governors in London on June 20th.

1000. New Hospital. The Section gave extended consideration to this minute, which provides "that the erection of the entire hospital building, in connection with the revised plans, be proceeded with". There had been distributed in advance of the meeting copies of Dr. Shields' letter of March 26, 1932, and Mr. Davies' letter of March 31, 1932 commenting on this action;

The Section also reviewed Dr. Shields' letter of December 2, 1932 with material attached to that letter showing certain details of these alternative plans for undertaking the construction of all or a part of the new hospital and out-patient buildings. Reference was also made to Action NASEC-284 of the Executive Committee of the North American Section approving the construction of a power plant, and of the west wing of the new hospital building which would be used for the present as an out-patient dispensary.

Mrs. Shaw reviewed the present position of the invested funds being held in reserve for the construction of the new hospital plant. She stated that whereas the cost of these securities was approximately G. \$137,000, the present market value is about \$110,000. In addition to the funds held in New York there is a sum of little more than L. C. \$150,000 being held in China.

The Board discussed at length the various factors involved, including the present economic conditions, the unstable conditions on the field, and the urgency of the

need for additional hospital and out-patient facilities. It was

NAS-302 VOTED that the North American Section of the Board of Governors of Shantung Christian University, after careful consideration of the recommendation of the Administrative Council of the Board of Directors that the erection of the entire new hospital building in accordance with revised plans be proceeded with, express to the field the following:-

1. The Section would call to the attention of the Board of Directors that by Action NASEC-284 authorization has already been given for the construction of a power plant, and the construction of the west wing of the hospital to be used for the time being as an out-patient department.
2. It would point out that at the present time the market value of building fund securities held in New York City for the Hospital Account have a market value of only G. \$110,000 as compared with investment value of G. \$137,000, so that early liquidation of the securities would involve a net loss of approximately G.\$27,000.
3. It would call to the attention of the field that at the present time the North American Section does not have sufficient information in hand to reach any intelligent decision either as to the architectural details of the proposed buildings, or the funds required for their construction, and would request that the field provide at as early a date as possible detailed information on the following subjects:-
  - (a) What funds are available on the field, where are they deposited, or how are they invested, what rate of income is being received, and what process would be required to make these funds immediately accessible for disbursement?
  - (b) What in detail, are the respective estimated costs for constructing and equipping the hospital, out-patient department, and power plant, and for remodeling buildings already erected?
  - (c) What would be the cost of operating the new hospital and out-patient department, in comparison with the operating costs of the present facilities, and how would any increases in cost be met?
  - (d) Please send to the Governors, for their study and approval, the revised plans for these buildings.
4. The Section suggests the desirability of holding some portion of the capital funds now available, for endowment to maintain and operate such a hospital and out-patient department. Does this suggestion meet with the approval of the field? If so, would the present proposals leave a sufficient residue for such an endowment fund? If not, could the building plans be reduced and simplified, without serious loss of efficiency, to a point where a more adequate endowment fund would remain available? Or, could the construction of certain units be postponed, so as to leave a sufficient portion of the present capital funds for endowment until further endowment funds might be secured in future?

HARVARD-YENCHING INSTITUTE APPROPRIATION FOR 1932-33 and 1933-34.

The Section gave consideration to a communication from Dean Donham, the Acting Chairman of the Trustees of the Harvard-Yenching Institute, reporting on the plans proposed by the Institute for stabilizing the appropriations it will make to the several universities during the coming year. It was

NAS-303 VOTED (1) that the North American Section of the Board of Governors of Shantung Christian University make record of the receipt of the communication dated April 22, 1932, from Dean W. B. Donham, Acting Chairman of the Trustees of the Harvard-Yenching Institute, stating that the Institute, after study of the financial problem created by the reduction of dividends on the preferred stock of the Aluminum Company of America, has proposed the following plan for stabilizing the appropriations it will make during the next two years to the colleges having shares in the Harvard-Yenching Institute Restricted Account:-

(a) The Institute will undertake to maintain during the fiscal years 1932-33 and 1933-34 its appropriation to Shantung Christian University of income from the Trust Account in the amount of G. \$7,368.42 annually, drawing, if necessary, on the Institute cash reserves for any shortage in the income needed to meet this appropriation.

(b) Should the income received on Shantung Christian University's share of the trust fund be in excess of the minimum guaranty of G. \$7,368.42. Shantung will receive the benefit of this additional income.

(c) Should any advance from the Institute's cash reserve be made to maintain this minimum guaranty of G. \$7,368.42, the Institute shall be authorized by the Governors of Shantung Christian University to repay itself, without interest, the amount of such advance, when and if accumulated dividends are received from the Aluminum Company of America.

(2) that the North American Section of the Board of Governors of Shantung Christian University hereby records its approval and appreciation of the proposals set forth above, and authorize the Harvard-Yenching Institute to repay itself, without interest, the amount of any advance it may make from its cash reserve in accordance with these proposals, when and if accumulated dividends are received from the Aluminum Company of America.

ANNUAL MEETING IN LONDON ON JUNE 20, 1932

The Secretary stated that the only member of the Section of whose attendance at the Annual Meeting we are certain is Dr. A. E. Armstrong. There is some hope, however, that Dr. Cleland B. McAfee may be able to attend. Dr. Armstrong, and Dr. McAfee if he is able to attend, will be present as members of the Board of Governors as well as holders of proxies. From outside the membership of the Section, Dr. A. L. Warnshuis has been urged to attend, and hopes to be able to do so. There is a bare possibility that the Honorable Newton W. Rowell of Toronto might be able to attend as a representative of the United Church of Canada.

Members of the Section will be asked to give proxies to these four gentlemen or any others they may wish to designate.

ELECTION OF OFFICERS, APPOINTMENT OF COMMITTEES.

It was

NAS-304 VOTED that the Secretary be instructed to cast a unanimous ballot for the following officers, committees, and corresponding member for the ensuing year:-

Honorary Chairman	Mr. Henry J. Cochran
Chairman	Dr. Arthur J. Brown
Vice Chairmen	Mrs. Wm. I. Haven, Dr. A. E. Armstrong
Treasurer	Dr. Seth M. Milliken
1st Asst. Treasurer	Mr. C. A. Evans
2nd Asst. Treasurer	Mr. B. A. Garside
Secretary	Mr. B. A. Garside
Asst. Secretary	Mr. C. A. Evans

Executive Committee:- The above officers, together with Dr. W. C. Fairfield, Dr. E. S. Tipple, Mrs. Ellis Phillips, Dr. George T. Scott, Miss Margaret E. Hodge, Mrs. A. K. Shaw, and, as General Alternate, Dr. C. H. Fenn.

Representatives on Supervisory Committee of Central Office:-  
Dr. George T. Scott, and Mrs. Wm. I. Haven.

Representatives on Committee for Christian Colleges in China:-  
Dr. George T. Scott, Dr. Seth M. Milliken, with Dr. R. L. Dickinson as Alternate.

Corresponding Member, Class of 1935:- Dr. J. G. Vaughan.

BONDS FOR FINANCIAL OFFICERS

NAS-305 VOTED that the Secretary be asked to arrange for indemnity bonds for the First Assistant Treasurer and the Second Assistant Treasurer, in the amount of \$2,000.00 each, the premiums to be paid by the University.

CHANGING NAME OF FIELD CHECKING ACCOUNT

Attention was called to the confusion caused by carrying several accounts for Shantung Christian University with the Bankers Trust Company, 501 Fifth Avenue, and of the recent request of the Treasurer to have the field account changed to "Cheeloo University". It was

NAS-306 VOTED that the caption of the checking account carried by the field with the Bankers Trust Company, 501 Fifth Avenue be changed from "Shantung Christian University" to Cheeloo University", and that due notice of this change be forwarded to the bank and the field.

The meeting closed with prayer, led by Dr. Armstrong.

B. A. GARSIDE  
Secretary

MINUTES OF ANNUAL MEETING  
BOARD OF GOVERNORS  
SHANTUNG CHRISTIAN UNIVERSITY

Held at Edinburgh House, 2 Eaton Gate, London, S. W. 1

June 20, 1932

Roster of Members:

Chinese Section: President King Chu, ex officio  
Dr. Chang Poding  
Dr. Cheng Ching-yi  
Dr. Y. Y. Tsu

North American Section:

Class of 1933

Miss E. M. Hodge - P. N.  
Mrs. H. J. Cochran - P. N.  
Mrs. A. K. Shaw \* Alt. P. N.  
(Vacancy - U.C.C.)  
Dr. J. H. Arnup - U.C.C.  
Mrs. H. R. Inksater - W.F.M.S.  
of U.C.C.  
Mrs. B. D. Snudden - W. F. M. S.  
of Me. E. Chch.  
(Vacancy - A.B.C.F.M.)  
Dr. R. L. Dickinson-coopted  
Dr. J. H. Finley "  
Dr. Seth Milliken "  
Dr. Paul Monroe "

Class of 1935

Dr. A. J. Brown - P. N.  
Dr. G. T. Scott - P. N.  
Mrs. C. K. Roys - P. N.  
Dr. C. H. Fenn)  
Dr. E. M. Dodd) Alt. P. N.  
\*Dr. A. E. Armstrong - U.C.C.  
Dr. A. G. Sinclair - Alt. U.C.C.  
Mrs. J. M. Avann- W.F.M.S. of Me. E. Ch.  
Mrs. Wm, I. Haven- Alt. W.F.M.S. "  
Mr. E. F. Willis-of M. E. Ch.  
Mr. E. F. Willis- P. S.  
Dr. W. C. Fairfield - A.B.C.R. M.  
Dr. J. G. Vaughan - Corres. Member  
Mrs. Ellis Phillips - coopted  
Bishop W. P. Thirkield- "  
Dr. W. S. Tipple- "

British Section:

Miss M. E. Bowser - B.M.S.  
\*Dr. R. F. Moorshead- B.M.S.  
\*Rev. C. E. Wilson- B.M.S.  
\*Mr. K. MacLennan - L. M. S.  
\*Dr. H. H. Weir - S. P.G.  
\*Miss C. Hornby - W.M.M.W.A.  
\*Dr. A. W. Hooker -W.M.M.S.  
Dr. P. K. Hill -Alt. for  
Dr. Hooker  
Sir Alfred Lewis - coopted  
Mr. W. B. Sloan - "  
(2 vacancies ")

\*Prof. J. P. Bruce - B.M.S.  
\*Dr. A. C. Ingle - B.M.S.  
Mr. H. G. Judd - E. P. M.  
\*Mr. F. H. Hawkins - L. M. S.  
Rev. Godfrey Phillips - Alt. for Mr. Hawkins  
\*Rev. W. A. Grist \*W.M.M.S.  
\*Lord Addington \*S.P.G.  
\*Dr. H.W.S. Wright \*S. P. G.  
\*Dr. W.T.A. Barber- coopted  
Dr. Harold Balme - "  
Miss E.G. Kemp - "

Those whose names are marked \* were present. There were also present: Dr. C. L. Hsia, Dr. A. E. Armstrong, Mr. Leslie B. Moss, Dr. A. L. Warnshuis, holding proxies, Mrs. Carr and Mr. Sewell, organizing secretaries. In the afternoon Mr. Gurney Barclay, C.M.S., and Mr. H. T. Silcock, Friends Service Council, attended as members of the United Committee for Christian Universities.

Rev. C. E. Wilson presided, and opened the meeting with prayer.

#### PRESENTATION OF PROXIES

Proxies were presented in favour of Dr. C. L. Hsia from Dr. Cheng Ching-yi, Dr. Chang Pó-ling and Dr. Y. Y. Tsu; in favour of Dr. A. E. Armstrong from Dr. J. H. Arnup, Mr. Henry Cochran, Dr. W. C. Fairfield, Mrs. W. I. Haven, Miss M. E. Hodge, Mrs. H. R. Inksater, Mrs. Ellis Phillips, Mrs. C. K. Roys and Dr. G. T. Scott; in favour of Dr. A. L. Warnshuis from Dr. A. J. Brown, Dr. R. L. Dickinson, Dr. Paul Monroe and Dr. J. G. Vaughan; in favour of Mr. Leslie B. Moss from Dr. Seth Milliken, Dr. E. S. Pipple and Bishop Thirkield.

#### PRESENTATION OF EXCUSES

Excuses for absence were presented from Dr. Harold Balme, Miss M. E. Bowser, Mr. Harold Judd, Sir Alfred Lewis and Mr. W. B. Sloan.

#### CHANGES IN ROSTER

Note was taken of the following changes in the roster of membership:

##### North American Section:

The appointment of Dr. A. J. Brown, Mrs. C. K. Roys, Dr. G. T. Scott, as representatives of Presbyterian Board; of Dr. E. M. Dodd and Dr. C. H. Fenn as general alternates; of Dr. W. C. Fairfield as representative of American Board (Class of 1935)

##### British Section:

The death of Rev. C. G. Sparham, coopted member (class of 1933) no further appointment having been made.

##### Death of Principal Alfred Gandier.

The chairman called the attention of the Governors to the loss sustained by the Board in the death of Principal Alfred Gandier on June 13th, as announced in "The Times" the following day. The Board placed on record its sense of the value of the services which Principal Gandier had rendered to the University and its Board as well as to so many aspects of mission work, and its deep sympathy with the United Church of Canada in the loss it had suffered.

MINUTES OF PREVIOUS MEETINGS

Note was taken of the distribution of Minutes of the following meetings:

Board of Governors, September 22nd, 1931.

North American Section: November 30th, 1931, April 15th, 1932, and May 18, 1932.

Executive Committee, North American Section: January 21st, 1932.

Special Committee on Budget and Nominations, North Amer. Section: May 11, 1932.

British Section: October 30th, 1931, January 29th, 1932 and May 6th, 1932.

It was G-170 VOTED to approve the Minutes of the Board of Governors of September 22nd, 1931, as circulated.

The Minutes were signed by the Chairman.

REGISTRATION OF THE UNIVERSITY

Minute of the North American Section 297 and the covering letter <sup>from</sup> Mr. Garside to Dr. Chu and Mr. Davies were considered by the Board, and note was taken of the fact recorded in NAS 299 that no budget for the School of Theology had been received this year, though last year it had accompanied the General University Budget. The Secretary was instructed to raise certain questions in connection with the School of Theology with the authorities on the field, and it was

G-171 VOTED that the Board of Governors cordially endorses resolution NAS 297, and in so doing desires to emphasize the fact that the University as a whole has the definite Christian purpose of strengthening the Church in China, and of providing strong Christian leadership which shall serve the highest interests of China.

MINUTES OF THE SECTIONS

The following minutes of the Board of Directors, which had not received concurrent action by the Sections were noted:

- 990. Inauguration of new president
- 994. Laboratory fees
- 995. Breakage Deposit
- 999. Degree.

AMENDMENTS TO REGULATIONS AND BY-LAWS OF THE  
BOARD OF DIRECTORS

The by-laws of the Board of Directors and the Regulations for the Internal Organization of Cheeloo University, as approved by Minutes 997 and 998 of the Board of Directors and printed, were considered. It was recognized that



provisional forms had previously been given general approval and that until the document had reached the stage of final revision its correlation with the Charter and the by-laws of the Governors was impracticable. It was also noted that these bylaws are capable of alteration and that the Directors are already contemplating certain modifications. It was

G-172 VOTED that a sub-committee be appointed, consisting of Dr. Scott, Dr. Armstrong, Dr. Warnshuis, Mr. Hawkins and Mr. Wilson, with the administrative secretaries, to study the question, take legal advice and draft any document or alterations to existing documents which may be necessary to harmonize the Charter and the By-laws of the Governors ~~with the By-laws of the Governors~~ with the By-laws of the Board of Directors and the Regulations for Interantl Organization.

#### BUDGET 1932-33

It was noted that the Sections had already dealt with the Budget and reported such modifications as have been found necessary in the figures of available income.

#### NEW HOSPITAL BUILDINGS

No further action was taken, pending the receipt of detailed information as asked for in NASEC 284.

#### ELECTION OF OFFICERS

Nominations for officers were made in full session of the Board and the following were appointed:

Chairman	Rev. C. E. Wilson
Vice-Chairmen	Dr. A. J. Brown Mr. Kenneth MacLennan
Recording Sec'y	Dr. A. E. Armstrong
Administrative )	Dr. B. A. Garside
Secretaries )	Dr. H. H. Weir
Treasurer	Mr. Henry J. Cochran
Asst. Treas.	Mrs. A. K. Shaw Mr. H. G. Judd

#### SUMMARY OF EVENTS OF PAST YEAR

A summary of the events of the past year was presented, and the Board adjourned until 2 o'clock.

#### CORRELATION AT HOME BASE AND CORRELATED PROGRAMME

On reassembling at 2 p. m. members of the United Committee for Christian Universities of China were present.

Dr. Warnshuis reviewed the steps which have been taken in North America with the object of promoting correlation between the various Universities at the home base and the efforts to render effective the carrying out of the Correlated Programme in China, and discussion followed.

It was recognized that the programme as originally outlined involved a very large increase of expenditure and that in the present condition of the world this was impossible of accomplishment.

General agreement was expressed with the conclusions reached by the three joint conferences held in New York as recorded in the "Unified Report of their Deliberations and Findings" and the "Summary of Recent Actions regarding the Correlated Programme."

It was pointed out that the United Committee for Christian Universities of China effectively fulfills in Great Britain the functions of promotion and consultation proposed for the Associated Boards for Christian Colleges in China.

NAS 288 was considered and it was

G-173 VOTED that the Board records its agreement with NAS 288 as being the participation of the North American Section in the Associated Boards, pointing out to the Associated Boards that action taken by that body only affects the Cheeloo University in so far as its North American Section is concerned.

In view of the fact that there were present representatives both of North American ~~Section~~ and Great Britain, and, so far as Great Britain shares in them of the various colleges in China, the meeting placed on record its agreement with the following resolutions recorded in the "Summary of Recent Actions."

- 214. Need for correlation in framing budgets.
- 215. Need for securing approval from the Council of Christian Higher Education before making new departures.
- 221. Post-graduate work.
- 222. Professional schools.
- 226. Correlation to be based on existing resources.
- 241. Under-graduate work.

The meeting adjourned.

H.H. WHEIR; Sec. British Section  
for  
A.E. ARMSTRONG, Recording Sec'y

SHANTUNG CHRISTIAN UNIVERSITY  
BRITISH SECTION OF THE BOARD OF GOVERNORS

MINUTES of meeting held at 2, Eaton Gate, London, S.W.1.  
on Thursday, September 29th, 1932.

PRESENT Mr. Kenneth MacLennan in the Chair  
Lord Addington  
Dr. W. T. A. Barber  
Mrs. J. C. Carr  
Mr. F. H. Hawkins  
Dr. A. W. Hooker  
Mr. H. G. Judd  
Dr. R. Fletcher Moorshead  
Mr. W. G. Sewell  
Mr. W. B. Sloan  
Dr. H. H. Weir  
Rev. C. E. Wilson

PRAYER

The meeting opened with prayer, led by Dr. Barber.

APOLOGIES FOR ABSENCE

Apologies for absence were received from Miss Hornby and Dr. Ingle.

BS-353 MINUTES

The Minutes of the meeting held on May 6th, having been circulated, were taken as read and were approved and signed.

BS-354 MINUTES OF THE NORTH AMERICAN SECTION

Minute 303 of the North American Section, May 18th, concerning the Harvard-Yenching Appropriation was before the meeting. AGREED to concur in Minute 303.

BS-355 MINUTES OF THE BOARD OF DIRECTORS

Minutes of the Board of Directors, June 16-18th, 1932, and the covering letter from Rev. L.J. Davies, were considered. The following minutes were NOTED

- 1002. Reports of Administrative Officers.
- 1003. Regulations for the Treasurer's Office.
- 1004. Audit.
- 1006. New Hospital Building.
- 1007. Hospital Administration.
- 1008. Council of the Women's Unit.
- 1009. Staff and Furloughs.
- 1011. Candidates for Degrees.
- 1012. Officers and Committees.

BS-356 1005. Lease of Property

AGREED that the British Section generally approve of the suggested arrangements as set forth in Minute 1005 and Mr. Davies' covering

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letter, whereby the Missions holding property affected by the registration of the University would lease such property to the Board of Governors, who in turn would sublease it to the Board of Directors on the terms proposed. The British Section resolve (a) to send a formal request to the Baptist Missionary Society to take steps accordingly; and (b) to suggest to the North American Section of the Board of Governors that they take the matter up with the American Presbyterian Mission. All Boards interested in the property affected being asked to concur in the arrangement, and the necessary legal formalities to be carried through only when that has been secured.

BS-357 1010. English Diploma for Medical Graduates

Minute 1010 of the Directors and the covering letter from Mr. Davies were considered. It was felt that while a diploma in English is a very reasonable requirement of the alumni, there is a real distinction between the standard and status of an M.B. and an M.D. degree, and that the Board of Governors is definitely bound by clause 10 of the Charter of the Incorporation. So long as the standard of education of the University is only recognized as qualifying for an M.B. degree by the Chinese government, it does not appear to be within the powers of the Governors to grant an M.D. degree on that basis, though, should post-graduate work to a higher standard receive the approval of the Chinese Government, a diploma of M.D. in English could then be given. Accordingly it was

AGREED that the Section does not see its way to approve Minute 1010 of the Directors.

BS-358 MINUTES OF THE SCHOOL OF THEOLOGY

The Minutes of the second annual meeting of the Directors of the School of Theology, June 16th, 1932, with a covering letter from Rev. C.A. Stanley, were considered, and the items of the Minutes noted.

BS-359 UNIVERSITY TREASURER'S REPORT

The University Treasurer's Report and Financial Statement for the year 1931-32 and his covering letter of 27.7.32. were considered and recorded. The hope was expressed that as the Schools of Arts and Science will be able to start the current year without any accumulated deficit, they may in future be able to keep within their budgetted income.

BS-360 MISS HICKSON'S RENT

A letter of 26.9.32. was received from Miss Bowser, enclosing a copy of a letter of 5.7.32. from Dr. H.R. Williamson, pointing out that changes in the accommodation of the staff had involved a charge of \$20. per month for rent on behalf of Miss Hickson. The Section

AGREED that there was no claim on the Baptist Missionary Society for rent for Miss Hickson, and in so far as the University had

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provided lodging accomodation for Miss Hickson without charging her rent, the charge would fall on the funds collected by the British Section, as has happened every year when a charge has been remitted to this country.

BS-361 MISS DORETHEA READE

A letter 7.7.32. from Dr. Weir was received, reporting that S.P.G. had with very great regret been obliged to withdraw Miss Reade from the University to take a post on the staff of the College of the Ascension.

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MINUTES OF MEETING, N.AMERICAN SECTION

BOARD OF GOVERNORS, CHEELOO UNIVERSITY

3:00 P. M., Friday, October 28, 1932  
Room 300, 150 Fifth Avenue, New York City

List of Members

<u>Board</u>	<u>Class of 1933</u>	<u>Class of 1935</u>
Presbyterian, N.	*Miss M. E. Hodge Mr. H. J. Cochran Mrs. A. K. Shaw, Alt. Dr. E. M. Dodd, Alt.	*Dr. A. J. Brown *Dr. G. T. Scott *Mrs. C. K. Roys *Dr. C. H. Fenn, Alt.
United Church of Canada	(1 vacancy) Dr. J. H. Arnup	*Jas. Endicott (Alt. for Dr. Armstrong) *Dr. A. G. Sinclair, Alt.
W. M. S. of U. C. C. W. F. M. S. of M. E. Church	Mrs. H. R. Inksater Mrs. B. D. Snudden	*Mrs. J. M. Avann Mrs. Wm. I. Haven *Dr. W. C. Fairfield Mr. E. F. Willis *Dr. J. G. Vaughan Mrs. Ellis Phillips *Bishop W. P. Thirkield Dr. E. S. Tipple
American Board Presbyterian, S. Corresponding Member Co-opted Members	(1 vacancy) *Dr. R. L. Dickinson Dr. J. H. Finley Dr. Seth Milliken Dr. Paul Monroe	

Guests:- \*Dr. Samuel Cochran, \*Dr. H. W. Luce, \*Dr. Annie V. Scott, \*Dr. Susan S. Waddell, \*Dr. P. B. Price, \*Dr. A. L. Warnshuis.

Those whose names are starred above were present, as were Mr. C. A. Evans and the Secretary.

Dr. Brown, the Chairman of the Section, presided.

The meeting was opened with prayer, led by Bishop Thirkield.

Apologies for absence were presented by the Secretary.

The Chairman extended a warm welcome to the guests, and invited them to participate in the discussions of the meeting.

APPROVAL OF MINUTES

NAS-307 VOTED to approve as distributed the minutes of the meeting of the North American Section on May 18, 1932.

REPORT OF ANNUAL MEETING OF GOVERNORS

Dr. Warnshuis reported briefly on the Annual Meeting of the Board of Governors, held in London on June 20, 1932. It was agreed that nothing arising from the Minutes of the Annual Meeting required action at this time, though note was made of the fact that no report has yet been received from a special committee appointed at that time to make a detailed study of recent changes in the By-Laws of the Board of Directors. The Secretary was asked to follow up the matter.

October 28, 1932.

ANNUAL MEETING OF DIRECTORS, JUNE 16, 1932.

The Minutes of the Annual Meeting of the Board of Directors held on June 16-18, 1932, had been distributed to all members of the Section in advance of the meeting. Attention was also called to the actions on these Minutes taken by the British Section at the meeting held September 29, 1932.

Note was made of the following actions:-

- No. 1002. Report of Administrative Officers.
- No. 1003. Regulations for the Treasurer's Office.
- No. 1004. Audit.
- No. 1007. Hospital Administration.
- No. 1008. Council of the Women's Unit.
- No. 1009. Staff and Furloughs.
- No. 1011. Candidates for Degrees.
- No. 1012. Officers and Committees.

In connection with Minute No. 1003, Regulations for the Field Treasurer's Office, inquiry was made as to whether the University has adopted the policy of requiring an indemnity bond for the Field Treasurer, as is the general custom in most of the colleges, and in other similar organizations. The Secretary was asked to make inquiries, and to suggest to the field the desirability of such a policy if it has not already been adopted.

A number of other matters dealt with by the Annual Meeting of the Board of Directors were taken up more specifically later in the docket.

LEAVE OF ABSENCE FOR PRESIDENT CHU

Attention was given to the Minutes of the special meeting of the Administrative Council of the Board of Directors, held on August 19th. This meeting was called to consider the situation arising from the fact that the National Government of China and the Provincial Government of Hunan had extended to President King Chu repeated and urgent invitations to go to Hunan Province as Provincial Commissioner of Education. The specific request was that he go to Hunan for six months or a year to set up the new educational system for the province. After careful consideration of the matter, the Administrative Council granted President Chu a leave of absence for a period of six months to a year, and arranged for the carrying on of the University administration in President Chu's absence.

After discussion it was

NAS 308 VOTED that the North American Section, while regretting the necessity for President Chu's absence from the campus for a period of six months to a year, is appreciative of the honor conferred upon both Dr. Chu and the University in calling him to this responsible post, and rejoices that Cheeloo is able, through this temporary release of its president, to render an important service to the educational system of China. The Section extends to President Chu the warmest of good wishes for the success of his mission, and hopes for his early return to the University.

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MEETING OF BRITISH SECTION SEPTEMBER 29, 1932

Copies of the minutes of the meeting of the British Section on September 29, 1932, together with Dr. Weir's letter of October 3rd, had been distributed to the North American Section in advance of the meeting. These minutes were reviewed and specific action was taken on various matters dealt with in these minutes, as indicated below.

LEASE OF PROPERTY

The Section gave attention to Directors' Minute No. 1005, and British Section Minute No. 356, dealing with the proposed lease of the University property to the Board of Directors. Discussion showed that while the property of the University is now held in the name of the Baptist Missionary Society and the Board of Foreign Missions of the Presbyterian Church in the U. S. A., most of the other missionary bodies cooperating in the University have put up residences or other buildings concerning which they should be consulted before any formal lease is signed. It was

- NAS-309 VOTED (1) That the North American Section generally approve of the suggested arrangements as set forth in Directors' Minute No. 1005, and Mr. Davies' covering letter, whereby the Missions holding property affected by the registration of the University would lease such property to the Board of Governors, who would in turn sublease it to the Board of Directors on the terms proposed;
- (2) That the North American Section request the Board of Foreign Missions of the Presbyterian Church in the U.S.A. to arrange for the lease to the Board of Governors of the University property held in the name of the Presbyterian Board, after having secured the concurrence of the other Boards concerned;
- (3) That the North American Section refer to the Executive Committee, with power, the handling of any matters required to complete the execution of the lease to the Board of Directors.

NEW HOSPITAL PLANT

In advance of the meeting there had been distributed to all members of the Section a statement reviewing the developments to date with regard to the proposed new hospital plant and summarizing the most essential facts and figures involved in the recommendations of the field that "we proceed as soon as possible with the erection of the entire new hospital building in accordance with the revised plans."

The meeting discussed in full detail all aspects of the proposal, including the problem of increased costs of operation when the new plant is completed. It was brought out in the discussion that (1) the field has now incorporated into its revised plans the architectural changes recommended three years ago by a committee consisting of the medical members of the North American Section; and (2) at present rates of exchange and on the basis of cost estimates supplied by the field, there would be a balance of approximately G. \$40,000.00 remaining from building funds now in hand to form the nucleus of an endowment fund to care for increased operating expenses.



October 28, 1932.

After careful consideration it was

NAS-310 VOTED that, subject to concurrence by the British Section, in view of the urgency of the need and of the undesirability of holding longer the building funds which have been in hand for almost ten years, authorization be and is hereby given the field authorities of the University to proceed at their discretion with the erection, in accordance with the revised plans, of the entire new hospital plant, including new power plant and out-patient dispensary, and conversion of the present hospital, at a total cost for construction and equipment not to exceed L. C. \$606,440.32 after deducting expenditures made prior to June 30, 1932.

NAS-311 VOTED that the balance of the hospital building fund, after meeting the costs of construction authorized in the preceding action, be set aside as a fund for the endowment of the hospital.

INCOME FOR MAINTENANCE OF MEDICAL SCHOOL AND HOSPITAL

The Section gave careful study to the problem of adequate income for maintaining the work of the Medical School and Hospital, both in the immediate future and after the completion of the new hospital plant. It was agreed that serious attention should be given immediately to the task of seeking increased support, so that by the time the new hospital plant is ready for operation there will be no lack of funds for carrying on its enlarged service. Time was insufficient for a detailed discussion of these problems, but it was informally agreed that the Committee on Promotion be asked to give consideration to the matter, and that another meeting of the Section be called at a suitable time and place when these questions could be discussed at greater length.

In order to provide for the maintenance of present support during 1933-34, it was

NAS-312 VOTED that the North American Section of the Shantung Board of Governors earnestly request the Rockefeller Foundation for a continuation of its appropriation toward the support of the work of the School of Medicine during the fiscal year 1933-34 under the same general conditions as are in effect for the Foundation's appropriation during 1932-33.

ENGLISH DIPLOMA FOR MEDICAL GRADUATES

The Section reviewed Directors' Minute No. 1010, in which the Directors "recommend to the Board of Governors that on completion of the medical course graduates of this University be granted the degree of M. D." In this connection, note was made also of British Section Minute No. BS-357, and of covering letters from Mr. Davies and Dr. Weir. It was agreed that the proposal involves differences of procedure in the granting of medical degrees in Great Britain, Canada, China, and the United States, and that further information concerning the situation in Canada and China would be needed before an intelligent decision could be reached. The desire was also expressed that the interests of the medical graduates of Cheeloo be kept always in mind in reaching decisions. It was

NAS-313 VOTED that the North American Section finds that available information is not adequate to permit a competent decision on the request for authorization to confer the M. D. degree upon medical graduates of the University, and that therefore the following special committee

October 28, 1932.

be appointed to make a thorough study of the questions involved and to submit a report with recommendations at an early meeting of the Section:- Dr. Dickinson, Chairman, Dr. Milliken, Dr. Vaughan, Dr. Dodd, Dr. Cochran, with the Secretary ex officio.

REPORT OF TREASURER OF THE SECTION

There had been distributed in advance of the meeting the report of the Treasurer of the North American Section for the fiscal year closing June 30, 1932. After reviewing this briefly it was

NAS-314 VOTED to receive and place on record the report of the Treasurer of the North American Section for the fiscal year closing June 30, 1932.

REPORT OF AUDIT

The Chairman presented the report of the audit of the books of the Treasurer of the Section made by Chambellan, Berger and Welti for the fiscal year ending June 30, 1932. This report showed the books and accounts to be in satisfactory condition. It was

NAS-315 VOTED to receive and place on record the report of the audit for the fiscal year 1931-32 made by Chambellan, Berger and Welti.

RECOMMENDATIONS FROM ASSOCIATED BOARDS

The Section gave consideration to the recommendations coming from the organization meeting of the Associated Boards for Christian Colleges in China held on October 27th, 1932. All members of the North American Section are members of the Associated Boards, and most of those present at the meeting of the Section had attended the meeting of the Associated Boards on the preceding day.

It was

NAS-316 VOTED that the North American Section of the Shantung Board of Governors give its hearty approval to the Provisional Constitution of the Associated Boards for Christian Colleges in China as adopted in substance at the meeting held on October 27th, 1932; and that it takes this action with the understanding that the Associated Boards may make further modifications, at the time of its first Annual Meeting, in the phraseology and arrangement of this Provisional Constitution but not of its essential content, without the necessity of further approval by this Board.

NAS-317 VOTED that the North American Section of the Shantung Board of Governors nominate its representatives on the Executive Committee of the Associated Boards as follows:- Dr. Arthur J. Brown and Dr. Seth M. Milliken as principals representing the Section; Mrs. Wm. I. Haven, principal representing the Committee of the Woman's Unit if such representation is found in order, otherwise as first alternate representative of the Section; Dr. Dickinson alternate representative of the Section.

October 28, 1932.

NEXT MEETING OF SECTION

The members of the Section expressed sincere regret that time did not permit a full discussion with Dr. Scott, Dr. Waddell, and Dr. Price, of the work now being carried on at the University. The desire was expressed that another meeting of the Section be held at an early date at which the Board would have an opportunity to hear more at length from these staff members. It was suggested that a dinner meeting might be arranged. Attention was called to the fact that the Hon. H.H. Kung, Chairman of the Board of Directors, is now in the United States, and the hope was expressed that Dr. Kung might be able to attend. The Chairman and the Secretary were asked to follow up the matter of arranging such a meeting.

The meeting adjourned.

B. A. GARSIDE,

Secretary

SHANTUNG CHRISTIAN UNIVERSITY  
BRITISH SECTION OF THE BOARD OF GOVERNORS

Minutes of the meeting held at 2, Eaton Gate, S.W.1  
Friday, December 2, 1932

PRESENT Mr. Kenneth MacLennan in the Chair  
Rev. W.T.A. Barber  
Miss M.E. Bowser  
Mrs. J.C. Carr  
Mrs. F.H. Hawkins  
Dr. A.C. Ingle  
Mr. W.G. Sewell  
Mr. W.B. Sloan  
Dr. H.H. Weir  
Rev. C.E. Wilson

PRAYER The meeting opened with prayer, led by Mr. MacLennan.

APOLOGIES FOR ABSENCE

Apologies for absence were received from Lord Addington, Dr. Balme, Mr. Judd, Dr. Hooker, and Dr. Moorshead.

BS-362 Dr. Balme tendered his resignation reluctantly, as the earlier hour of meeting made it quite impossible for him to attend. The Section AGREED.

to ask Dr. Balme not to insist on his resignation but to continue a member of the Board and make a special effort to come when particularly needed.

BS-363 MINUTES

The Minutes of the meeting held on September 29th, having been circulated, were taken as read and were approved and signed.

BS-364 MINUTES OF ADMINISTRATIVE COUNCIL

The minutes of the special meeting of the Administrative Council of 19.8.32 with covering letter from Mr. Davies of 4.9.32; also letter of 18.10.32 from Mr. Davies, enclosing minute of Administrative Council passed by circulation 29.9.32 as follows:-

D-1014 (A.C.M. 0328)

Voted: "That in view of the leave of absence allowed the President of the University, the Dean of the Schools of Arts and Science, Mr. T.I. Linn, be and hereby is appointed concurrently acting president of the University during President Chu's absence; and that the duties of the Acting President be limited to "those duties of the President's office which concern correspondence and dealings with the government educational authorities and in general the external relationships of the University."

were considered, together with Minute NAS 308.

It was AGREED:

That while regretting the necessity for President Chu's absence from the University for a period of six months to a year, the British Section is appreciative of the honour conferred upon both Dr. Chu and the University in calling him to this responsible post, and rejoices that Cheeloo is able, through this temporary release of its President, to render an important service to the educational system of China. The Section extends to President Chu the warmest of good wishes for the success of his mission, and hopes for his early return to the University. The Section notes with interest and satisfaction the appointment of Mr. T. I. Linn as Acting President during President Chu's absence and the arrangements made for his duties.

BS-365 MINUTES OF THE NORTH AMERICAN SECTION

Minutes of the North American Section of 28.10.32 and covering letters from Mr. Garside were considered.

(a) NAS-308. Leave of Absence of President Chu.

As above.

(b) NAS-309. Lease of Property.

A letter was presented from Rev. C. E. Wilson to the Sec'y of the Section, enclosing a copy of one to Dr. G. T. Scott of the American Presbyterian Mission and of a draft lease forwarded to him with the suggestion that similar action might be taken by his Board.

(c) NAS-310, and 311. New Hospital Plant.

Very careful consideration was given to the Minutes of the North American Section concerning the new hospital buildings, and very grave anxiety expressed as to the up-keep of new buildings. The Section AGREED:

That, having considered D-1006 and NAS-310 and 311 of the North American Section, the British Section of the Board of Governors feels that it must be guided by the desires of those who have provided the building funds and the views as to the urgent need expressed by those responsible in China, and be prepared to go forward with any scheme for buildings which will provide adequate teaching and clinical facilities, and at the same time secure sufficient funds for annual maintenance. The Section is glad to know that the Directors and other friends of the University in China are confident that with new buildings a greatly increased income can be secured on the spot.

In considering the question of provision of the necessary increase in income, the Section calls attention to its own minute BS-333 and regrets to have to point out further that, conditions in this country having become still less favourable, the Section can hold out no hopes of increased contributions either from the cooperating societies or through its direct action, and indeed anticipates some decrease in the contributions from both sources in this country. The Section ventures to suggest that in order to mitigate the heavy burden of upkeep, as large a part of the available capital as possible should be retained as an endowment, and that careful reconsideration be given to the scheme, with a view to restricting the capital expenditure to the absolutely essential minimum in order to provide as substantial an endowment as possible towards the increased income which will be required for upkeep of the extended hospital work.

(d) NAS-312. Rockefeller Grant to School of Medicine.

AGREED to endorse the request of the North American Section to the Rockefeller Foundation and express the gratitude of the Section for the invaluable assistance which has already been given by the Foundation.

(e) NAS-313. English Diploma for Medical Graduates.

The Section noted with interest the action taken by the North American Section in appointing a special committee to investigate the question of the English Diploma for Medical Graduates, and postponed further consideration of the question until hearing from the Committee.

(f) NAS-316 and 317. Associated Boards.

The action taken in constituting the Associated Boards and the part played therein by the North American Section was noted with great interest and satisfaction.

BS-366

ENGLISH PRESBYTERIAN MISSION

The Section received with great regret a communication dated 23.11.32. from Rev. P. J. Maclagan, the Sec'y of the Foreign Missions Committee of the Presbyterian Church of England, reporting that his Board had with great reluctance been obliged to give a year's notice that it will have to terminate its contribution to the Shantung Christian University. The Section AGREED

to express to the Presbyterian Church of England its deep regret at losing the cooperation as well as the contribution of that body, and its hope that the interest which has so long been shown by the English Presbyterians in the University will be maintained and their cooperative participation renewed when brighter days return.

BS-367 ANNUAL MEETING 1933

The Secretary of the Section was instructed to correspond with the Secretary of the North American Section with a view to making arrangements for the Annual Meeting next year.

BS-368 DATE OF NEXT MEETING

Friday, February 10th, or some other Friday, at 5 o'clock.

N.B. The Section has come to the conclusion that it will be better to meet at 5 o'clock, at any rate for the present.

MINUTES OF MEETING  
NORTH AMERICAN SECTION, BOARD OF GOVERNORS  
SHANTUNG CHRISTIAN UNIVERSITY

5:00 P. M., Friday, February 17, 1933  
Prince George Hotel, New York City

List of Members

<u>Board</u>	<u>Class of 1933</u>	<u>Class of 1935</u>
Presbyterian, N.	*Miss M. E. Hodge Mr. H. J. Cochran	*Dr. A. J. Brown *Dr. G. T. Scott
	*Mrs. A. K. Shaw, Alt.	Mrs. C. K. Roys
United Church of Canada	*Dr. E. M. Dodd, Alt. (1 vacancy)	*Dr. C. H. Fenn, Alt. Dr. A. E. Armstrong
	Dr. J. H. Arnup	Dr. A. G. Sinclair, Alt.
W. M. S. of U. C. C.	Mrs. H. R. Inksater	
W.F.M.S. of M. E. Church	Mrs. J. K. Cecil	Mrs. J. M. Avann
	(1 vacancy)	*Mrs. Wm. I. Haven
American Board Presbyterian, S.		*Dr. W. C. Fairfield
Corresponding Member		Mr. E. F. Willis
Coopted Members	Dr. R. L. Dickinson	*Dr. J. G. Vaughan
	Dr. J. H. Finley	Mrs. Ellis Phillips
	Dr. Seth Milliken	Bishop W. P. Thirkield
	Dr. Paul Monroe	Dr. E. S. Tiple

Those whose names are starred above were present, as were Dr. Samuel Cochran, Mr. C. A. Evans, and the Secretary.

Apologies were presented on behalf of absent members.

Mrs. Haven presided until the arrival of Dr. Brown, who then took the Chair.

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

NOTE OF CHANGE IN ROSTER

Note was made of the election by the Woman's Foreign Missionary Society of the Methodist Episcopal Church of Mrs. J. K. Cecil, succeeding Mrs. Snudden who resigned.

APPROVAL OF MINUTES

NAS-318 VOTED to approve as distributed the Minutes of the meeting of the North American Section held on October 28, 1932.

MINUTES OF BRITISH SECTION

The Section reviewed the Minutes of the meeting of the British Section held on December 2nd, 1932, together with covering letters from Dr. Weir.



Endorsement of Dean Linn as Acting President. Note was made of Action BS-364 dealing with the action of the Administrative Council on September 29, 1932 (D 1014) by which Dean Theodore I. Linn was appointed Acting President of the University during President Chu's absence. It was

NAS-319 VOTED to concur in Action BS-364 of the British Section in extending to President Chu the warmest of good wishes for the success of his mission in Hunan and for his early return to the University; and in recording our interest in and satisfaction with the appointment of Dean Theodore I. Linn as Acting President of the University during President Chu's absence.

DIPLOMA IN ENGLISH FOR MEDICAL GRADUATES

Note was made of Action NAS-313 by which a special Committee was appointed to make a thorough study of the questions involved in the recommendation of the Board of Governors (D 1010) "that on completion of the medical course graduates of this University be granted a degree of M.D." Dr. Dickinson, the Chairman of this special Committee, had handed the Secretary the following report and recommendations:-

"On the question whether the University Medical School should confer the degree of M.D. or M.B., the members of the special Committee are unanimously in favor of Doctor of Medicine.

1. Peking Union Medical College confers the M.D. degree and it is a reflection on our graduates to do otherwise.
2. We operate under a Canadian Charter. Of the eight Canadian Schools, all confer the M.D. degree except Saskatchewan, which only runs a two year course. Toronto formerly gave only the M.B. degree on graduation, but not only has changed to the M.D. degree, but has made this retroactive (See Directory of American Medical Association, Canadian Schools). Shantung could be expected therefore, to give the degree of the country which gives its charter. Moreover, following the example of a medical school that ranks as high as Harvard, it might well make the action retroactive."

After a full discussion of this report, it was

NAS-320 VOTED that, subject to concurrence by the British Section, in view of the fact that the prevailing practice in Canada, where the University is chartered, is to confer the degree of Doctor of Medicine upon graduates of medical schools giving a course similar to that offered by Shantung Christian University, and also of the fact that this same practice is generally followed among other medical schools in China, approval be given to the recommendation of the Board of Directors that on completion of the medical course, graduates of Shantung Christian University be granted the degree of Doctor of Medicine.

NAS-321 VOTED that the suggestion that this policy be made retroactive be referred to the field with a request that they give the matter careful study and make recommendations to the Board of Governors.

Dr. Vaughan suggested the possibility that continued study by medical graduates might be encouraged in China by the development of some organization along lines somewhat similar to the American College of Surgeons and the American College of Physicians. The Secretary was asked to communicate, in consultation with Dr. Vaughan, this suggestion to the field.

REVISION OF GOVERNORS' BY-LAWS FOR  
REORGANIZATION OF THE SCHOOL OF THEOLOGY

Consideration was given to the proposed "revision of By-Laws of the Board of Governors for the reorganization of the Cheeloo School of Theology" as prepared by the Board of Managers of the School of Theology, and as transmitted by Dr. Stanley on October 24, 1932. Attention was called to the fact that the Annual Meeting of the Board of Governors, on June 20th, 1932, took the following action:-

"VOTED that a Sub-committee be appointed, consisting of Dr. Scott, Dr. Armstrong, Dr. Warnshuis, Mr. Hawkins, and Mr. Wilson, with the administrative secretaries, to study the question, take legal advice and draft any document or alterations to existing documents which may be necessary to harmonize the Charter and By-Laws of the Governors with the By-Laws of the Board of Directors and the Regulations for Internal Organization."

The Section agreed that the matter of the revision of the By-Laws pertaining to the School of Theology might well be placed in the hands of this Sub-committee already set up. It was

NAS-322 VOTED that the North American Section record its judgment that it seems desirable to have one comprehensive set of By-Laws of the Board of Governors, covering its relationship to all departments of the University, and that it refer to the Sub-committee created by Action G-172, for report at the next meeting of the Section or of the full Board, the proposed "Revision of By-Laws of the Board of Governors for the reorganization of the Cheeloo School of Theology."

LEASE OF PROPERTY

Dr. Scott stated that the Presbyterian Board has been actively engaged for several months in trying to work out the details of a lease to the Board of Governors of the University property held in the name of the Presbyterian Board. Correspondence has been entered into with all the other North American Mission Boards which are known or are supposed to have erected any building on the University property held in the name of the Presbyterian Board, and practically all these bodies have now notified the Presbyterian Board of their willingness that such a lease be given. The greatest difficulty has been that of obtaining clear and complete information as to who holds title to certain parts of the University property. A question has also been raised as to whether or not residences erected by the various cooperating Mission Boards for the housing of their representative on the University staff, should be included in this general property lease. Dr. Scott stated that both his office and the office of the Section were continuing their correspondence. It was noted that the Executive Committee of the North American Section has already been authorized to deal with any matters required to complete the execution of this lease.

In view of the fact that the questions of whether residences erected by Mission Boards for the housing of their representatives on the University staff, should be included in the lease of the University property to the Board of Governors, is now being actively considered by the governing Boards of several other colleges participating in the Associated Boards. It was

NAS-323 VOTED to request that the Associated Boards for Christian Colleges in China give early consideration to the general problem of the inclusion of Board erected missionary residences in property leases to Boards of Directors, with a request that recommendations be given as promptly as possible.

#### FINANCIAL SITUATION

The Secretary stated that, due to the serious falling off in income during this fiscal year because of reductions and postponements ~~in~~ dividends, the North American Section is facing a deficit at the end of the current fiscal year. The following statement and forecast as of January 31, 1933 was presented:-

(a) Anticipated Income to June 30, 1933

Rockefeller Foundation		G\$ 5,000.00
	Plus LC	10,000.00
Harvard-Yenching Institute		G 3,684.22
Income on Endowment		<u>1,312.50</u>
		G\$ 9,996.72
	Plus LC	10,000.00

(b) Disbursements to complete Appropriations

Medical Grant		G\$ 5,000.00
	Plus LC	10,000.00
General Budget		G 6,616.22
Home Administration		<u>303.22</u>
		G\$ 11,919.44
Current Cash Deficit, Jan. 31, 1933		<u>1,328.96</u>
		G\$ 13,248.40
Net Deficit		<u>3,251.68</u>
		G\$ 9,996.72
	Plus LC	10,000.00

Against this apparent net deficit of G\$3,251.68 the following reserves might be utilized if so directed:-

Surplus, 1930-31		G\$ 13.21
Board of Governors Reserve		714.36
Woman's Unit Reserve		<u>750.00</u>
		\$ 1,477.57
Deficit still to be provided for		<u>1,774.11</u>
		\$ 3,251.68

2/17/33

It was

- NAS-324 VOTED (a) to apply toward the anticipated deficit in the 1932-33 budget the Board of Governors' Reserve Fund of \$714.36, and the surplus from the 1930-31 accounts of \$13.21.
- (b) to request the Committee of the Chealoo Woman's Unit to allocate toward the anticipated 1932-33 deficit, the \$750. now carried as the Woman's Unit Reserve.
- (c) that any deficit still remaining in the 1932-33 budget account after the above allocations have been made be carried for the present on the accounts of the Section.

PLANS FOR NEW HOSPITAL

The Secretary presented excerpts from Dr. Shields' letter under date of January 11, 1933, and reported informally on other correspondence with the field and with the British Section. Note was made of Action BS-365 (c). The Secretary also reported the receipt on January 14th of the following cablegram:-

"COST WILL BE MORE THAN ESTIMATES. WILL NECESSITATE ALTERATIONS IN PLANS, AS ORIGINALLY PROPOSED BY YOU, REDUCING EXPENSES. APPROVAL OF BOARD REQUIRED BEFORE CONCLUDING ANY AGREEMENT. EXCHANGE IS VERY FAVORABLE. REQUEST YOU TO REMIT AS SOON AS POSSIBLE \$80,000.00 GOLD."

From the correspondence received from the field it was clear that discussion was still continuing regarding various proposed changes in the general building program for the new hospital, and also with regard to the advisability of going forward with construction of the new plant before all the additional funds required for operation and maintenance are in sight. Inasmuch as it was understood that further information and recommendations would be arriving from the field within the next few weeks, it was

NAS-325 VOTED to defer action on the request from the field for approval of modifications in the plans of the new hospital, and for the transfer to China of \$80,000, but to give discretionary power to the Executive Committee to take action on these matters if necessary.

The formal business session of the Section then adjourned.

GENERAL DISCUSSION OF PLANS AND POLICIES

Following the business session of the Section, a dinner meeting was held at which, in addition to those in attendance at the business session, the following were present:

Dr. Y. Y. Tsu  
Miss Frances R. Wilson  
Dr. Annie V. Scott  
Dr. P. B. Price

Mrs. Samuel Cochran  
Mrs. C. A. Evans  
Mrs. Frank C. Hughson  
Mr. R. H. Stanley

At the conclusion of dinner, the group held an informal discussion of the present plans and program of the University, and the problems now confronting it.

Dr. Tsu spoke briefly of the splendid service being rendered by Cheeloo University, and the wide recognition it has received.

Mr. Garside spoke of some of the outstanding problems now confronting the University, the most urgent of which is that of maintaining and strengthening our financial support.

Miss Wilson described the work and the plans of the School of Nursing.

Dr. Annie V. Scott told of the accomplishments and opportunities in the Department of Pediatrics, and related fields of children's work.

Dr. Price described briefly the general work of the hospital, and emphasized the urgent need for assurances of increased support.

There followed a general discussion, dealing chiefly with problems of publicity and promotion and the development of more adequate sources of support. The hope was expressed that through the Associated Boards for Christian Colleges in China there would be an opportunity for much more effective work than could be accomplished by a single institution working alone. The Secretary stated that within the last few days definite requests have been received from one of the Committees of the Associated Boards for information as to the promotional activities of each of the universities.

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It was pointed out that/the present time the North American Section has a promotional committee responsible for such matters. It was

NAS-326 VOTED to request the Promotional Committee of the North American Section to give early and earnest attention to the problems of publicity and promotion now confronting the University.

The meeting adjourned.

B. A. GARSIDE,  
Secretary

SHANTUNG CHRISTIAN UNIVERSITY  
BRITISH SECTION OF THE BOARD OF GOVERNORS

MINUTES of meeting held at 2, Eaton Gate, S.W. 1 on  
Friday, March 31st, 1933

PRESENT Mr. Kenneth MacLennan (in the chair)  
Dr. Harold Balme  
Rev. W. T. A. Barber  
Miss M. E. Bowser  
Mrs. Carr  
Mr. F. H. Hawkins  
Dr. A. W. Hooker  
Dr. A. C. Ingle  
Mr. W. G. Sewell  
Mr. W. B. Sloan  
Dr. H. H. Weir  
Rev. C. E. Wilson

PRAYER The meeting opened with prayer, led by Mr. MacLennan

APOLOGIES FOR ABSENCE

An apology for absence was received from Dr. Moorshead

BS-369 MINUTES

The Minutes of the meeting held on December 2nd, 1932 having been circulated, were taken as read and were approved and signed.

BS-370 ENGLISH PRESBYTERIAN MISSION

Mr. Sewell reported that he had been in communication with the English Presbyterian Mission regarding their letter of 23.11.32. He had received a letter 23.3.33 from Dr. Maclagan stating that the British Section may expect one more full year's contribution, £100, and not merely a proportionate amount up to November 23rd.

BS-371 SCHOOL OF THEOLOGY, PROPOSED REVISION OF BY-LAWS

A letter from Mr. Stanley, 24.10.32, enclosing proposed Revision of By-Laws of the Board of Governors for the Reorganization of the Cheeloo School of Theology was considered, along with letters from Mr. Garside and the minutes of the North American Section dealing with the subject. It was AGREED

"that the British Section concurs with NAS-322 and awaits first proposals from North America of the special committee appointed by action G-172."

MINUTES OF THE NORTH AMERICAN SECTION

BS-372 Endorsement of appointment of Dean Linn as Acting President.

It was AGREED "to endorse NAS-319."

BS-373 Diploma in English for Medical Graduates

Full consideration was given to the question of granting an M.D. diploma to medical graduates at Cheeloo, on the basis of the Minutes of the North American Section, Dr. Vaughan's statement, letters from Mr. Garside and Dr. Armstrong.

Dr. Balme pointed out that the University originally decided to follow the custom of Great Britain and give work and a thesis, but that in practice it had been found that such a method employed in practical isolation in China did not work satisfactorily. Very few graduates were able to proceed to the M.D. degree and there was a sense that Cheeloo graduates had not the same recognition as those of other medical schools, all of which granted M.D. on graduation.

After full discussion the Section VOTED  
"to concur in NAS-320; and also to concur in NAS-321."

BS-374 Lease of Property

Consideration was given to letters 7.12.32 from Mr. Stanley, 18.1.33 from Mr. Garside, and other correspondence, concerning the property occupied by the School of Theology. After full discussion it was AGREED

"that the British Section considers that property and buildings employed in connection with the School of Theology or definitely for religious purposes, including the Kumler Chapel and the Anglican Hostel and Chapel, should not be included in the lease contemplated, but continue to be held as at present."

The question of the form of lease was considered and the Section AGREED

"to give general approval to the form of lease submitted by the Rev. C. E. Wilson to Dr. G. T. Scott as fulfilling the necessary legal requirements."

BS-374 NAS-324. Financial Situation. NOTED.

BS-375 NAS-325. Plans for New Hospital

Information received from North America and China on the subject of the new hospital plans was considered, and it was AGREED

"to concur in NAS-325 and note with satisfaction the caution with which those in China are proceeding in the consideration of this very difficult question."

The Section also wished to record its gratification at the information conveyed in a private letter that the medical faculty regarded the existing hospital as too valuable to be discarded.

BS-376 ANNUAL MEETING OF THE BOARD OF GOVERNORS

The Section gave consideration to the arrangements needing to be made for the Annual Meeting of the Board of Governors in 1933 and AGREED

"that as there seems little or no prospect of any member of either Section being in a position to cross the Atlantic in the course of 1933, and in view of the restriction imposed on ad hoc travel by the present financial situation, the Annual Meeting should be held in 1933 in North America at such time as shall be most convenient to the North American Section, and that the British Section will cooperate by means of proxies."

BS-377 ASSOCIATED BOARDS

Minutes of Organization Meeting 1.12.30. and of the Special Committee on Nominations and of the Executive Committee on 10.1.32 were noted, and recorded.

BS-378 PROPOSED NEW APPOINTMENT

A letter 8.3.33. from S.P.G. was received, announcing the appointment of MISS MARY MARJORIE ALDERSON as Nursing Sister in the Diocese of Shantung, with the understanding that she should take Miss Reade's place at the University Hospital. The Section received this information with gratification, and anticipates Miss Alderson's appointment by the University to the vacant place on the Hospital staff.

BS-379 DATE OF NEXT MEETING

Agreed that the next meeting of the Section be held on Friday, May 19th at 5 P.M.



MINUTES OF MEETING  
NORTH AMERICAN SECTION, BOARD OF GOVERNORS  
SHANTUNG CHRISTIAN UNIVERSITY

9:30 A. M., Friday, April 21, 1933  
Room 300, 150 Fifth Avenue, New York City

List of Members

<u>Board</u>	<u>Class of 1933</u>	<u>Class of 1935</u>
Presbyterian, N.	*Miss M. E. Hodge Mr. H. J. Cochran Mrs. A. K. Shaw, Alt. Dr. E. M. Dodd, Alt.	*Dr. A. J. Brown *Dr. George T. Scott Mrs. C. K. Roys *Dr. C. H. Penn, Alt.
United Church of Canada	(1 vacancy) Dr. J. H. Arnup	*Dr. A. E. Armstrong Dr. A. G. Sinclair, Alt.
W. M. S. of U. C. C.	*Mrs. H. R. Inksater	*Mrs. J. M. Avann
W. F. M. S. of M. E. Church	Mrs. C. K. Cecil	*Mrs. Wm. I. Haven
American Board Presbyterian, S. Corresponding Member Co-opted Members	(1 vacancy)  R. L. Dickinson Dr. J. H. Finley Dr. Seth Milliken Dr. Paul Monroe	*Dr. W. C. Fairfield Mrs. E. F. Willis Dr. J. G. Vaughan *Mrs. Ellis Phillips Bishop W. P. Thirkield Dr. E. S. Tipple

Those whose names are starred above were present as were Mr. C. A. Evans and the Secretary.

The Section also welcomed as its guest Dr. Lois E. Witham, who has been appointed to the staff of Cheeloo University by the Woman's Foreign Missionary Society of the Methodist Episcopal Church.

Dr. Brown presided.

The meeting was opened with prayer.

Apologies for absence were presented on behalf of members unable to attend.

APPROVAL OF MINUTES

NAS-327 VOTED to approve as distributed the Minutes of the meeting of the North American Section held on February 17, 1933.

MATTERS ARISING FROM MINUTES OF BRITISH SECTION

The Section gave consideration to the Minutes of the meeting of the British Section of the Board of Governors held on March 31, 1933. A number of the items in those Minutes were dealt with in specific actions as follows:-

BS-371. Revision of By-Laws. Dr. Scott presented a report, as Chairman of the North American Section of the Sub-committee appointed by G-172, to "draft any document or alterations to existing documents which may be necessary to harmonize

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the Charter and the By-Laws of the Governors with the By-Laws of the Board of Directors and the Regulations for Internal Organization." He submitted a proposed revision of the By-Laws of the Board of Governors which the North American Section of this Sub-committee believes will meet the above requirement, and will also harmonize the present By-Laws of the Board of Governors with the new set of By-Laws proposed by the Cheeloo School of Theology. After consideration of this proposed revision of the By-Laws, it was

NAS-328 VOTED that in accordance with Article IX of the By-Laws of the Board of Governors, the North American Section propose the amended By-Laws attached hereto as Appendix A, for consideration and adoption.

BS-373. Diploma in English for Medical Degree. It was noted that the British Section by Action BS-373 has concurred in Actions NAS-320 and NAS-321, thus giving final approval to the recommendation of the Board of Directors "that on completion of the medical course, graduates of Shantung Christian University be granted the degree of Doctor of Medicine," and also making a suggestion that the Board of Directors consider the desirability of making this policy retro-active.

BS-374. Lease of Property. The Section gave consideration both to Action BS-374 and also to correspondence between the New York and London offices in regard to the terms of the proposed lease. It was noted that Action BS-374 is divided into two parts, that having to do with the reservation of School of Theology property, and that relating to the lease of the remainder of the property. It was

NAS-329 VOTED (a) that the North American Section concur in Action BS-374 as follows:- "that the British Section considers that property and buildings employed in connection with the School of Theology or definitely for religious purposes, including the Kumler Chapel and the Anglican Hostel and Chapel, should not be included in the lease contemplated, but continue to be held as at present".

(b) That in taking the above action, the North American Section understands that this does not exclude the above described property from the lease to be given to the Board of Governors by the two Mission Boards holding title to the property of Shantung Christian University, but applies only to the exclusion of this property from the lease to be given to the Board of Directors by the Shantung Board of Governors.

The Section then gave careful consideration to the form of lease to be used by the two Mission Boards holding title to the University property in leasing this property to the Board of Governors. It was

NAS-330 VOTED that it is the judgment of the North American Section that in order to enable the Board of Governors to carry its responsibilities adequately and simply, the Governors should control the property provided for and used by the University; and the North American Section believes that the present property owners should ultimately transfer all such property to the Governors (as intended by the

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Presbyterian Board in its action of March 7, 1924); but because of the present exigencies affecting property transfers, a lease is now advisable and the Governors' responsibility and service can be carried forward properly under a generous and long-term (say 50 years) lease of properties.

NAS-331 VOTED to refer to the Executive Committee with power, matters relating to the execution of a lease of the University property to the Board of Directors by the Board of Governors.

BS-375. Plans for New Hospital. No new information having been received from the field in regard to plans for the new hospital, it was agreed that no further action need be taken at this time, these questions already having been referred to the Executive Committee with power.

BS-376. Annual Meeting of the Board of Governors. It was

NAS-332 VOTED to refer to the Executive Committee with power matters relating to the date, plans, and arrangements for the Annual Meeting of the Board of Governors this year.

BS-378. Appointment of Miss Alderson. It was

NAS-333 VOTED that the North American Section notes with gratification the action of the Society for the Propagation of the Gospel in appointing Miss Mary M. Alderson as "Nursing Sister in the Diocese of Shantung, with the understanding that she should take Miss Reade's place at the University Hospital."

#### MATTERS ARISING FROM THE FIELD MINUTES

The Section gave consideration to the Minutes of the meeting of the Administrative Council held on February 10, 1933, together with covering letters from the field dealing with these Minutes.

D-1015 Budget for 1933-34. The Section gave consideration to an analysis of the 1933-34 Budget as prepared by the New York Office on the basis of information received both from the field and from Western sources. This analysis is attached hereto as Appendix "B". It was

NAS-334 VOTED that, subject to adjustment by the cooperating Mission Boards of the amounts of their appropriations for 1933-34, the North American Section define its contribution to the 1933-34 budget of the University as follows:-

	<u>L.C.\$</u>	<u>Gold \$</u>
<u>I. General University Budget</u>		
<u>A. Mission Board Cash Grants</u>		
Presbyterian Board, North	\$19,760.00	\$1,740.30
United Church of Canada	6,000.00	
U. C. C. Women's Board	3,000.00	
W. F. M. S.	8,500.00	
Presbyterian Board, South	<u>1,000.00</u>	
	38,260.00	<u>1,740.30</u>

April 21, 1933.

	<u>L. C. \$</u>	<u>Gold \$</u>	
Carried Forward	38,260.00		1,740.30
<b>B. <u>Mission Board Grants for Vacancies</u></b>			
Presbyterian Board, North	3,000.00		
<b>C. <u>Mission Boards, Staff</u></b>			
Presbyterian Board, North	66,000.00		
United Church of Canada	15,000.00		
U. C. C. Women's Board	3,000.00		
W. F. M. S.	15,000.00		
Presbyterian Board, South	<u>12,000.00</u>		111,000.00
<b>D. <u>Rockefeller Foundation</u></b>			
Support of Medical School	20,000.00	10,000.00	
Science Work	<u>-</u>	<u>2,500.00</u>	12,500.00
<b>E. <u>Endowment Income</u></b>			
General	G. \$ 1,950		
Less Home Administration	<u>700</u>	1,250.00	
Woman's Unit	G. \$ 975		
Less Home Administration	<u>350</u>	<u>625.00</u>	1,875.00
F. Harvard-Yenching Institute			<u>7,368.42</u>
	<u>172,260.00</u>		23,483.72
<b>II. <u>School of Theology Budget</u></b>			
<b>A. <u>Mission Boards, Cash Grants</u></b>			
Presbyterian Board, North	1,000.00		
United Church of Canada	1,000.00		
American Board	<u>1,600.00</u>	3,600.00	
<b>B. <u>Mission Boards, Grants for Vacancies</u></b>			
Presbyterian Board, North	<u>3,000.00</u>	<u>3,000.00</u>	
		6,600.00	
Grand Total	178,860.00		<u>23,483.72</u>

D-1016, 7, 8, Property Items. The Section noted that Actions D-1016, D-1017, and D-1018 relate to the erection of additional dormitories and residences on the University campus. Very little information was available as to the source of the funds for erecting these buildings. Although, presumably, these buildings are to be erected on land held in the name of the Presbyterian Board, and now in process of being leased to the Board of Governors, no request has been received either by the Presbyterian Board or by the Board of Governors for permission to erect such buildings on this property. In discussing these specific

I property items, the Section noted that in the past there has not been any very clear agreement between the field authorities and the Board of Governors as to the policy to be followed in property matters. It was therefore,

NAS-335 VOTED that whereas, there has been some lack of clarity in the procedure to be followed by the field and by the Board of Governors when the erection of new buildings is contemplated, and

Whereas, the erection of any new buildings is of immediate concern to the bodies in the West holding title to the land on which such buildings are to be erected, and

Whereas, the Board of Governors needs full information in regard to such proposed new buildings if it is to perform its duties effectively and intelligently.

Therefore, the North American Section proposes to the British Section and to the Board of Directors that a clearer policy as to the procedure to be followed in erecting new buildings be formulated along the following general lines:-

1. That whenever it is proposed to erect new buildings on the University campus, full information be supplied to the Board of Governors as to the nature and use of the proposed buildings, and the source whence the funds for their erection are to be obtained.
2. That whenever it is proposed to undertake construction or repair work costing in excess of some agreed figure (say L.C.\$2,500), that approval be secured from the Board of Governors before such construction is undertaken.

D-1019 Appointments. These appointments were noted and it was

NAS-336 VOTED to confirm the appointment of Mr. C. B. Sargent for work in the Foreign Language Departments.

D-1020 Furloughs. It was

NAS-337 VOTED cordially to endorse the invitation of the Board of Directors for the return after furlough of the following members of staff:-

Mr. S. Lautenschlager  
Dr. F. H. Mosse

Dr. T. Stearns  
Miss M. Morton Smith

#### FINANCIAL STATEMENT AND FORECAST

There was presented a brief financial statement and forecast covering the accounts for the North American Section for 1932.33 The Section noted with grave concern, that, due to reductions in Mission Board contributions and a serious decrease in income from endowment funds, the North American Section is facing a deficit of somewhat more than G. \$2,000. as of June 30, 1933. The Section recognized that immediate and serious study should be given to the whole problem of the finances of this Section, and it was

NAS-338 VOTED to request the Executive Committee to give early and careful study to the problem of the financial support of Shantung Christian University, and to suggest that this matter be given a preferred place on the docket of the next Annual Meeting of the Board of Governors.

NAS-339 VOTED that the Committee on Promotion be requested to give special attention to the financial problems of the University especially the anticipated deficit on June 30, 1933 of approximately G. \$2,000, and also to Shantung Christian University's share in the expenses of the Associated Boards.

#### REPORT BY THE CHEELOO WOMAN'S UNIT

Miss Hodge presented the following report of the meeting of the Cheeloo Woman's Unit held on the evening of April 20, 1933:-

1. The Committee voted to agree to the request of the Board of Governors to allocate the \$750.00 in its reserve fund of the Hall Estate towards the anticipated deficit of the University at the end of the fiscal year.
2. It reports with deep regret the resignation of Mrs. Shaw and expresses the hope that the Presbyterian Board will appoint Miss Helen Kittredge in her place.
3. It elected the following officers:-

Chairman: Mrs. J. M. Avann

Secretary: Miss Margaret E. Hodge

Treasurer: Miss Helen Kittredge (subject to appointment on the Board of Governors by the Presbyterian Board).

#### MATTERS ARISING FROM ASSOCIATED BOARDS' MEETING

The Section gave careful consideration to the matters referred to the individual college boards at the first Annual Meeting of the Associated Boards for Christian Colleges in China on April 18th and 19th. The Section expressed its gratification at the substantial progress made by the Associated Boards in effecting its own organization, in working for the fuller realization of the Correlated Program of Christian Colleges in China, and in planning for publicity and promotional activities in the West.

In response to specific requests by the Associated Boards for action on certain of its resolutions, it was

NAS-340 VOTED that in accordance with the previous actions of the North American Section, particularly NAS-289, the Section record its hearty approval of the following actions of the Associated Boards for Christian Colleges in China, and that it transmit these actions to the Board of Directors with its recommendation that the University do everything possible to go forward fully and loyally with the part assigned to Cheeloo in the Correlated Program:-

"(1) Voted that, whereas a number of years have now elapsed during which the individual universities and colleges, the Council of Higher Education, and the cooperating groups in the West, have all been free to suggest modifications in the proposed Correlated Program, and

"Whereas substantial agreement has now been reached on all major details of the Program, aside from those affecting certain institutions in the Shanghai and Fukien areas, and

"Whereas any further proposals for substantial changes would necessarily involve prolonged additional delays;

"Therefore the Associated Boards for Christian Colleges in China define its position as follows:-

"(1) That while recognizing that any effective program of Christian higher education in China must be constantly adjusting itself to meet changing conditions, the Associated Boards earnestly hopes that in the interests of progress any further modifications in the present proposals for a Correlated Program covering the next five years will be reduced to a minimum, and will be confined largely to a solution of the problem of correlation in the Shanghai and Fukien areas, and to the adjustment of minor differences in other areas referred to in the preceding recommendations.

"(2) That the Associates will not be in a position to conduct any general effort in behalf of any of the colleges represented in the Associated Boards until these institutions have undertaken to adjust their work in accordance with the recommendations of the Correlated Program and have given assurance that they will make for the present no changes in their work except as referred to above."

"(2) Voted that the Associated Boards record its judgment as follows:-

"(1) That the Council and the Associated Boards have now reached a substantial agreement as to both the main outlines and most of the essential details of the Correlated Program, except in matters relating to the groups of institutions in the Shanghai and Fukien areas.

"(2) That, while recognizing the necessity of adjusting the remaining differences referred to in the preceding recommendations, the Associated Boards assure the Council and the individual institutions and colleges of its earnest desire to go forward without further delay to the fuller realization of the Correlated Program.

"(3) That the next step in those portions of the Correlated Program outside the Shanghai area is for the individual institutions to adjust their programs fully and loyally to the part allocated to them within the Correlated Program, and to work earnestly for its more complete realization.

"(4) That, while expressing its gratification at the evidences of progress toward a solution of the many and difficult problems confronting the institutions in the Shanghai area, the Associated Boards believes that

further progress must still be made before a satisfactory measure of correlation can be considered as having been achieved in this area."

The Section further gave consideration to the resolutions of the Associated Boards with regard to its publicity and promotional work. It was

NAS-341 VOTED that the North American Section record its approval of the following resolutions of the Associated Boards regarding its publicity and promotional activities:-

"(1) Voted that the Associated Boards approve the following action of the Committee on Publicity and Promotion:-

"That this Committee on Publicity and Promotion define as an ultimate objective that the publicity and promotion of the individual participating universities and colleges be unified under the Associated Boards, that we agree to the desirability of taking the necessary steps to that end as promptly as possible, and that we recognize as one of the first essential steps to that end the adoption of a unified program of Christian higher education in China."

"(2) Voted that the Associated Boards adopt the following general policy regarding publicity and promotion:-

"a. That the work of the Committee on Publicity and Promotion be confined to items within the approved Correlated Program so far as they have been accepted by the institutions concerned.

"b. That there be created the office of director of Promotion (subject to provision being made within the budget) under the direction of the Committee on Publicity and Promotion.

"c. That the various boards coordinate within the Committee on Publicity and Promotion their programs of publicity, with the understanding that activities as related to individual institutions be conducted in such manner as will conserve the interest of each institution, and of the entire group.

"d. That the greatest use of existing groups and personal interests shall be achieved for the benefit of those institutions to which same have been related.

"e. That the expenses of publicity and promotion be shared proportionately according to participation, the details to be determined by the Committee on Publicity and Promotion in conference with the Boards of Founders.

"f. That, confidently anticipating that the colleges in China will undertake to adopt the Correlated Program, the Associated Boards' program of educational and promotional activity be undertaken immediately, and that effort be made to have this program in active operation by July 1st, 1933.

"(3) Voted that the Associated Boards approve the following suggestions in regard to types of work which may be undertaken in the near future as follows:-



"a. That immediate steps be taken to assemble source material for publicity and promotional work, through whatever channels may be found available.

"b. That plans be undertaken for the organization of meetings of permanent and/or temporary groups either at regular or irregular intervals, for the purpose of enlisting or cultivating interest in Christian higher education in China.

"c. That steps be taken as promptly as possible to devise means for making effective use in publicity and promotional work of staff and administrative officers on furlough from time to time.

"d. That in view of inadequate funds at the present time, no expenditures be made by the Associated Boards for an exhibit at the Chicago exposition.

"e. That the publication of a periodical bulletin and of one or more descriptive booklets be undertaken as a part of the regular program of publicity and promotion after the details of this program have been more completely formulated."

The Section also gave careful consideration to the following action of the Executive Committee of the Associated Boards adopted on March 24, 1933:-

"Voted, to refer to the Board of Governors of Cheeloo University the recommendation that there should be greater simplicity and unity in the administrative organization of the University."

It was

NAS-342 VOTED to request the Executive Committee to give early and careful consideration to the suggestion of the Associated Boards "that there should be greater simplicity and unity in the administrative organization of Cheeloo University", and to present a report with recommendations to the next meeting of the Section or of the full Board of Governors.

#### RESIGNATION OF MR. COCHRAN AND MRS. SHAW

The Section learned with profound regret that Mr. Henry J. Cochran and Mrs. A. K. Shaw had found it necessary, on account of the pressure of other responsibilities, to tender their resignations as members of the North American Section. It was noted that since both these members of the Section are representatives of the Presbyterian Board, any formal action will have to be taken by that Board. It was, however,

NAS-343 VOTED that the North American Section express its profound regret at the proposed resignation of Mr. Henry J. Cochran as a member of the Section, and that it record the hope that in the not-distant future it may again be possible for him to resume his active service as a member of this Section. Knowing of his warm interest in Shantung Christian University, we are confident that he will still be willing to consult with us when important problems come up for solution.

NAS-344 VOTED that the Section record its profound regret that Mrs. A. K. Shaw has found it necessary, on account of her removal from the city, to tender her resignation as Treasurer of the Woman's Unit, and as representative from the Presbyterian Board; and that it record its warm appreciation of the invaluable services she has rendered the Section over a prolonged period.

ELECTION OF OFFICERS AND COMMITTEES

It was

NAS-345 VOTED that the Secretary be instructed to cast a unanimous ballot for the following officers for the ensuing year:-

Chairman	Dr. Arthur J. Brown
Vice-Chairmen	Mrs. William I. Haven
	Dr. A. E. Armstrong
Treasurer	Dr. Seth M. Milliken
First Assistant Treasurer	Mr. C. A. Evans
Second Assistant Treasurer	Mr. B. A. Garside
Secretary	Mr. B. A. Garside
Assistant Secretary	Mr. C. A. Evans

NAS-346 VOTED to approve the following committees for the coming year:-

<u>Executive Committee</u>	The above officers, together with
	Dr. W. C. Fairfield
	Dr. E. S. Tipple
	Mrs. Ellis Phillips
	Dr. George T. Scott
	Miss Margaret E. Hodge
	Dr. C. H. Fenn, General Alternate
<u>Committee on Nominations</u>	Dr. George T. Scott
	Mrs. Ellis Phillips
	Dr. W. C. Fairfield
	Dr. A. E. Armstrong

NAS-347 VOTED to approve the following as representatives of North American Section and of the Cheeloc Woman's Unit on the standing committees of the Associated Boards:-

<u>Executive Committee</u>	<u>Principals</u>	<u>Alternates</u>
Governors	Arthur J. Brown	R. L. Dickinson
	Seth M. Milliken	
Woman's Unit	Mrs. Wm. I. Haven	Mrs. J. M. Avann
<u>Committee on Publicity and Promotion</u>		
Governors	Seth M. Milliken	R. L. Dickinson
	J. H. Finley	
Woman's Unit	Mrs. Ellis Phillips	Mrs. Wm. I. Haven

Committee on Christian Character  
and Relation to Christian  
Movement

Principals

Alternates

Governors

A. E. Armstrong  
Arthur J. Brown

W. P. Thirkield

Woman's Unit

Miss Margaret E. Hodge Mrs. J. M. Avann

Committee on Finance

Governors

Seth M. Milliken  
Arthur J. Brown

J. H. Arnup

Woman's Unit

Mrs. Wm. I. Haven

Miss Margaret E. Hodge

Committee on Staff and Curriculum

Governors

Miss Sarah Sturtevant  
W. C. Fairfield

A. G. Sinclair

Woman's Unit

Mrs. Ellis Phillips

Mrs. C. K. Roys

It was noted that a vacancy now exists in the coopted membership group due to Dr. Monroe's removal to Constantinople. It was

NAS-348 VOTED to elect Miss Sarah Sturtevant to succeed Dr. Paul Monroe as a coopted member of the North American Section, in the Class of 1937

The meeting adjourned with prayer by Mrs. Avann.

B. A. GARSIDE

Secretary

Approved  
April 21, 1933

Appendix A

BY-LAWS OF THE BOARD OF GOVERNORS  
SHANTUNG CHRISTIAN UNIVERSITY (CHEELOO)

ARTICLE I. NAME OF INSTITUTION

Section 1. The corporate name of the University shall be Shantung Christian University, or in Chinese Cheeloo Ta Hsueh.

Section 2. The corporate name of the School of Theology shall be the Cheeloo School of Theology, or in Chinese Cheeloo Shen Hsueh Yuan.

ARTICLE II. PURPOSE OF INSTITUTION

The purpose of Shantung Christian University and of the Cheeloo School of Theology shall be the advancement of the Kingdom of God through higher education of a distinctly Christian character, having in view the development of a capable and consecrated leadership for the Christian Church and the community in China.

ARTICLE III. COMPOSITION OF INSTITUTION

Section 1. The University and the School of Theology shall be constituted, operated and controlled by the cooperation of various Christian organizations.

Section 2. Any Christian agency by accepting the regulations governing the University and/or the School of Theology, by undertaking to provide at least the minimum basis of cooperation, and after approval of three-fourths of the cooperating bodies, may participate in the University and/or the School of Theology. The Charter names the bodies participating at the time of incorporation.

Section 3. In the University, the minimum basis and the unit of cooperation shall be the provision of an approved member of the University staff with residence or rent along with either an annual payment of Mex. \$2,000 or a capital grant of Mex. \$35,000 for current expenses. An annual grant of Mex. \$4,000 or a capital grant of Mex. \$70,000 for plant or endowment shall be considered the equivalent of the support of a member of the staff. A full cash unit shall be an annual grant of Mex. \$6,000 or a capital grant of Mex. \$100,000.

In the School of Theology the minimum basis, and the unit of cooperation, shall be the provision of an approved member of the School of Theology staff, with residence or rent, along with an annual payment of Mex. \$1,000 to the current budget, or a total annual grant in cash such as will provide for an equivalent service.

Section 4. A cooperating organization is free to withdraw from the University and/or the School of Theology, or may have its relationship discontinued by the Board of Governors, hereinafter mentioned, upon notice of at least one year, and with such special financial adjustment on property and other equities as may be agreed upon mutually or by arbitration.

ARTICLE IV. BOARD OF GOVERNORS

Section 1. Personnel

(a) Membership. There shall be a Board of Governors, (also to be known as the "Board of Founders") hereinafter usually called "The Governors", constituted as follows:- (1) members designated by constituent organizations according to their degrees of cooperation as follows: one member for a quota which is temporarily less than a unit, provided the Governors specifically approve; or two members for one to three units; or three members for four to seven units; or four members for eight to twelve units; or five members for thirteen or more units; and (2) members coopted by each Section of the Governors to a number not exceeding one-half the members of its representative members; and (3) Chinese members designated by the Board of Directors; and (4) the President of the University. All Governors shall be Christians in cordial sympathy with the purpose of the University.

(b) Alternates and Proxies. Any member may have an alternate who shall be chosen in the same manner as the principal. In the absence of the principal, an alternate may sit with full powers. At ensemble meetings an absent representative member, in the absence of his alternate, if any, may be represented by a properly accredited proxy with full powers. Alternates and proxies shall count in constituting a quorum.

(c) Length of Term. The term of membership shall be four years but for the initial organization one-half of the members shall be elected for two years. The members shall be divided into two classes with terms expiring alternately in the odd numbered years. Members shall continue in office until their successors are chosen. Members are eligible for re-election.

(d) Vacancies. A vacancy shall be filled for the balance of the term in the same manner as the former member was chosen.

Section 2. Sections

(a) "The Board shall be sub-divided into a North American Section and a British Section, and all acts done concurrently by both Sections shall have the same force and effect as if done at a meeting of the whole Board." (Act).

(b) Each Section shall hold such meetings and adopt such regulations as may be either required by the Governors or desired by that Section. Actions by Sections to be valid as actions of the Governors must be carried by a majority of each Section.

(c) The Functions of the Sections shall be chiefly the joint promotion and execution of ad interim affairs and such other activities as may be either designated by the Governors or undertaken by the Section in harmony with the Governors' policy and program.

(d) Each Section may have such officers and committees of its own as may seem desirable.

Section 3. Meetings

The Board of Governors will usually meet in Sections. Ensemble meetings may be called according to provisions hereinafter specified.

(a) Time of Meetings. The annual general meeting shall be held ensemble at such time and place as the Governors may decide. Special ensemble meetings may be called by the concurrent action of the two Sections. Members of the Board of Directors may attend meetings of the Governors as corresponding members.

(b) Call for Meetings. Written notice of each ensemble meeting shall be sent to each Governor by the Secretary at least sixty days prior to the date of such meeting; and the call shall indicate the exact time and place of meeting and as far as practicable, the nature of the business to be considered.

(c) Quorum. Of all ensemble meetings the quorum, including alternates and proxies, shall consist of one-half of the Governors provided that they represent both Sections of the Board and one-half of the cooperating organizations.

Section 4. Functions

(a) "The government, conduct, management and control of the University and of the School of Theology, and of the property, revenue, business and affairs thereof shall be exercised by the Boards." (Act). The Governors shall be responsible for the various functions indicated by the Act for the University and for the Board.

(b) The Governors shall be the ultimate authority in the University and the School of Theology, but for field administration shall empower the Directors and act through them as fully as possible. Matters from China referred to the Governors should come through the Directors with their covering recommendation.

(c) The Governors shall determine the annual budget of the University and the School of Theology (see Art. VI, Sec. 4(c)), shall pass upon the purchase, construction or sale of property, may hold in trust or by other agreement property used by or for the University, shall consider all matters involving change of policy or the establishment of new departments of the University, and shall endeavor to provide for the needs of the University through the cooperating organizations and in other ways.

(d) The Governors shall have power, subject to the provisions of Art. VI, Section 4(b), to appoint the vice-president(s), treasurer, deans, professors, associate professors, and all non-Chinese, permanent members of the staff; and may at their discretion remove any of the above named officers and members of the staff. The Governors may, however, delegate to the Board of Directors authority to make any or all of such appointments or removals. The election or removal of the President of the University by the Board of Directors shall be subject to the concurrence of the Board of Governors.

(e) The Governors may, from time to time, as and when required for the objects of the University; and/or the School of Theology; (1) borrow money upon the credit of the institution; (2) limit or increase the amount to be borrowed;

(3) make, accept, draw, endorse and execute bills of exchange, promissory notes and other negotiable instruments; and (4) invest the funds of the University and/or the School of Theology in such manner and upon such securities as shall be determined from time to time by the Governors.  
(But see Act of Incorporation Section 13).

(f) The Governors shall determine the custody and use of the University seal, impression of which is to be found in the margin. The seal is to be lodged in the Toronto office and by vote of the Governors duplicate seal(s) may be lodged in Tsinan, London, New York and/or other suitable place(s).

#### Section 5. Officers

(a) The officers of the Board of Governors shall be, a Chairman, one or more Vice-Chairmen, a Secretary or Secretaries, a Treasurer or Treasurers, and such other officers as may be duly chosen. One person may hold more than one office.

(b) Election. The Officers shall be elected at annual meetings to serve one year or until their successors shall have been elected and shall have qualified. In case any vacancy occurs, an election may be held at any regularly called meeting or the Chairman or the Governors may designate an acting officer to serve ad interim.

(c) Duties of the Officers. The Chairman of the Governors shall perform all the customary duties of that office. He shall sign and shall execute, with the Secretary or other designated officer(s) attesting, contracts and instruments authorized or issued by the authority of the Governors requiring his signature. A Vice-Chairman of the Governors, in the absence or disability of the Chairman, shall perform all duties of the Chairman of the Governors. A Secretary shall perform the usual duties of this Office and shall have custody of the corporate seal. A Treasurer shall perform the duties which ordinarily pertain to this Office.

#### Section 6. Committees

The Board of Governors, of either Section, may appoint such committees under such regulations as it may desire.

### ARTICLE V. FINANCE AND PROPERTY

Section 1. The fiscal year of the institution shall be from July 1 to June 30th. Remittances on University and/or School of Theology account may be made by any cooperating missionary organization through its own Mission in China to the University or School of Theology Treasurer on the Field. Any cooperating missionary organization may receive funds for transmission to the institution.

Section 2. (a) Title to the property used for University purposes shall preferably stand in the name of the University; but when necessary it may be held in trust or under agreement by the University for the organization providing it or in trust for the University by the organization providing it.

(b) Title to the property used for School of Theology purposes shall preferably stand in the name of the School of Theology; but when necessary it may be held in trust or under agreement by the School of Theology or by the Board of Governors for the organization providing it, or may be held in trust for the School of Theology by the organization providing it, by the University, or by the Board of Governors.

#### ARTICLE VI. BOARDS OF DIRECTORS

Section 1. There shall be in China a Board of Directors of the University (referred to in the Act of Incorporation as the "Field Board of Managers"), and a Board of Directors of the School of Theology.

#### Section 2. Membership

(a) The Board of Directors of the University shall be composed of: (1) Representatives of the cooperating Christian Missions and Churches in the field, designated on a basis from time to time determined by the Governors with due regard to the responsible relationship with the University and to the part taken by women in the University affairs; (2) three or, at the discretion of the Governors, more members designated by and from the graduates; (3) coopted members not to exceed in number one-half of the representative members with, however, such additional coopted Chinese members as may be necessary to provide a Chinese majority in the membership of the Board of Directors; and (4) the President of the University. Each Director shall be a Christian, in cordial sympathy with the purpose of the University. Procedure regarding term of membership, alternates, vacancies, et cetera shall be regulated by the By-Laws of the Directors.

(b) The Board of Directors of the School of Theology shall be composed of: (1) Representatives of cooperating church bodies and missions in the field; each such body providing the minimum amount of annual support required by the By-Laws shall be entitled to two representatives; for each additional unit of support or its equivalent, a cooperating body is entitled to one additional representative; (2) Two representatives from the Alumni of the School of Theology; (3) Coopted members not to exceed in number one-third of the representative members; and (4) The principal of the school as an ex officio member. Each Director shall be a Christian in cordial sympathy with the purpose of the School of Theology. Procedure shall be regulated by the By-Laws of the Directors.

#### Section 3. Meetings

The Boards of Directors shall hold annual meetings and may hold other meetings. Full minutes of all meetings shall be sent to the Governors. Procedure regarding time, place, quorum, and call of meetings shall be regulated by the By-Laws of the Directors.

#### Section 4. Functions

##### a. Board of Directors of the University

(1) These Directors shall, in agreement with these By-Laws, have the responsibility and authority of the Field Administration of the University, with powers and duties similar to those of the Directors of similar institutions,



their duties and powers to be more specifically designated in their constitution and/or by-laws. They may delegate such of their powers and duties to other responsible groups or persons as will provide the most efficient functioning of the institution. They shall promote the interests of the University in all appropriate ways.

(2) These Directors shall appoint and may at their discretion remove, subject in each case to confirmation by the Governors, the President of the University, Vice-President(s), Treasurer, Deans, and other administrative officers, and permanent non-Chinese members of the teaching staff, and shall in consultation with the mission or church concerned, appoint or remove any other members of staff supported by the cooperating missions and churches. They shall appoint or remove all other members of the staff. They shall prescribe the courses of studies, determine the conditions of entrance, fix the fees and other charges, and in general decide all questions of local management in harmony with the recognized policy and program of the University with due regard to the corporate opinion of the University staff. Important changes in the character of the educational or financial policy or program shall be made only with the approval of the Governors.

(3) These Directors shall at least annually prepare and present to the Governors audited balance sheets and financial statements including proposed budgets for the following year and shall make recommendation or suggestion on any and all matters vitally affecting the University.

(4) These Directors shall be accountable to the Governors for the condition, custody and uses of all funds received by them from whatever source. They shall determine the salaries of members of the staff paid directly by the University.

They shall locally administer and control on behalf of the owners all land, buildings, equipment and other properties used by the University in China. Funds shall be expended or obligations incurred only within the annual budget sanctioned by the Governors or with their special authorization. Appeals for funds in North America or Great Britain shall be only through or with the approval of the Governors of the respective Section.

(5) These Directors shall have power to enter          into an agreement with the Governors for a lease of the University plant on whatever terms may be found mutually satisfactory.

b. Board of Directors of the School of Theology

(1) These Directors shall, in agreement with these By-Laws, have the responsibility and authority for the administration of the School of Theology, with powers and duties similar to those of the Directors of similar institutions, their duties and powers to be more specifically designated in their constitution and/or by-laws. They may delegate such of their powers and duties to other responsible groups or persons as will provide for the most efficient functioning of the institution. They shall promote the interests of the School in all appropriate ways.

(2) These Directors shall present to the Governors nominations for Principal, Vice-Principal, Treasurer, Registrar, Professors, Associate Professors and permanent non-Chinese members of the staff, and may in consultation with any

mission directly involved, appoint or remove any other member of the staff. They shall prescribe the courses of studies, determine the conditions of entrance, fix the fees and other charges, and in general decide all questions of local management in harmony with the recognized policy and program of the School, with due regard to the corporate opinion of the staff. Important changes in the character of the educational or financial policy or program shall be made only with the approval of the Governors.

(3) These Directors shall at least annually prepare and present to the Governors audited balance sheets and financial statements, including proposed budgets for the following year, and shall make recommendations or suggestions on any and all matters vitally affecting the School.

(4) These Directors shall be accountable to the Governors for the condition, custody and uses of all funds received by them from whatever source. They shall determine the salaries of members of the staff paid directly by the School. They shall locally administer and control on behalf of the owners, all land, buildings, equipment and other properties used by the School in China. Funds shall be expended or obligations incurred only within the annual budget sanctioned by the Governors, or with their special authorization. Appeals for funds in North America or Great Britain shall be only through or with the approval of the Governors of the respective Section.

#### ARTICLE VII. THE STAFF

Section 1. Each officer and teacher shall be distinctly Christian in profession and character and shall be in cordial sympathy with the purpose and program of the institution. In an exceptional case involving particular qualifications of a Chinese for a specialized program for which no qualified Christian is available, the Directors may, by two-thirds vote, temporarily waive this requirement.

Section 2. Prior to assigning a representative to the staff a cooperating organization shall make sure that the prospective appointment is desired by the Directors.

Section 3. The various ranks in the teaching staff shall be Professor, Associate Professor, Assistant Professor, Associate, Lecturer, Instructor and Assistant Instructor.

Section 4. The President of the University shall be ex officio a Director and a Governor. Unless there is special action to the contrary he shall be the official medium of communication between the Directors and the Governors. He shall be responsible for the educational policy and general discipline of the University and for the execution of measures, not otherwise committed, concerning the field administration of the University. He shall have custody of a duplicate seal. In case of vacancy in the office of President or of his absence or inability to serve, an acting President shall be designated by the Directors, subject to the concurrence of the Governors.

Section 5. The Principal of the School of Theology shall ex officio be a Director. He shall preside at meetings of the faculty, and unless there is special action to the contrary, shall be the official medium of communication between the Directors and the Governors. He shall be responsible for the educational policy and general discipline of the School and for the execution of measures, not otherwise committed, concerning the field administration of the School. He shall have custody of the

School seal. In case of vacancy in the office of Principal, or of his absence or inability to serve, an acting Principal shall be designated by the Directors, subject to the approval of the Governors.

ARTICLE VIII. DEGREES AND CREDENTIALS

(a) Each Board of Directors, subject to conditions approved by the Governors, may confer undergraduate and graduate degrees upon the basis of examinations passed after the Special Act of Parliament of Canada incorporating the University on July 19, 1924.

(b) Each Board of Directors, subject to the concurrence of the Governors, may confer honorary degrees.

(c) Credentials may be granted by each Board of Directors to those who have satisfactorily completed certain prescribed courses of the University or of the School of Theology.

ARTICLE IX. AMENDMENTS

Amendments to these By-Laws may be proposed by either Section of the Board of Governors, or by the Directors. The By-Laws may be amended by a two-thirds vote at regularly called and constituted meetings of both Sections, or of the Governors, provided that a month's advance notice, with at least the substance of the amendment, shall have been furnished each member of the Board of Governors.

SHANTUNG CHRISTIAN UNIVERSITYBUDGET ESTIMATES 1933-34I. Expenditures

## Local Currency

<u>Department</u>	<u>Cash Expenditures</u>		<u>Missionary Salaries</u>		<u>Total Expenditures</u>	
	<u>1932-33</u>	<u>1933-34</u>	<u>1932-33</u>	<u>1933-34</u>	<u>1932-33</u>	<u>1933-34</u>
General Administration	21,860.	26,200.	18,000.	15,000.	39,860.	41,200.
Arts and Science	57,890.	65,485.	54,000.	54,900.	111,890.	119,485.
Medicine	107,420.	116,720.	75,000.	105,000.	182,420.	221,720.
Hospital	111,700.	116,700.	21,000.	-	132,700.	116,700.
Library	6,500.	6,500.	-	-	6,500.	6,500.
Rural Institute and Village Work	5,800.	8,300.	-	-	5,800.	8,300.
Scholarships and Building Fund	3,680.	4,280.	-	-	3,680.	4,280.
House Repairs	640.	640.	-	-	640.	640.
Harvard-Yenching Insti.	<u>36,800.</u>	<u>33,000.</u>	<u>-</u>	<u>-</u>	<u>36,800.</u>	<u>33,000.</u>
	352,290.	377,825.	168,000.	174,000.	520,290.	551,825.
Less transfers	<u>37,500.</u>	<u>43,500.</u>	<u>-</u>	<u>-</u>	<u>37,500.</u>	<u>43,500.</u>
	314,790.	334,325.	168,000.	174,000.	482,790.	508,325.

II. Receipts

	<u>L.C.\$</u>		<u>Gold \$</u>		<u>Decreases</u>	
	Field	New York	Field	New York	L.C.\$	Gold \$
<u>I. North American Section</u>	Estimates	Estimates	Estimates	Estimates		
American Pres. Bd. Cash	23,700.00	19,760.00	1,933.33	1,740.30	3,940.	217.53
" " " Staff	66,000.00	66,000.00*				
" " " Vacancy	3,000.00	3,000.00*				
United Ch. Canada Cash	6,000.00	6,000.00*				
" " " Staff	15,000.00	15,000.00*				
Women's Bd. U.C.C. Cash	3,000.00	3,000.00*				
" " " " Staff	3,000.00	3,000.00*				
Presby. South Cash	1,000.00	1,000.00*				
" " " Staff	12,000.00	12,000.00*				
W. F. M. S. Cash	8,500.00	8,500.00*				
" " " " Staff	15,000.00	15,000.00*				
Rockefeller Foundation	20,000.00	20,000.00	10,000.00 <sup>(c)</sup>	10,000.00		
Hall Estate General			5,000.00	1,250.00		3,750.00
" " Woman's Unit			2,500.00	625.00		1,875.00
Harvard-Yenching Insti.			11,333.33	7,368.42		3,964.91
Rockefeller Fo. Special				2,500.00		2,500.00**
	<u>176,200.00</u>	<u>172,260.00</u>	<u>30,766.66</u>	<u>23,483.72</u>	<u>3,940.</u>	<u>7,307.44</u>
<u>II. British Section</u>						
Baptist Board Cash	5,380.00					
" " Staff	30,000.00					
S. P. G. Cash	4,650.00					
" " Staff	24,000.00					
London Miss. Soc. Cash	1,500.00					
" " " Staff	6,000.00					
W. M. M. S. Cash	6,000.00					
" " " Staff	3,000.00					
British Section Cash	6,500.00 <sup>(a)</sup>					
" " Staff	3,000.00					
	<u>90,030.00</u>	<u>90,030.00*</u>				
<u>III. The Field</u>						
Tuition	36,415.00					
Fees (Hospital)	80,700.00					
Rents	6,540.00					
Interest & Exchange	3,820.00					
Donations	3,000.00					
Reserves	14,320.00					
	<u>144,795.00</u>	<u>144,795.00*</u>				
Totals	411,025.00	407,085.00	30,766.66	23,483.72	3,940.	7,307.44
Gold \$10,000 @ 3.50-1	35,000.00	35,000.00				
" balance @ 3.00-1	62,299.98	40,451.16				
	<u>508,324.98</u>	<u>482,536.16</u>				
Apparent Deficit						25,788.82
						<u>508,324.98</u>

\* Field's estimate accepted as being correct.

\*\* Increase.

(a) Later advices from the field would reduce this to approximately LC\$4,500.00.

(c) Figured 3.50-1.

SCHOOL OF THEOLOGYBudget 1933-34Expenditures.

<u>A. Administration:-</u>		<u>D. Kumler Chapel</u>	\$500.00
a. Office Expense	\$ 75.00	<u>E. Maintenance:-</u>	
b. Printing	125.00	a. Furniture & Equipment	100.00
c. Copyist	240.00	b. Repairs & Upkeep	365.00
d. Stationery	25.00	c. Cleaning & Supervision	475.00
e. Postage, Telegrams	35.00	d. Heating	550.00
f. Travel	300.00	e. Lighting	250.00
g. Scholarship	150.00	f. Water	135.00
h. Contingent	150.00	g. Insurance	135.00
i. General Upkeep	200.00	h. Public Service	75.00
j. Office Help	60.00		
	<u>1,360.00</u>		<u>2,085.00</u>
<u>B. Instruction:-</u>		<u>Summary:-</u>	
a. S. C. Lo	3,300.00	A. Administration	1,360.00
b. P. H. Chang	2,820.00	B. Instruction	8,520.00
c. Peter Pieng	2,400.00	C. Books & Magazines	700.00
	<u>8,520.00</u>	D. Kumler Chapel	500.00
<u>C. Books &amp; Magazines</u>	700.00	E. Maintenance	<u>2,085.00</u>
			<u>13,165.00</u>

Present Income

A.P.M.-----	\$1,000.00	
" Sub. Salary-----	3,000.00	
B.M.S.-----	1,000.00	
On Salary-----	1,120.00	
U.C.C.-----	1,000.00	(G\$500.00 = 15% cut)
M.E.M.-----	1,920.00	
A.B.C.F.M.-----	1,600.00	(G\$800.00, 20% cut)
Student Fees-----	1,000.00	
Benefit on Exchange-----	<u>1,525.00</u>	
Total-----	\$ 13,165.00	

Present Budget -- Total \$13,165.00

Additional Necessary Expansion

General Administration, Maintenance, Repairs, &c.-----	\$2,000.00
Chinese Salaries, Adjustments and New-----	12,000.00
Library, Books, Magazines-----	1,000.00
Departmental Expenses, Religious Education, Rural Church, City Work-----	1,000.00
Scholarships-----	1,000.00
Larger Parish, Rural Unit-----	1,500.00
Inter-Term Work, Travel, Misc. Expenses-----	1,000.00
Literary Department-----	<u>3,000.00</u>
Total-----	\$22,500.00

SHANTUNG CHRISTIAN UNIVERSITY  
BRITISH SECTION OF THE BOARD OF GOVERNORS

MINUTES of meeting held at 2 Eaton Gate, S. W. 1.  
on Friday, May 19th, 1933.

PRESENT Mr. Maclellan in the Chair  
Dr. Harold Balme  
Miss M. E. Bowser  
Mrs. J. C. Carr  
Mr. F. H. Hawkins  
Dr. A. W. Hooker  
Dr. A. C. Ingle  
Mr. H. G. Judd  
Mr. W. G. Sewell  
Dr. H. H. Weir  
Rev. C. E. Wilson  
Dr. H. W. S. Wright

Miss Morton Smith (by invitation)

The meeting opened with prayer, led by Mr. Maclellan.

APOLOGIES FOR ABSENCE.

Apologies for absence were received from the following: Lord Addington, Dr. Barber, Dr. Bruce, Miss Hornby, Dr. Moorshead and Mr. Sloan.

STAFF MEMBER ON FURLOUGH.

The Chairman extended a cordial welcome to Miss Morton Smith, just arrived on furlough from Cheeloo.

BS-380. MINUTES.

The Minutes of the meeting held on March 31st, 1933, having been circulated, were taken as read, and were approved and signed.

BS-381. MEMBERSHIP OF THE BOARD.

It was reported that the L.M.S. had appointed Mr. Maclellan and the M.M.S. Dr. Hooker and Miss Hornby, as their respective representatives for a further period of four years.

No appointments had yet been made by the B.M.S. and S.P.G.

It was AGREED to coopt Sir Alfred Lewis and Mr. Sloan for a further period of four years.

The following Officers for the year were elected:

Chairman - Rev. C. E. Wilson  
Secretary - Dr. H. H. Weir  
Organizing Secretaries - Mrs. J. C. Carr  
Mr. W. G. Sewell  
Treasurer - Mr. H. G. Judd

BS-382. STATEMENT OF ACCOUNTS.

The audited statement of accounts for the year ended March 31, 1933, was considered and accepted, and a vote of thanks passed to the auditor for his services.

BS-383. BRITISH SECTION BUDGET.

The Budget of the Section for the year ending March 31st, 1934, was considered and APPROVED as follows:

Contribution to United Committee	£ 230.
Miss Hickson's salary and rent	£ 180.
Furlough Reserve	30.
Probable surplus for Cheeloo	<u>160.</u>
Estimated Income	£ 600.

MATTERS ARISING FROM MINUTES OF NORTH AMERICAN SECTION.

BS-384. REVISION OF BY-LAWS.

NAS-328, with a covering letter from Mr. Garside, 26.4.33, were considered and the proposed By-Laws referred to the British Section of the special sub-committee appointed at the Annual Meeting, June 1932.

BS-385. LEASE OF PROPERTY.

NAS-329 and 330 were considered together with Mr. Garside's covering letter, and a letter of 23.3.33. from Rev. C. A. Stanley.

After considerable discussion the Section AGREED:

- (a) that the holding mission boards can clearly only give a lease to the incorporated body, i.e., the Shantung Christian University as incorporated by charter from the Parliament of the Dominion of Canada; reference in the lease to the charter is probably desirable.
- (b) that the Section sees no reason to go beyond the proposal originally put forward by the University in China and considers that a simple lease on the lines originally proposed by this Section to the University, as incorporated, is all that is needed; and regards it as essential that the titles held by national boards should not be disturbed.

MATTERS ARISING FROM THE ASSOCIATED BOARDS MEETING,  
APRIL 18th and 19th, 1933

BS-386.

NAS-340, 341 and 342 were noted. NAS 342, Organization of the University was considered and the Section felt that it was not in a position to pronounce any opinion until it heard the report of the recommendations to be made by the Executive Committee of the North American .



MATTERS ARISING FROM MINUTES OF THE ADMINISTRATIVE  
COUNCIL, February 10, 1933

BS-387. UNIVERSITY BUDGET FOR THE YEAR 1933-34.

The Section considered the Budget submitted in D-1015 by the University in China and that of the School of Theology for the year 1933-34, together with minute NAS-334, dealing therewith. It was AGREED:

That subject to adjustment by the cooperating mission boards as to the amounts of their appropriations, the British Section defines its anticipated contribution to the University Budget for the year 1933-34 as follows:

			<u>Field Est.</u>	<u>London Est.</u>
*B.M.S.	Cash	Mex.	\$ 5,380.	\$ 5,380.
	Staff		30,000.	( 30,000.) - £ 1,625.
*S.P.G.	Cash		4,650.	(5,000.) - £ 344.
	Staff		24,000.	( 24,000.) inc. vacancy for married man
L.M.S.	Cash		1,500.	1,500.
	Staff		6,000.	(6,000.)
*M.M.S.	Cash		6,000.	(3,000.) - £ 170.12.6.
	Staff		3,000.	(6,000.) - £ 256.10.
British	Cash		4,500.	£ 160.
Section	Staff		3,000.	(3,000.) - £ 160. & rent
<u>B.M.S. grants to</u>	Cash		1,000.	2,120.
<u>School of Theology</u>	Staff		1,120.	£ 320.
<u>Extension Dept.</u>	Cash		.....	(6,000.)
	Staff		.....	£ 337.10.

\* Grants made by these Missions are for the calendar year 1933, and require confirmation before they can be taken to refer to the period January - June, 1934.

NB. For the sake of convenience, salaries are stated in round figures, i.e., 3,000 for a single missionary and 6,000 for a married man. The figures given in brackets under London Estimate column are the assumed Mex. \$ equivalents of sterling grants as recorded in London.

BS-388. ERECTION OF NEW BUILDINGS.

D-1016, 1017, and 1018 were considered at it was AGREED to concur in NAS-335.

BS-389. APPOINTMENTS.

D-1019 was considered and it was AGREED to concur in NAS-336

confirming the appointment of Mr. C. B. Sargent for work in the Foreign Language Department.

BS-390. FURLoughs.

D-1020 was considered and it was AGREED to concur in NAS-337, and cordially to endorse the invitation of the Board of Directors for the return after furlough of the following members of staff: Mr. S. Lautenschlager, Dr. T. Stearns, Dr. F. H. Mosse, Miss Morton Smith.

BS-391. OTHER ITEMS IN NORTH AMERICAN SECTION MINUTES.

It was AGREED to note the following:

NAS-331 - Execution of Property Lease.

NAS-338 and 339, - Financial Statement and Forecast.

NAS-343, 345, 346 and 348 - Membership of North American Section.

Report by the Cheeloo Woman's Unit.

BS-392. ANNUAL MEETING OF THE BOARD OF GOVERNORS.

It was NOTED that the North American Section has given power to the Executive Committee to arrange for the Annual Meeting and while there is still no certainty that any member of the British Section will be able to visit North America this year, the hope was expressed that the meeting might take place in the latter part of September.

BS-393. DATE OF NEXT MEETING.

The date of the next meeting was left open for the Chairman and Secretary to arrange.

REPORT OF THE TREASURER  
SHANTUNG CHRISTIAN UNIVERSITY

For the Fiscal Year Ending June 30, 1933

This report is accompanied by the trial balance sheets as of June 30, 1933, and list of securities of the same date.

ENDOWMENT SECTION

There has been no change either in Endowment funds or investments during the past year. The investments total \$149,799.50 as per the attached list.

PLANT SECTION

The field has furnished data concerning the cost of land, buildings and equipment, and during the past year this information has been entered on our books. No record of the source of funds has been supplied, however, but it is hoped that at no distant date Cheeloo will furnish the North American Section the necessary information to the end that Plant Funds may be properly allocated. At present funds have been set up as representing the total cost of the Plant as follows:

Funds for Completed Buildings	\$732,058.90
"    "    Land	108,357.89
"    "    Equipment	<u>103,420.10</u>
Total	\$943,836.89

We have recorded the above funds as being used in the following manner:

<u>Completed Buildings:</u>		
General Educational	\$454,106.85	
School of Medicine	43,562.16	
School of Theology	38,564.91	
Hospital	77,624.30	
Tsinan Institute	41,804.18	
Heat, Light, Water & Sew.	46,512.22	
Miscellaneous	<u>29,884.28</u>	\$732,058.90
<u>Land:</u>	101,580.58	
Improvements	<u>6,777.31</u>	108,357.89
<u>Equipment:</u>		
School of Medicine	20,641.91	
University Hospital	20,869.09	
Chemistry & Physics	12,156.63	
Library	25,000.00	
Institute	<u>24,752.47</u>	103,420.10
Total Value of Plant		\$943,836.89

CURRENT GENERAL

Income on Endowment Funds has been drastically affected by the Aluminum Company's reduction of interest on its preferred to 1 $\frac{1}{2}$ %, and the entire omission of the dividend on preferred by the American Smelting and Refining Corporation. The total decrease was \$3,267.51. Sources of income were as follows:

Rockefeller Foundation	\$14,200.00
Harvard-Yenching Institute	7,368.44
Endowment Income	2,396.18
American Board	640.00
	<u>\$24,604.62</u>

A list of disbursements follows:

Board of Directors'-Current Expense	\$2,576.00
Home Administration-Executive Office	933.72
" " -Incidentals	97.55
" " -Governors	59.40
Rockefeller Foundation to Field	14,200.00
Harvard-Yenching Inst. " "	7,368.44
Total	<u>\$25,235.11</u>
Less Overdraft in Current General	<u>630.49</u>
	<u>\$24,604.62</u>

WOMAN'S UNIT

This Section is credited with one third of Endowment Income, so it likewise suffered a sharp decrease in receipts which totalled..... \$1,193.08  
 Disbursements to the field were..... \$1,288.00  
 Less Overdraft..... 94.92 1,193.08

CURRENT SPECIAL

Board of Governors' Reserve and Woman's Unit Reserve were both used to cover deficits occasioned through loss in income on Endowment funds, together with an overdraft of \$89.61 in 1931-32. The adjustments are shown herewith:

American Board payment carried forward	\$640.00	
Overdraft in Current General	630.49	
" " 1931-32	89.61	
" " Woman's Unit	<u>94.92</u>	\$1,455.02
Balanced by use of:		
Board of Governors' Reserve	\$714.36	
Woman's Unit Reserve	<u>740.66</u>	\$1,455.02

Balances carried in Current Special are tabulated as follows:

Woman's Unit Reserve	\$9.34
Joint Board Balance	87.44
Interest on Rohrman Estate	<u>235.00</u>
	<u>\$331.78</u>

CASH SITUATION

Cash Balances are shown in the schedule below:

	<u>Balances</u>
Endowment Cash	\$ 394.50
Current General	595.21
Current Special	<u>331.78</u>
	\$1,321.49

Of the above total \$640.00 was due the field from the American Board, leaving a net balance of \$681.49.

Respectfully submitted,

Seth M. Milliken, Treasurer  
B. A. Garside, Assistant Treasurer  
C. A. Evans, Assistant Treasurer

SHANTUNG CHRISTIAN UNIVERSITY

BALANCE SHEET AS OF JUNE 30, 1933.

ASSETS

Consolidated Endowment Investments  
Cash Awaiting Investment

149,799.50  
394.50

---

150,194.00

---

ENDOWMENT

Charles M. Hall Endowment Fund  
Endowment Funds transferred from Special  
Profit & Loss on Sale of Securities

150,000.00  
25.00  
169.00

---

150,194.00

---

PLANT

Completed Buildings:

General Educational  
School of Medicine  
School of Theology  
Hospital  
Tsinan Institute  
Heat, Light, Water & Sewage  
Miscellaneous

454,106.85  
43,562.16  
38,564.91  
77,624.30  
41,804.18  
46,512.22  
29,884.28

732,058.90  
101,580.58  
6,777.31

Land  
Land Improvements

Equipment:

School of Medicine  
University Hospital  
Chemistry & Physics  
Library  
Institute

20,641.91  
20,869.09  
12,156.63  
25,000.00  
24,752.47

103,420.10

---

943,836.89

---

Funds for Completed Buildings  
Land Funds  
Equipment Funds

732,058.90  
108,357.89  
103,420.10

---

943,836.89

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Shantung University  
Balance Sheet as of June 30, 1933

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<u>ASSETS</u>		<u>LIABILITIES</u>	
	<u>CURRENT GENERAL (before closing)</u>		
Board of Directors-Current Expense	2,576.00	Current General Cash	675.28
Home Administration-Executive Office	978.51	Receipts-American Board of Commissioners	640.00
"    "    -Incidentals	97.55	"    -Rockefeller Foundation	14,200.00
"    "    -Governors	59.40	Harvard-Yenching Restricted Account	7,368.44
Disbursed to Field	14,200.00	Endowment Income Unrestricted	2,396.18
"    "    "	<u>7,368.44</u>		
	25,279.90		<u>25,279.90</u>
	<u>CURRENT GENERAL (after closing)</u>		
Home Administration-Executive Office	44.79	Receipts-American Board of Commissioners	640.00
Current General Cash	<u>595.21</u>		
	640.00		<u>640.00</u>
	<u>WOMAN'S UNIT</u>		
Woman's Unit-Current Expense	1,288.00	Current Cash	184.53
Deficit 1931-32	<u>89.61</u>	Endowment Income-Unrestricted	1,193.08
	1,377.61		<u>1,377.61</u>
	<u>CURRENT SPECIAL (before closing)</u>		
Current Special Cash	1,786.80	Suspense	322.44
		Board of Governors' Reserve	714.36
		Woman's Unit Reserve in U.S.A.	<u>750.00</u>
	<u>1,786.80</u>		<u>1,786.80</u>

Shantung University  
Balance Sheet as of June 30, 1933

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ASSETS

Current Special Cash

331.78

331.78

LIABILITIES

CURRENT SPECIAL (after closing)

Suspense  
Women's Unit Reserve in U.S.A.

322.44

9.34

331.78



SHANTUNG CHRISTIAN UNIVERSITY

List of Securities as of June 30, 1933

<u>Amount</u>	<u>Security</u>	<u>Int. Rate</u>	<u>Cost Price</u>	<u>Market Price</u>	<u>Cost</u>	<u>Market Value</u>	<u>Income</u>
650 shs.	Aluminum Co. of America Pfd. Cumulative....	1 $\frac{1}{2}$	100	74-1/4	65,000.00	48,262.50	975.00
519 "	American Smelting & Refining 2nd Pfd. ....		103	60	53,457.00	31,140.00	-
100 "	Commonwealth & Southern Corp. Pfd. ....	6	63-1/8	52-3/4	6,317.50	5,275.00	600.00
270 "	General Motors Corp. Pfd. ....	5	92-5/8	89	25,025.00	24,030.00	1,350.00
					<u>149,799.50</u>	<u>108,707.50</u>	<u>2,925.00</u>

SHANTUNG CHRISTIAN UNIVERSITY

BRITISH SECTION OF THE BOARD OF GOVERNORS

MINUTES of meeting held at 2, Eaton Gate, London, S.W.1.  
on Friday, July 21st, 1933.

PRESENT Rev. C. E. Wilson in the chair  
Dr. Harold Balme  
Rev. W. T. A. Barber  
Miss M. E. Bowser  
Mr. F. H. Hawkins  
Dr. A. C. Ingle  
Dr. H. W. S. Wright  
Dr. H. H. Weir

Dr. F. H. Mosse )  
Dr. Annie Scott ) by invitation

The meeting opened with prayer, led by Dr. Barber.

APOLOGIES FOR ABSENCE.

Apologies for absence were received from Mrs. Carr,  
Rev. W. A. Grist, Dr. A. W. Hooker, Mr. MacLennan, Dr.  
Moorshead, Mr. Sewell and Mr. Sloan.

STAFF MEMBERS ON FURLOUGH.

The Chairman extended a cordial welcome to Dr. Annie  
Scott and Dr. F. H. Mosse, on furlough from Cheeloo.

NS-394 MINUTES.

The Minutes of the meeting held on May 19, 1933, having  
been circulated, were taken as read, and were approved and  
signed.

BS-395 MEMBERSHIP OF THE BOARD.

It was reported that the B.M.S. had appointed Miss M.E.  
Bowser, Dr. R. F. Moorshead and Rev. C. E. Wilson, and the S.P.G.  
Dr. H. H. Weir, and their respective representatives for a fur-  
ther period of four years.

BS-397 REVISION OF BY-LAWS.

The report of the Sub-Committee on the revised draft By-  
laws, approved by the North American Section, was considered,  
and after discussion the Secretary was instructed to submit to  
the North American Section the following points which, in the  
opinion of the British Section, need slight modification, sub-  
ject to which the Section gave its approval to the draft:-

Article V. Section 2 (a).

After the words "name of the University" in line 2, insert the words "as incorporated in Canada".

Article V. Section 2 (b).

In lines 3 and 5 for the words "By the Board of Governors" substitute "by the University as incorporated in Canada".

Article VI. Section 2 (a).

At the close of the paragraph, after the words "By-laws of the Directors" add the words "as approved by the Governors".

Article VII. Section 4.

After the words "a Director" in line 1, insert the words "of the University".

Article VII. Section 5.

After the words "a Director" in line 1, insert the words "of the School of Theology".

In lines 6 and 7 delete the words "he shall have custody of the School Seal."

Article IX.

In line 3, for the words "meetings of both Sections or of the Governors" substitute the words "meetings of the Governors or of both Sections of the Governors".

BS-398 LEASE OF PROPERTY.

Rev. C. E. Wilson reported correspondence between himself, Dr. Scott and Mr. Garside, and presented a form of lease superceding that originally proposed by the Baptist Missionary Society, inncorporating certain proposals made by Dr. Scott. The Section approved the draft with a view to its execution as soon as possible, in collaboration with the North American Section and the American Presbyterian Board.

BS-399 NEW HOSPITAL BUILDING.

The British Section had before it the letter from Dr. Shields of 19th May, 1933, and the accompanying minutes of the meeting of the Medical Faculty, but had not yet received the minutes of the Administrative Council or of the Directors. The Section felt that it could not take any action on the Minutes of the Medical Faculty, but asked the Secretary to communicate to Mr. Garside the tenor of the discussion of the Section's meeting.

BS-400 ANNUAL MEETING, NEW YORK, 1933.

The secretary reported that there was now no prospect of any member of the British Section being in the United States before January, and that he had written to Mr. Garside asking him to fix the most convenient date for the members of the North American Section and let this Section know.

MINUTES OF ANNUAL MEETING

BOARD OF GOVERNORS, SHANTUNG CHRISTIAN UNIVERSITY

Room 300, 150 Fifth Avenue, New York City  
10:00 A. M., October 17, 1933

Roster of Members

Chinese Section: #President King Chu, ex officio, #Dr. Chang Po-ling,  
#Dr. Cheng Ching-yi, #Dr. Y. Y. Tsu

British Section:

Class of 1933

Miss M. E. Bowser - B.M.S.  
Dr. R. F. Moorshead - B.M.S.  
Rev. C. E. Wilson - B.M.S.  
Mr. K. Maclennan - L.M.S.  
\*\*Dr. H. H. Weir - S.P.G.  
Dr. A. W. Hooker - W.M.M.S.  
Miss C. Hornby - W.M.M.W.A.  
Dr. P. K. Hill - Alt. for Dr. Hooker  
\*\*Sir Alfred Lewis - Coopted  
\*\*Mr. W. B. Sloan - "  
(2 Vacancies - " )

Class of 1935

Professor J. P. Bruce - B.M.S.  
Dr. A. C. Ingle - B.M.S.  
\*\*Mr. H. G. Judd - E.P.M.  
\*\*Mr. F. H. Hawkins - L.M.S.  
Rev. Godfrey Phillips - Alt. for  
Mr. Hawkins  
Rev. W. A. Grist - W.M.M.S.  
Lord Addington - S.P.G.  
Dr. H. W. S. Wright - S.P.G.  
Dr. W.T.A. Barber - Coopted  
Dr. Harold Balme - "  
Miss E. G. Kemp - "

North American Section:

\*Miss M. E. Hodge - P.N.  
\*Miss H. Kittredge, Alt. - P.N.  
\*Dr. E. M. Dodd, Alt. - P.N.  
Dr. Cleland B. McAfee - P.N. (Alt.)  
Dr. J. H. Arnup - U.C.C.  
Mrs. H. R. Inksater, W.M.S. of U.C.C.  
Mrs. C. K. Cecil - W.F.M.S.  
(Vacancy A.B.C.F.M.)  
Dr. R. L. Dickinson - Coopted  
Dr. J. H. Finley - "  
\*Dr. Seth Milliken - "  
Miss Sarah Sturtevant - "(Class of 1937)

\*Dr. A. J. Brown - P.N.  
\*Dr. George T. Scott - P.N.  
Mrs. C. K. Roys - P.N.  
\*Dr. C. H. Fenn, Alt. - P.N.  
\*Dr. A. E. Armstrong - U.C.C.  
Dr. A. G. Sinclair, Alt. - U.C.C.  
Mrs. J. M. Avann - W.F.M.S.  
\*Mrs. W. I. Haven - W.F.M.S.  
Dr. W. C. Fairfield - A.B.C.F.M.  
Mr. E. F. Willis - P.S.  
\*Dr. J. G. Vaughan - Corresp. Mem.  
Mrs. Ellis Phillips - Coopted  
\*Bishop W.P. Thirkield - "  
Dr. E. S. Tipple - "

Secretaries:- \*Mr. B. A. Garside, \*Mr. C. A. Evans

Those whose names are indicated by \* were present in person; those whose names are indicated by # were represented by Dr. Samuel Cochran as proxy; those whose names are indicated by \*\* were represented by Dr. A. L. Warnshuis as proxy.

Dr. Thornton Stearns was also present for a part of the meeting as the guest of the Board.

Dr. A. J. Brown, Vice-Chairman of the Board, presided.

Apologies for absence were presented on behalf of members unable to attend. It was explained that the Rev. William Paton, who had been appointed as proxy for a number of the members of the British Section, had been prevented from attending the meeting by other important engagements, and that efforts to find some other date satisfactory both to Mr. Paton and to the other members of the Board had been unsuccessful.

#### CHANGES IN ROSTER

No changes since the last Annual Meeting had been reported from the Chinese Section or the British Section.

The following changes in the North American Section were noted:- Miss Helen Kittredge to succeed Mrs. A. K. Shaw as an alternate member from the Presbyterian Board; Dr. Cleland B. McAfee as an additional alternate member from the Presbyterian Board; Mrs. C. K. Cecil to succeed Mrs. B. D. Snudden as a member from the Methodist Women's Board; Miss Sarah Sturtevant to succeed Dr. Paul Monroe as a coopted member in the class of 1937.

#### APPROVAL OF MINUTES

It was

G-174 VOTED to approve the minutes of the Annual Meeting of the Board of Governors held June 20, 1932, as circulated.

Note was also made of the distribution of the following minutes of the two Sections since the date of the last Annual Meeting:-

British Section:- Meetings of September 29, 1932, December 2, 1932, March 31, 1933, May 19, 1933, July 21, 1933.

North American Section:- Meetings of October 28, 1932, February 17, 1933, April 21, 1933.

#### MATTERS REFERRED TO THE GOVERNORS BY THE DIRECTORS

The Board gave consideration to the minutes of the Annual Meeting of the Board of Directors, held in Tsinan June 15th to 18th, copies of which had been distributed to all those present. These minutes were made the basis for action by the Governors as follows:-

Report on Property, and Execution of Lease. In connection with Minute D-1023 of the Board of Directors, report was made of the progress of the two Sections toward the execution of the property leases required by the conditions of the University's registration with the Chinese Government:-

(a) Leases given by holding Mission Boards to Board of Governors. It was noted from the minutes of the July 21, 1933 meeting of the British Section (BS-398) and from correspondence from Dr. Weir, that the Baptist Missionary Society had executed a lease to the Board of Governors of the property of the University held in the name of the Baptist Missionary Society, and that the British Section had approved this lease. It was not possible, however, for the Board to deal with this lease officially, since no copy of it had yet been

received in New York. Dr. Scott stated that the Presbyterian Board had approved the execution of a lease to the Board of Governors of the property of the University held in the name of the Presbyterian Board, and that the actual drafting of this lease awaits information from London as to the form of lease executed by the Baptist Missionary Society.

The Board expressed the earnest hope that within the near future the Presbyterian Board would be able to execute its lease and the North American Section would be able to give its approval.

(b) Lease given by Board of Governors to the Board of Directors. The Board recognized the necessity of proceeding as rapidly as possible with the execution of a lease from the Governors to the Directors, and to that end it was

G-175 VOTED to appoint a special Committee on Lease, consisting of Dr. Scott, Dr. Warnshuis, and Dr. Armstrong with power to draft, in consultation with counsel, a lease from the Board of Governors to the Board of Directors of such property of the University as it is desirable to place under the control of the Directors; and to instruct this committee to submit this proposed lease to the two Sections of the Governors for action at the earliest possible date.

Finance and Property Committee Report, and Audit of Field Treasurer's Accounts. The Board noted these reports with interest. Concern was expressed for the serious financial problems of the University revealed by these reports, but formal action on these problems was deferred until later in the meeting.

Resignation of President King Chu. In addition to the action taken by the Directors in June (D-1025) the Board gave attention to the minutes of the special meeting of the Administrative Council held on September 7th. At the time of the latter meeting Dr. Chu had found that the considerations impelling him to continue as Commissioner of Education in Hunan Province were so strong as to necessitate his resignation as President of Cheeloo University. The Directors therefore, regretfully accepted Dr. Chu's resignation and made plans for interim administration of the University and for securing Dr. Chu's successor. After discussion it was

G-176 VOTED to adopt the following resolution:-

The Board of Governors has learned with great regret of the resignation of President Chu and the acceptance of it by the Board of Directors. This Board has no alternative other than to acquiesce in the decision of President Chu, but in doing so it places on record its genuine appreciation of the services rendered to the University by the President during his term of office. This Board also recognizes the importance of the office and work to which the Government has called Dr. Chu, and assuring him of its continued respect and interest, it expresses the hope that he may enjoy the success of greatly advancing the cause of good education in the province of Hunan.

The Board of Governors also expresses its concern for the welfare of the University because of this vacancy in the office of the University President. Appreciating fully the ability and loyalty of the other officers of the University, its faculty, and the Directors, this Board is deeply impressed with the urgent need of obtaining another President of the University who will give to it the leadership that will develop the helpful cooperation of all the members of the University in a united program and that will enable the University as a rightly coordinated unit to render even greater service than ever before to the community to which it is related. This Board is fully committed to the plan of carrying forward the development of the University in research and in extension work that is closely related to the rural needs of China and of training its students to serve in the largest possible measure the great proportion of China's people who live in the villages and country districts. To this end, this Board expresses the earnest desire that the President to be chosen may be a man who in his interests and his training will be competent to lead in this necessary and important work that should characterize Cheeloo University.

New Hospital Plant. The Board gave its careful attention both to the actions of the two Sections during the past year, and also to the actions of the Directors and the correspondence from the field, regarding the construction of the new plant for the University Hospital. A report was made of the discussion and recommendations of a group of the medical members of the Board who had met together during the luncheon intermission for study of this matter. The two questions which chiefly engaged the attention of the Board were (1) how far available funds would be sufficient for the construction and equipment of the proposed new hospital plant, and for the setting aside of a sum as the nucleus of an endowment fund for operating and maintaining the hospital; and (2) how the University would provide the additional funds for operating and maintaining the new hospital plant.

The Board recognized the close connection between these questions and the general problem of the financial support of the University which was dealt with elsewhere on the docket.

After full discussion, it was

G-177 VOTED that the Board of Governors reaffirm its desire that the new hospital plant of the University be erected in accordance with the general plans which have already met with approval on the field and at the home base and that construction go forward as rapidly as prudent judgment will permit; but that at the present time authorization be given to the treasurers of the Board of Governors to transmit to the field only such building funds as are available after setting aside a reserve fund of U.S.\$40,000.00, and as may be required to construct such portions of the new hospital plant as can be operated with present sources of income or with such additional income as can be obtained from sources in China.

Revision of By-Laws. The Board gave consideration to the revised By-Laws of the Board of Governors, as proposed by the North American Section in action NAS-328,



and as amended by the British Section in action BS-397. While it was noted that some suggestion for further changes may be sent by the field, it was agreed that adoption of the By-Laws in the form recommended by the two Sections would not interfere with the incorporation later of any amendments proposed on the field or elsewhere. It was therefore

G-178 VOTED that in accordance of Article IX of the By-Laws of the Board of Governors, the Board hereby approve the amended form of these By-Laws as proposed by the North American Section in Minute NAS-328, and as further amended by the British Section in Minute BS-397.

These amended By-Laws are attached to these minutes as Appendix A.

Matters Related to Correlated Program. The Board considered actions D-1030 and D-1033, all of which relate directly or indirectly to the rural program of the University. It was

G-179 VOTED that the Board of Governors express its sympathetic interest in the measures proposed by actions D-1030 to D-1033, looking to the transfer to Cheeloo University of Mr. Sam Dean, and of the North China School of Engineering Practice, the establishment at Cheeloo of administrative headquarters of the North China Industrial Service Union, and the setting up of a Rural and Industrial Institute; and that the Board further express its sincere desire that these lines of work be fully coordinated with the general program of the University.

Diploma in English for Medical Graduates. The Board noted Action D-1034 dealing with the diploma in English to be given to the medical graduates. It also noted that both the British and the North American Section have concurred in approving the granting of the M.D. degree to graduates of the Cheeloo School of Medicine.

#### SIMPLIFICATION OF ADMINISTRATIVE ORGANIZATION AND PROCEDURE

The Board gave consideration to the question of whether it is desirable that there be some simplification of the administrative organization and procedure of Cheeloo University, both on the field and at the home base. The comments of members of the British Section, dealing particularly with organization and procedure at the home base, were presented by Dr. Warnshuis. Dr. Cochran and others described some of the administrative difficulties and problems arising on the field.

It was agreed that no change should be contemplated which would in any way weaken the closeness and cordiality of the relationships between the University and its cooperating Mission Boards and constituency, but at the same time the hope was expressed that further study might suggest possible ways of simplifying organization and procedure, particularly on the field and in the relationships between the field and the home base. It was

G-180 VOTED that the Board of Governors record its judgment that no change should be contemplated in the administrative organization and procedure of Cheeloo University which would in any way interfere with the closeness and cordiality of relationships between the University and its cooperating Mission Boards and constituency; but that the Board of Governors express its desire to cooperate with the field in seeking any modification of organization and procedure which would facilitate

the carrying on of the work of the University, and to that end requests the secretaries of the Board of Governors to correspond with the field to secure specific suggestions and recommendations.

#### TREASURER'S REPORTS

There was presented to the Board of Governors the Report of the Treasurer of the North American Section for the year ending June 30, 1933. No report had been received from the Treasurer of the British Section. It was

G-181 VOTED to receive and place on record the Report of the Treasurer of the North American Section for the year ending June 30, 1933.

#### FINANCIAL PLANS FOR FUTURE OF CHEELOO

Consideration was given to a statement of the financial needs of Cheeloo University, and possible plans for meeting these needs. The Board agreed that at the present time the University is facing a very grave financial crisis, and that if it is to go forward with its work substantial increase in support must be secured in the near future. The chief needs confronting the University were agreed to be as follows:

1. Additional income of approximately U.S.\$15,000 for the current fiscal year 1933-34.
2. Increase in permanent support for the work of the School of Medicine and the University Hospital. It was estimated that an assured income of approximately U.S.\$50,000 per year should be secured to replace the present annual grant from the Rockefeller Foundation, to provide for increased operating and maintenance costs for the new hospital plant, and to promote the development of the general medical program of the University.
3. Increase in permanent support for the Colleges of Arts and Sciences, particularly for the development of the rural program of the University. It was estimated that an additional assured income of U.S.\$50,000 per year is needed to replace the serious losses in support which have been incurred during recent years, and to promote the adequate development of the program of the Colleges of Arts and Sciences.
4. Other current and capital financial needs requiring assistance at the earliest possible date, such as more adequate support for the School of Theology and the provision of a few urgently needed additions to the physical plan of the University.

The Board recognized the urgency of these problems, but expressed its judgment that the major efforts toward meeting these needs must be made by the two Sections of the Board, rather than by the full Board. It was

- G-182 VOTED
1. That the Board of Governors record its profound appreciation of the very critical financial situation that now confronts Cheeloo University, and that it hereby resolves to do everything within its power to increase the financial support of the institution.
  2. That the Board request the North American Section and the British Section to give earnest and careful study to the problem of securing additional support.
  3. That the Board likewise request the Board of Directors and the administrative officers in China to give early and earnest study to the problem of how increased support for the University can be secured in China.

ELECTION OF OFFICERS

The Nominating Committee presented its recommendations, and it was

G-183 VOTED that the Secretary be instructed to cast an unanimous ballot for the following officers of the Board of Governors for the ensuing year:

Chairman	Rev. C. E. Wilson
Vice-Chairmen	Dr. A. J. Brown Mr. Kenneth Maclellan
Recording	
Secretary	Dr. A. E. Armstrong
Administrative	Mr. B. A. Garside
Secretaries	Dr. H. H. Weir
Treasurer	Dr. Seth M. Milliken
Assistant	Mr. H. G. Judd
Treasurers	Miss Helen Kittredge

NEXT ANNUAL MEETING

The Board made note of the fact that the next Annual Meeting should be held in London. It was reported that plans are already under way for a meeting of the West China Board of Governors, and possibly for a joint meeting between the Associated Boards and the British United Committee, to be held in or near London during June or July, 1934. It was suggested that possibly the next Annual Meeting of the Cheeloo Governors might advantageously be held at that same time. It was

G-184 VOTED that the next Annual Meeting of the Board of Governors be held in England, the time and place to be determined by the Chairman of the Board and the Administrative Secretaries.

The Board adjourned.

A. E. ARMSTRONG, Recording Secretary

B. A. GARSIDE, Administrative Secretary

Approved

October 17, 1933  
Appendix A

BY-LAWS OF THE BOARD OF GOVERNORS  
SHANTUNG CHRISTIAN UNIVERSITY (CHEELOO)

ARTICLE I. NAME OF INSTITUTION

Section 1. The corporate name of the University shall be Shantung Christian University, or in Chinese Cheeloo Ta Hsueh.

Section 2. The corporate name of the School of Theology shall be the Cheeloo School of Theology, or in Chinese Cheeloo Shen Hsueh Yuan.

ARTICLE II. PURPOSE OF INSTITUTION

The purpose of Shantung Christian University and of the Cheeloo School of Theology shall be the advancement of the Kingdom of God through higher education of a distinctly Christian character, having in view the development of a capable and consecrated leadership for the Christian Church and the community in China.

ARTICLE III. COMPOSITION OF INSTITUTION

Section 1. The University and the School of Theology shall be constituted, operated and controlled by the cooperation of various Christian organizations.

Section 2. Any Christian agency by accepting the regulations governing the University and/or the School of Theology, by undertaking to provide at least the minimum basis of cooperation, and after approval of three-fourths of the cooperating bodies, may participate in the University and/or the School of Theology. The Charter names the bodies participating at the time of incorporation.

Section 3. In the University, the minimum basis and the unit of cooperation shall be the provision of an approved member of the University staff with residence or rent along with either an annual payment of Mex. \$2,000 or a capital grant of Mex. \$35,000 for current expenses. An annual grant of Mex. \$4,000 or a capital grant of Mex. \$70,000 for plant or endowment shall be considered the equivalent of the support of a member of the staff. A full cash unit shall be an annual grant of Mex. \$6,000 or a capital grant of Mex. \$100,000.

In the School of Theology the minimum basis, and the unit of cooperation, shall be the provision of an approved member of the School of Theology staff, with residence or rent, along with an annual payment of Mex. \$1,000 to the current budget, or a total annual grant in cash such as will provide for an equivalent service.

Section 4. A cooperating organization is free to withdraw from the University and/or the School of Theology, or may have its relationship discontinued by the Board of Governors, hereinafter mentioned, upon notice of at least one year, and with such special financial adjustment on property and other equities as may be agreed upon mutually or by arbitration.

ARTICLE IV. BOARD OF GOVERNORS

Section 1. Personnel

(a) Membership. There shall be a Board of Governors, (also to be known as the "Board of Founders") hereinafter usually called "The Governors", constituted as follows:- (1) members designated by constituent organizations according to their degrees of cooperation as follows: one member for a quota which is temporarily less than a unit, provided the Governors specifically approve; or two members for one to three units; or three members for four to seven units; or four members for eight to twelve units; or five members for thirteen or more units; and (2) members coopted by each Section of the Governors to a number not exceeding one-half the members of its representative members; and (3) <sup>three</sup> Chinese members designated by the Board of Directors; and (4) the President of the University. All Governors shall be Christians in cordial sympathy with the purpose of the University.

(b) Alternates and Proxies. Any member may have an alternate who shall be chosen in the same manner as the principal. In the absence of the principal, an alternate may sit with full powers. At ensemble meetings an absent representative member, in the absence of his alternate, if any, may be represented by a properly accredited proxy with full powers. Alternates and proxies shall count in constituting a quorum.

(c) Length of Term. The term of membership shall be four years but for the initial organization one-half of the members shall be elected for two years. The members shall be divided into two classes with terms expiring alternately in the odd numbered years. Members shall continue in office until their successors are chosen. Members are eligible for re-election.

(d) Vacancies. A vacancy shall be filled for the balance of the term in the same manner as the former member was chosen.

Section 2. Sections

(a) "The Board shall be sub-divided into a North American Section and a British Section, and all acts done concurrently by both Sections shall have the same force and effect as if done at a meeting of the whole Board." (Act).

(b) Each Section shall hold such meetings and adopt such regulations as may be either required by the Governors or desired by that Section. Actions by Sections to be valid as actions of the Governors must be carried by a majority of each Section.

(c) The Functions of the Sections shall be chiefly the joint promotion and execution of ad interim affairs and such other activities as may be either designated by the Governors or undertaken by the Section in harmony with the Governors' policy and program.

(d) Each Section may have such officers and committees of its own as may seem desirable.

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Section 3. Meetings

The Board of Governors will usually meet in Sections. Ensemble meetings may be called according to provisions hereinafter specified.

(a) Time of Meetings. The annual general meeting shall be held ensemble at such time and place as the Governors may decide. Special ensemble meetings may be called by the concurrent action of the two Sections. Members of the Board of Directors may attend meetings of the Governors as corresponding members.

(b) Call for Meetings. Written notice of each ensemble meeting shall be sent to each Governor by the Secretary at least sixty days prior to the date of such meeting; and the call shall indicate the exact time and place of meeting and as far as practicable, the nature of the business to be considered.

(c) Quorum. Of all ensemble meetings the quorum, including alternates and proxies, shall consist of one-half of the Governors provided that they represent both Sections of the Board and one-half of the cooperating organizations.

Section 4. Functions

(a) "The government, conduct, management and control of the University and of the School of Theology, and of the property, revenue, business and affairs thereof shall be exercised by the Boards." (Act). The Governors shall be responsible for the various functions indicated by the Act for the University and for the Board.

(b) The Governors shall be the ultimate authority in the University and the School of Theology, but for field administration shall empower the Directors and act through them as fully as possible. Matters from China referred to the Governors should come through the Directors with their covering recommendation.

(c) The Governors shall determine the annual budget of the University and the School of Theology (see Art. VI, Sec. 4(c) ), shall pass upon the purchase, construction or sale of property, may hold in trust or by other agreement property used by or for the University, shall consider all matters involving change of policy or the establishment of new departments of the University, and shall endeavor to provide for the needs of the University through the cooperating organizations and in other ways.

(d) The Governors shall have power, subject to the provisions of Art. VI, Section 4(b), to appoint the vice-president(s), treasurer, deans, professors, associate professors, and all non-Chinese, permanent members of the staff; and may at their discretion remove any of the above named officers and members of the staff. The Governors may, however, delegate to the Board of Directors authority to make any or all of such appointments or removals. The election or removal of the President of the University by the Board of Directors shall be subject to the concurrence of the Board of Governors.

(e) The Governors may, from time to time, as and when required for the objects of the University; and/or the School of Theology; (1) borrow money upon the credit of the institution; (2) limit or increase the amount to be borrowed;

(3) make, accept, draw, endorse and execute bills of exchange, promissory notes and other negotiable instruments; and (4) invest the funds of the University and/or the School of Theology in such manner and upon such securities as shall be determined from time to time by the Governors.  
(But see Act of Incorporation Section 13).

(f) The Governors shall determine the custody and use of the University seal, impression of which is to be found in the margin. The seal is to be lodged in the Toronto office and by vote of the Governors duplicate seal(s) may be lodged in Tsinan, London, New York and/or other suitable place(s).

#### Section 5. Officers

(a) The officers of the Board of Governors shall be a Chairman, one or more Vice-Chairmen, a Secretary or Secretaries, a Treasurer or Treasurers, and such other officers as may be duly chosen. One person may hold more than one office.

(b) Election. The Officers shall be elected at annual meetings to serve one year or until their successors shall have been elected and shall have qualified. In case any vacancy occurs, an election may be held at any regularly called meeting or the Chairman or the Governors may designate an acting officer to serve ad interim.

(c) Duties of the Officers. The Chairman of the Governors shall perform all the customary duties of that office. He shall sign and shall execute, with the Secretary or other designated officer(s) attesting, contracts and instruments authorized or issued by the authority of the Governors requiring his signature. A Vice-Chairman of the Governors, in the absence or disability of the Chairman, shall perform all duties of the Chairman of the Governors. A Secretary shall perform the usual duties of this Office and shall have custody of the corporate seal. A Treasurer shall perform the duties which ordinarily pertain to this Office.

#### Section 6. Committees

The Board of Governors, or either Section, may appoint such committees under such regulations as it may desire.

### ARTICLE V. FINANCE AND PROPERTY

Section 1. The fiscal year of the institution shall be from July 1 to June 30th. Remittances on University and/or School of Theology account may be made by any cooperating missionary organization through its own Mission in China to the University or School of Theology Treasurer on the Field. Any cooperating missionary organization may receive funds for transmission to the institution.

Section 2. (a) Title to the property used for University purposes shall preferably stand in the name of the University; <sup>as incorporated in Canada</sup> but when necessary it may be held in trust or under agreement by the University for the organization providing it, or in trust for the University by the organization providing it.

(b) Title to the property used for School of Theology purposes shall preferably stand in the name of the School of Theology; but when necessary it may be held in trust or under agreement by the School of Theology or by the University as incorporated in Canada for the organization providing it, or may be held in trust for the School of Theology by the organization providing it, by the University, or by the Board of Governors.

#### ARTICLE VI. BOARDS OF DIRECTORS

Section 1. There shall be in China a Board of Directors of the University (referred to in the Act of Incorporation as the "Field Board of Managers"), and a Board of Directors of the School of Theology.

#### Section 2. Membership.

(a) The Board of Directors of the University shall be composed of: (1) Representatives of the cooperating Christian Missions and Churches in the field, designated on a basis from time to time determined by the Governors with due regard to the responsible relationship with the University and to the part taken by women in the University affairs; (2) three or, at the discretion of the Governors, more members designated by and from the graduates; (3) coopted members not to exceed in number one-half of the representative members with, however, such additional coopted Chinese members as may be necessary to provide a Chinese majority in the membership of the Board of Directors; and (4) the President of the University. Each Director shall be a Christian, in cordial sympathy with the purpose of the University. Procedure regarding term of membership, alternates, vacancies, et cetera shall be regulated by the By-Laws of the Directors, as approved by the Governors.

(b) The Board of Directors of the School of Theology shall be composed of: (1) Representatives of cooperating church bodies and missions in the field; each such body providing the minimum amount of annual support required by the By-Laws shall be entitled to two representatives; for each additional unit of support or its equivalent, a cooperating body is entitled to one additional representative; (2) Two representatives from the Alumni of the School of Theology; (3) Coopted members not to exceed in number one-third of the representative members; and (4) the Principal of the school as an ex officio member. Each Director shall be a Christian in cordial sympathy with the purpose of the School of Theology. Procedure shall be regulated by the By-Laws of the Directors.

#### Section 3. Meetings.

The Boards of Directors shall hold annual meetings and may hold other meetings. Full minutes of all meetings shall be sent to the Governors. Procedure regarding time, place, quorum, and call of meetings shall be regulated by the By-Laws of the Directors.

#### Section 4. Functions.

##### a. Board of Directors of the University

(1) These Directors shall, in agreement with these By-Laws, have the responsibility and authority of the Field Administration of the University, with powers and duties similar to those of the Directors of similar institutions,



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their duties and powers to be more specifically designated in their constitution and/or by-laws. They may delegate such of their powers and duties to other responsible groups or persons as will provide the most efficient functioning of the institution. They shall promote the interests of the University in all appropriate ways.

(2) These Directors shall appoint and may at their discretion remove, subject in each case to confirmation by the Governors, the President of the University, Vice-President(s), Treasurer, Deans, and other administrative officers, and permanent non-Chinese members of the teaching staff, and shall in consultation with the mission or church concerned, appoint or remove any other members of staff supported by the cooperating missions and churches. They shall appoint or remove all other members of the staff. They shall prescribe the courses of studies, determine the conditions of entrance, fix the fees and other charges, and in general decide all questions of local management in harmony with the recognized policy and program of the University with due regard to the corporate opinion of the University staff. Important changes in the character of the educational or financial policy or program shall be made only with the approval of the Governors.

(3) These Directors shall at least annually prepare and present to the Governors audited balance sheets and financial statements including proposed budgets for the following year and shall make recommendation or suggestion on any and all matters vitally affecting the University.

(4) These Directors shall be accountable to the Governors for the condition, custody and uses of all funds received by them from whatever source. They shall determine the salaries of members of the staff paid directly by the University.

They shall locally administer and control on behalf of the owners all land, buildings, equipment and other properties used by the University in China. Funds shall be expended or obligations incurred only within the annual budget sanctioned by the Governors or with their special authorization. Appeals for funds in North America or Great Britain shall be only through or with the approval of the Governors or the respective Section.

(5) These Directors shall have power to enter \_\_\_\_\_ into an agreement with the Governors for a lease of the University plant on whatever terms may be found mutually satisfactory.

b. Board of Directors of the School of Theology

(1) These Directors shall, in agreement with these By-Laws, have the responsibility and authority for the administration of the School of Theology, with powers and duties similar to those of the Directors of similar institutions, their duties and powers to be more specifically designated in their constitution and/or by-laws. They may delegate such of their powers and duties to other responsible groups or persons as will provide for the most efficient functioning of the institution. They shall promote the interests of the School in all appropriate ways.

(2) These Directors shall present to the Governors nominations for Principal, Vice-Principal, Treasurer, Registrar, Professors, Associate Professors and permanent non-Chinese members of the staff, and may in consultation with any

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mission directly involved, appoint or remove any other member of the staff. They shall prescribe the courses of studies, determine the conditions of entrance, fix the fees and other charges, and in general decide all questions of local management in harmony with the recognized policy and program of the School, with due regard to the corporate opinion of the staff. Important changes in the character of the educational or financial policy or program shall be made only with the approval of the Governors.

(3) These Directors shall at least annually prepare and present to the Governors audited balance sheets and financial statements, including proposed budgets for the following year, and shall make recommendations or suggestions on any and all matters vitally affecting the School.

(4) These Directors shall be accountable to the Governors for the condition, custody and uses of all funds received by them from whatever source. They shall determine the salaries of members of the staff paid directly by the School. They shall locally administer and control on behalf of the owners, all land, buildings, equipment and other properties used by the School in China. Funds shall be expended or obligations incurred only within the annual budget sanctioned by the Governors, or with their special authorization. Appeals for funds in North America or Great Britain shall be only through or with the approval of the Governors of the respective Section.

#### ARTICLE VII. THE STAFF

Section 1. Each officer and teacher shall be distinctly Christian in profession and character and shall be in cordial sympathy with the purpose and program of the institution. In an exceptional case involving particular qualifications of a Chinese for a specialized program for which no qualified Christian is available, the Directors may, by two-thirds vote, temporarily waive this requirement.

Section 2. Prior to assigning a representative to the staff a cooperating organization shall make sure that the prospective appointment is desired by the Directors.

Section 3. The various ranks in the teaching staff shall be Professor, Associate Professor, Assistant Professor, Associate, Lecturer, Instructor and Assistant Instructor.

Section 4. The President of the University shall be ex officio a Director<sup>of the University</sup> and a Governor. Unless there is special action to the contrary he shall be the official medium of communication between the Directors and the Governors. He shall be responsible for the educational policy and general discipline of the University and for the execution of measures, not otherwise committed, concerning the field administration of the University. He shall have custody of a duplicate seal. In case of vacancy in the office of President or of his absence or inability to serve, an acting President shall be designated by the Directors, subject to the concurrence of the Governors.

Section 5. The Principal of the School of Theology shall ex officio be a Director<sup>of the School of Theology</sup>. He shall preside at meetings of the faculty, and unless there is special action to the contrary, shall be the official medium of communication between the Directors and the Governors. He shall be responsible for the educational policy and general discipline of the School and for the execution of measures, not otherwise committed, concerning the field administration of the School. He shall have custody of a duplicate seal.

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licate seal. In case of vacancy in the office of Principal, or of his absence or inability to serve, an acting Principal shall be designated by the Directors, subject to the approval of the Governors.

ARTICLE VIII. DEGREES AND CREDENTIALS

(a) Each Board of Directors, subject to conditions approved by the Governors, may confer undergraduate and graduate degrees upon the basis of examinations passed after the Special Act of Parliament of Canada incorporating the University on July 19, 1924.

(b) Each Board of Directors, subject to the concurrence of the Governors, may confer honorary degrees.

(c) Credentials may be granted by each Board of Directors to those who have satisfactorily completed certain prescribed courses of the University or of the School of Theology.

ARTICLE IX. AMENDMENTS

Amendments to these By-Laws may be proposed by either Section of the Board of Governors, or by the Directors. The By-Laws may be amended by a two-thirds vote at regularly called and constituted meetings of both Sections of the Governors, provided that a month's advance notice, with at least the substance of the amendment, shall have been furnished each member of the Board of Governors.

MINUTES OF MEETING  
NORTH AMERICAN SECTION, BOARD OF GOVERNORS  
SHANTUNG CHRISTIAN UNIVERSITY  
Room 300, 150 Fifth Avenue, New York City  
4:00 P. M., October 17, 1933

List of Members

<u>Board</u>	<u>Class of 1933</u>	<u>Class of 1935</u>
Presbyterian, N.	*Miss M. E. Hodge Dr. Cleland B. McAfee (Alt.)	*Dr. A. J. Brown *Dr. George T. Scott
	*Miss H. Kittredge, Alt.	Mrs. C. K. Roys
	*Dr. E. M. Dodd, Alt. (1 vacancy)	*Dr. C. H. Fenn, Alt.
United Church of Canada	Dr. J. H. Arnup	*Dr. A. E. Armstrong Dr. A. G. Sinclair, Alt.
W. M. S. of U. C. C.	*Mrs. H. R. Inksater	
W. F. M. S. of M. E. Church	Mrs. C. K. Cecil	Mrs. J. M. Avann
	(1 vacancy)	*Mrs. Wm. I. Haven
American Board		Dr. W. C. Fairfield
Presbyterian, S.		Mr. E. F. Willis
Corresponding Member		*Dr. J. G. Vaughan
Coopted Members	Dr. R. L. Dickinson	Mrs. Ellis Phillips
	Dr. J. H. Finley	*Bishop W. P. Thirkield
	Dr. Seth Milliken	Dr. E. S. Tipple
	Miss S. Sturtevant (1937)	

Those whose names are starred above were present as was the Secretary.

Dr. Brown, Chairman of the Section, presided.

PLANS FOR PROMOTIONAL WORK

The Section gave consideration to Action G-182 of the Annual Meeting of the Cheeloo Governors on October 17, 1933.

After discussion of the steps the Section could take in accordance with the above action, it was

NAS-349 VOTED to re-establish the Committee on Promotion with membership as follows:- Dr. Milliken, Chairman, Dr. Armstrong, Dr. Cochran, Dr. Fairfield, Mrs. Haven, Miss Kittredge, and Mrs. Phillips, with the Chairman and the Secretary of this Section as members ex-officio.

NAS-350 VOTED that the Committee on Promotion be requested to give immediate study to methods of publicity and promotional work on behalf of the University, and to make specific recommendations thereon at the next meeting of the Section.

October 17, 1933

REPORT BY CHEELOO WOMAN'S COMMITTEE

Miss Hodge, as Secretary of the Woman's Committee of the School of Medicine of Shantung Christian University presented resolutions requested by the Bankers Trust Company in connection with Miss Kittredge's authorization to carry on the financial business of the Committee as Treasurer, succeeding Mrs. Shaw. It was noted, however, that the Woman's Committee had not yet had an opportunity to ratify formally the proposed resolutions, and it was suggested that an opportunity would probably be found for such a meeting on November 3rd. It was

NAS-351 VOTED that the Section give its general approval to the resolutions requested by the Bankers Trust Company in connection with Miss Kittredge's appointment as Treasurer of the Woman's Committee, and refer to the Woman's Committee with power the formulation of these resolutions.

NEXT MEETING OF SECTION

In view of the necessity for another meeting of this Section as soon as the Committee on Promotion shall have its recommendations ready for submission, it was

NAS-352 VOTED that the next meeting of the Section be arranged at as early a date as possible, preferably about November 2nd or 3rd when a number of out-of-town members of this Section will be in the city.

The meeting adjourned.

B. A. GARSIDE

Secretary

MINUTES OF MEETING  
COMMITTEE ON PROMOTION  
NORTH AMERICAN SECTION, CHEELOO GOVERNORS

8:15 P.M. Monday, October 23, 1933  
951 Madison Avenue, New York City

List of Members

*Dr. Seth M. Milliken, Chmn.	Mrs. W. I. Haven
Dr. A. E. Armstrong	Miss Helen Kittredge
*Dr. Samuel Cochran	Mrs. Ellis L. Phillips
Dr. W. C. Fairfield	*Dr. A. J. Brown, Ex-officio
	*Mr. B. A. Garside, Ex-officio

Those whose names are starred were present.

Dr. Milliken presided.

BASIS FOR MEETING

In calling the meeting to order, the Chairman reminded the Committee that it had been convened in accordance with the following action of the North American Section:-

"Voted, that the Committee on Promotion be requested to give immediate study to methods of publicity and promotional work on behalf of the University, and to make specific recommendations thereon at the next meeting of the Section."

RECOMMENDATIONS FOR PROMOTIONAL PLANS

After full discussion of the various steps necessary for successful promotional work, it was

P-353 VOTED to submit the following recommendations to the North American Section:-

1. That while seeking in general to meet the financial needs of the entire University, for the present we devote ourselves specifically to the task of securing increased support for the medical school and hospital, for the following reasons:-
  - a. It is believed that further delay would decrease the possibility of securing from the Rockefeller Foundation a capital grant to replace their annual contribution to the medical school.
  - b. The erection of the new hospital plant is contingent upon securing additional support for medical work.
  - c. The year 1934 seems to offer an unusually good opportunity for appealing for support of medical work because it marks the centennial of the founding of Christian medical work in China and the fiftieth anniversary of the establishment, in Tsinan, of the first organized medical education in China.

2. That steps be taken as promptly as may be found advisable, to approach the Rockefeller Foundation with a request for a conditional grant for the support of medical work at Cheeloo.
3. That immediate steps be taken to revise and enlarge our lists of American contributors and other friends, and to revive the interest of these friends by the preparation and distribution of information in regard to the work of the University.
4. That steps be taken to engage the firm of Pierce & Hedrick as promotional directors for the remainder of the current fiscal year.
5. That we request Dr. Shields to return to America for promotional work as early in 1934 as arrangements can be made for him to leave the field, and that the Board of Directors be requested to release him for this purpose.
6. That a promotional budget be adopted by the North American Section for the remainder of the fiscal year as follows:-

Services of Pierce & Hedrick	\$450.00
General Expenses, including publicity material, stenographic services, supplies, travel, etc.	<u>450.00</u>
	\$900.00

and that all members of the Section be asked to assist in securing the funds required to provide this budget.

(Note:- Certain members of the Committee present stated that they would contribute \$20 each to initiate this promotional work.)

The Committee adjourned.

B. A. GARSIDE

Secretary

MINUTES OF MEETING  
NORTH AMERICAN SECTION, BOARD OF GOVERNORS  
SHANTUNG CHRISTIAN UNIVERSITY

Room 606, 150 Fifth Avenue, New York City  
Friday, November 3, 1933, 9:00 A.M.

List of Members

<u>Board</u>	<u>Class of 1933</u>	<u>Class of 1935</u>
Presbyterian, N.	*Miss M. E. Hodge Dr. Cleland B. McAfee (Alt.) *Miss Helen Kittredge (Alt.) Dr. E. M. Dodd (Alt.)	*Dr. A. J. Brown *Dr. George T. Scott *Mrs. C. K. Roys *Dr. C. H. Fenn (Alt.) Dr. A. E. Armstrong Dr. A. G. Sinclair (Alt.)
United Church of Canada	Dr. J. H. Arnup (1 vacancy)	
W.M.S. of U.C.C.	Mrs. H. R. Inksater	
W.F.M.S. of M.E. Ch.	Mrs. C. K. Cecil  (1 vacancy)	*Mrs. J. M. Avann *Mrs. Wm. I. Haven *Dr. W. C. Fairfield Mr. E. F. Willis Dr. J. G. Vaughan Mrs. Ellis Phillips Bishop W. P. Thirkield Dr. E. S. Tipple
American Board Presbyterian, S.		
Corresponding Member	Dr. R. L. Dickinson	
Coopted Members	Dr. J. H. Finley *Dr. Seth M. Milliken Miss S. Sturtevant (1937)	

Those whose names are starred above were present, as was the Secretary. Dr. Samuel Cochran and Mr. Bayard M. Hedrick were present by invitation.

Dr. Brown presided. The meeting was opened with prayer, led by Miss Hodge.

Apologies were presented on behalf of absent members.

APPROVAL OF MINUTES

The Section gave its approval to the minutes, as distributed, of the meetings of the North American Section held on April 21 and October 17, 1933.

CONSIDERATION OF PROMOTIONAL MATTERS

The Section gave consideration to the recommendations adopted by the Committee on Promotion at its meeting on October 23rd. These recommendations were taken up seriatim.

Present Emphasis in Promotional Work. It was

NAS-354 VOTED to approve the recommendation of Committee on Promotion that while seeking in general to meet the financial needs of the entire University, with special emphasis on the important rural program assigned to Cheeloo as a part of the Correlated Program, for the present we devote ourselves specifically to the task of securing increased support for the medical school and hospital.



Informal Conferences regarding Medical Endowment. Dr. Cochran reported on an informal conference he had had with Dr. W. S. Carter in regard to the possibility of securing from the Rockefeller Foundation a conditional grant for the endowment of medical education at Cheeloo. He stated that another informal conference with Dr. Gregg was also being sought. As yet, matters had not proceeded far enough to require any formal action by the Section. It was agreed to leave the matter for the present in the hands of Dr. Cochran and Mr. Garside together with any other members of the Section they may desire to have cooperate with them in these informal conferences.

Engagement of Promotional Directors. The Section presented an outline of a tentative promotional plan for Cheeloo University as submitted by the firm of Pierce & Hedrick. This outline is attached to these minutes as Appendix A. Mr. Hedrick commented briefly on the promotional activities which his organization would be willing to undertake on behalf of the University. After consideration, it was

NAS-355 VOTED to engage the firm of Pierce & Hedrick as promotional directors for the period beginning November 1, 1933 and terminating June 30, 1934, on the basis of the outline submitted by Pierce & Hedrick, as attached to these minutes as Appendix A; it being understood that the fee for these services will be \$12.50 per week; and further, to authorize the officers of the Section to execute a contract with Pierce & Hedrick in accordance with this action.

Promotional Budget. After considering the Promotional Budget recommended by the committee on Promotion, it was

NAS-356 VOTED to approve the following Promotional Budget for the period of November 1, 1933 to June 30, 1934.

Services of Pierce & Hedrick	\$450.00
General Expenses, including publicity material, stenographic services, supplies, travel, etc.	450.00
	<u>\$900.00</u>

The Secretary reported that three members of the Committee on Promotion and one other member of the Section had already pledged \$20.00 each to provide an initial fund for beginning this promotional work. All of the members of the Section were urged to give their active support to the provision of the remainder of the necessary promotional funds, either through personal gifts or by enlisting the interest of friends. In order to insure that funds be available as required for these promotional expenses, it was

NAS-357 VOTED to request the Cheeloo Women's Committee for a loan from building funds for whatever amount, not in excess of \$900.00, may be required to carry on the promotional work during the remainder of the current fiscal year, this loan to be repaid to these building funds, together with 5% interest thereon.

Possible Return of Dr. Shields. The Section considered the recommendation of the Promotional Committee "that we request Dr. Shields to return to America for promotional work as early in 1934 as arrangements can be made for him to leave the field, and that the Board of Directors be requested to release him for this purpose." It was also pointed out that before full use could be made of Dr. Shields' services, it would be necessary to do a great deal of preparatory work, and that it would probably also be wise to await somewhat more satisfactory economic conditions before undertaking any intensive solicitation of new support. It was

NAS-358 VOTED that the North American Section request Dr. Shields to hold himself in readiness to return to America for promotional work at any time after the beginning of 1934 that in the judgment of the Committee on Promotion, his presence in North America can be used to the best advantage; and further, to request the Board of Directors that Dr. Shields be released for such promotional work if and when called upon.

Use of Mr. Lautenschlager. The Secretary reported on informal correspondence carried on with Mr. Stanton Lautenschlager with reference to the possibility that Mr. Lautenschlager devote some of his time, either at present or later on, to promotional work on behalf of Cheeloo. Several members of the Section expressed their judgment that Mr. Lautenschlager is admirably qualified for certain types of promotional work. It was

NAS-359 VOTED to refer, with power, to the Committee on Promotion the question of possible arrangements with Mr. Lautenschlager for promotional work.

Possible Return of Dr. Stanley. Question was raised as to whether it might be desirable to request Dr. Charles A. Stanley to return from the field for special promotional work on behalf of the School of Theology. It was agreed, however, that it would be more in accord with the promotional plans now being projected if Dr. Stanley's return were postponed for the present, with the possibility that he might return in 1935.

#### ACCEPTANCE OF LEASE

Dr. Scott reported that he had received a copy of the property lease from London, executed by the Baptist Missionary Society, leasing to the Board of Governors the property on the Cheeloo campus held in the name of the Baptist Missionary Society. He stated that the Board of Foreign Missions of the Presbyterian Church in the U.S.A. had approved the execution of a similar lease to the Board of Governors of the property held by the Presbyterian Board of the Cheeloo campus. It was

NAS-360 VOTED that the Section approve the lease submitted by the Board of Foreign Missions of the Presbyterian Church in the U.S.A. leasing to the Board of Governors the property on the Cheeloo campus held in the name of the Presbyterian Board, which lease is attached to the minutes as Appendix B; and that the Section authorize its proper officers to execute all documents necessary in connection with the acceptance of this lease.

North American Section  
Cheeloo Governors

4.

The Section urged the special committee appointed by action G-175 to proceed with the preparation of the lease from the Board of Governors to the Board of Directors as soon as the necessary information is received from the field.

Audit of Accounts of Cheeloo Women's Committee. Miss Kittredge presented a report of the audit which has just been completed of the accounts of the Cheeloo Women's Committee. Inasmuch, however, as formal action on this audit had not yet been taken by the Women's Committee, no formal action by the Section was called for.

CHANGE IN ROSTER

The Chairman presented the resignation of Bishop Wilbur P. Thirkield as a coopted member of the Section in the class of 1935. He stated that Dr. Thirkield in presenting his resignation, had explained that, although still intensely interested in the work Cheeloo is doing, the acceptance of other responsibilities makes it impossible for him to devote time or attention to the Cheeloo work. It was

NAS-361 VOTED regretfully to accept the resignation of Bishop Wilbur P. Thirkield as a coopted member of the North American Section, and to extend to Bishop Thirkield the Section's appreciation of his interest and helpfulness during the three and one-half years he has served as a Cheeloo Governor, together with the Section's earnest hope that he will continue to have the same warm interest in the work the University is doing.

NAS-362 VOTED to elect Dr. Frank T. Cartwright a coopted member of the North American Section of the class of 1935.

The meeting adjourned. Dr. Fenn led the closing prayer.

B. A. Garside

Secretary

AN OUTLINE  
of a  
TENTATIVE PROMOTIONAL PLAN  
for  
CHEELOO UNIVERSITY

I. MAIN OBJECTIVES

1. To hold all the interest already built up for the University.
  - a. By a constructive publicity program
  - b. By personal contacts by available friends of the University
2. To build new prospect lists in so far as possible
3. To replace losses in former prospects' giving ability by
  - a. Locating new potential givers -- a carefully organized listing campaign
  - b. General and personal cultivation of such new prospects
4. To seek, in a limited way, funds for pressing needs approved by the Board of Trustees
5. To start cultivating individuals of large giving ability and seek to secure commitments for approved needs of the University

This must be done largely through the officers of the University, but would be carefully directed.

6. An educational program designed to strengthen the goodwill resources of the University, using where possible:
  - a. Public addresses - platform
  - b. Mail  
Circulars and letters
  - c. Public press  
News items and special releases
7. Intensification of Committee interest
  - a. By personal conference
  - b. By developing new interests around special projects, etc.

II. ORGANIZATION

1. The officers of the University

The program will include the use of the leadership and influence of all the members of the official family of the University in so far

as they find it possible to lend their cooperation.

2. Staff personnel

- a. A director in chief to supervise the whole promotional program
- b. A director of activities who will give his time under the above direction
- c. A director of publicity who will prepare material and supervise publicity

III. SERVICES AND TERMS

A unit of service which includes the personal services of three representatives of the firm of Pierce & Hedrick, Inc. has been accepted by the Associated Boards for Christian Colleges in China. This unit includes an Executive Director for general planning and direction; a Publicity Director for preparation and direction of Publicity Program; and an Organization Director for general activities, committee building, etc. The latter, Mr. Lyman H. Thompson, will give his full time. This service is distributed as follows:

Associated Boards, one-fourth  
Yenching University, one-half  
Princeton-Yenching Foundation, one-eighth  
Fukien Christian University, one-sixteenth

We offer Cheeloo University one-sixteenth of this unit. The cost for one year will be \$650., payable weekly at the rate of \$12.50 each payment.

The University will pay office, printing, travelling and other incidental expenses.

We are pleased to present this proposal, and if selected for this work will give it our very best attention.

Respectfully submitted,

PIERCE & HEDRICK, Inc.

By (Signed) Bayard M. Hedrick

November 3, 1933

PROPERTY LEASE FROM PRESBYTERIAN BOARD TO BOARD OF GOVERNORS

APPENDIX B

THIS LEASE

is made the City of 193 BETWEEN THE BOARD OF FOREIGN MISSIONS OF THE PRESBYTERIAN CHURCH IN THE UNITED STATES OF AMERICA a Board incorporated under Charter granted by the State of New York, April 12, 1862, Laws of 1862, Charter 187 and whose registered office is in the United States of America and at present situate at 156 Fifth Avenue in the City of New York, State of New York (hereinafter called "the Board") of the one part and SHANTUNG CHRISTIAN UNIVERSITY incorporated by Act of Parliament (Dominion of Canada) whose registered office is in the city of Toronto in the province of Ontario, Canada and at present situate at 299 Queens Street, West, Toronto and whose office in the United States is at present situate at 150 Fifth Avenue, New York, New York (hereinafter called "the University") of the other part

WHEREAS the Board is the lawful possessor of land situate in the proximity of the South suburb wall of the City of Tsinanfu in the Province of Shantung, North China which land is for the purposes of identification more particularly delineated on the plan annexed hereto and edged blue

AND WHEREAS BUILDINGS HAVE BEEN ERECTED THEREON FOR THE purposes of various Colleges, or Schools with Students dormitories, Staff residences, Servants' quarters and other sundry offices connected therewith

AND WHEREAS the various premises are required for purposes connected with the University

NOW THIS DEED WITNESSETH that the Board does by these presents demise unto the University All the said land and premises hereinbefore more particularly described and for the purposes of identification delineated on the plan hereto annexed and edged blue

TO HOLD the same unto the University for the term of five years from the day of 193 renewable by mutual consent for a further term of five years from the expiration of the before mentioned term of five years paying therefor during the said term the yearly rent of One Dollar (\$1) Chinese currency on the day of in every year the first payment to be made on the day of 193

And the University doth hereby covenant with the Board in the manner following that is to say:-

1. To pay the rent hereinbefore reserved at the time and in the manner aforesaid
2. To pay all rates and taxes and other outgoings payable in respect of the said property
3. To keep the said property adequately insured and to pay all premiums payable in respect of such insurance and on request to produce to the Board or its representative the Policy of such insurance and the current receipt for premium

4. Not to alter the said premises without the consent of the Board
5. Not to assign underlet or part with possession of the said premises or any part thereof without the like consent in writing of the Board Provided that the premises in whole or in part may be subleased within the conditions of the present lease to suitable persons to be approved of by the Board for such uses as are in harmony with the declared purposes of the University as set forth in the Charter
6. The University shall at all times maintain the premises in as good a state of repair as the same are now in

Provided always and it is hereby declared as follows: That if for any reason the University shall either cease to function or break any of the covenants or conditions herein contained this Lease shall automatically become void and the Board shall have power to resume full possession and occupation of the premises

In any case of dispute the covenanting parties agree to submit the issue to arbitration.

IN WITNESS whereof the Board and the University have caused their respective corporate Seals to be hereunto affixed the day and year first above written.

Signed, Sealed and  
Delivered in the Presence of:

THE BOARD OF FOREIGN MISSIONS OF THE  
PRESBYTERIAN CHURCH IN THE UNITED  
STATES OF AMERICA

SHANTUNG CHRISTIAN UNIVERSITY

SHANTUNG CHRISTIAN UNIVERSITY

BRITISH SECTION OF THE BOARD OF GOVERNORS

MINUTES of meeting held at 2, Eaton Gate, London, S.W.1  
on Friday, December 8th, 1933.

PRESENT Rev. C. E. Wilson in the chair  
Miss M. E. Bowser  
Mr. F. H. Hawkins  
Dr. A. C. Ingle  
Mr. H. G. Judd  
Mr. Macleman  
Dr. R. F. Moorshead  
Dr. H. W. S. Wright

Dr. H. R. Williamson - by invitation  
Mr. R. J. Davidson

The meeting opened with prayer, led by Dr. Ingle.

APOLOGIES FOR ABSENCE.

Apologies for absence were received from Lord Addington, Dr. Balme, Dr. Barber, Mrs. Carr, Mr. Grist, Mr. Sloan and Dr. Weir.

STAFF MEMBER ON FURLOUGH.

Dr. Raymond Williamson, Director of the Institute and Extension Department, was heartily welcomed to the meeting.

BS-401. MINUTES.

The Minutes of the meeting held on July 21st, 1933, having been circulated, were taken as read, and were approved and signed.

BS-402. MEMBERSHIP OF THE BOARD.

It was AGREED to coopt Rev. A. G. Castleton, until recently recording secretary of the Board of Directors in Tsinan, to the vacant place on the Board.

BS-403. ANNUAL MEETING 1934.

The proposal for the Annual Meeting 1934 as laid down in G-184 was NOTED and fully discussed. It was pointed out that the proposal was to meet in Oxford on June 28th, by kind permission of the Master and Fellows of University College, the previous day being devoted to a joint meeting of the Associated Boards and the United Committee, and the two days before that to a meeting of the Governors of the West China Union University. It was hoped that Oxford would be able to provide hospitality for those attending. The Section did not feel able to meet the travelling expenses of its members.



BS-404. MINUTES OF ANNUAL MEETING OF THE BOARD OF GOVERNORS

The Minutes of the Annual Meeting of the Board of Governors, held on October 17th, 1933, were presented and discussed, accompanied by the following documents:

- a. Letters from Rev. C. E. Wilson, enclosing copy of lease and blue print of property being leased by the Baptist Missionary Society to the Governors, and letters from Dr. G. T. Scott and Mr. Garside about the lease by the American Presbyterian Board.
- b. Letters from Mr. Garside of 3. and 23.8.33. and copy of his letter of 23.8.33. to Rev. L. J. Davies.
- c. Letter from Mr. Garside of 28.9.33 enclosing docket for the Annual Meeting, and appendices.
- d. Minutes of the Fifteenth Annual Meeting of the Board of Directors, held in Tsinan, June 15th to 18th, 1933, and covering letter 18.7.33. from Mr. Davies.
- e. Minutes of Special Meeting of the Administrative Council, 7.9.33. and printed correspondence relating to President Chu's resignation; also covering letter 4.9.33. from Mr. Davies.
- f. Letter 9.11.33 from Rev. A. E. Armstrong.
- g. Letter 16.11.33 from Mr. Garside to Mr. Davies, discussing organization.

Special Note was taken of:

BS-405. G-175. Report on Property and Execution of Lease.

BS-406. G-176. Resignation of President King Chu.

AGREED that the British Section associates itself with the expressions of regret set forth in G-176, regarding the resignation of President King Chu, together with sincere appreciation of his services.

BS-407. G-177. New Hospital Plant. NOTED.

BS-408. G-178. Revision of Byelaws. NOTED.

BS-409. G-179. Correlated Programme. NOTED.

Full discussion took place, and it was AGREED:

"The British Section has learned with much interest of the proposals for the creation of a Rural Institute in Northern China, and the possibility of the University through it being more closely related to plans for rural reconstruction. It specially welcomed the hope expressed that Mr.

Sam Dean may be related to the University staff in order to strengthen the rural educational side of the University's work. It asks Mr. Maclellan to confer with the Board of Directors and staff of the University when he is in Tsinanfu, with a view to furthering the whole matter in every way possible."

BS-410. G-180. Simplification of Administrative Organization and Procedure. NOTED.

BS-411. G-182. Finance.

The University Treasurer's Report for the year ended June 30th, 1933, was brought forward by Mr. Judd, who commented on the details. The Report was received and it was noted that while there is a credit balance on the year, it is a smaller one than that with which the year began. The total loss on the year's working was \$7,500.

BS-412. Reduction in B.M.S. Grant.

A letter 14.11.33. from Rev. C. E. Wilson was read, reporting that with the utmost reluctance the Baptist Missionary Society has found it necessary to limit its grant to the University (including the Theological School and the Institute, Extension Department) for 1934 to the sum of £800, payable in sterling. Mr. Wilson pointed out that hitherto the allocation has been expressed in dollars, but in this instance £800 is the total grant, and no supplementary sum to cover any adverse movement in exchange will be possible.

BS-413. Financial Outlook.

It was pointed out that the prospect of grants from other British Societies, equal to those of previous years, still remains uncertain, and that there will be great difficulty in maintaining the income of the United Committee.

Consideration was given to the future finances of the University, and the Treasurer's Report as presented to the Annual Meeting of the Governors. The British Section was impressed with the grave necessity for caution, and expressed the desire to hear further from North America about the general financial situation in the United States, and how it is likely to affect Cheeloo.

BS-414. MINUTES OF THE NORTH AMERICAN SECTION.

Minutes of meetings held on 17.10.33 and 3.11.33. were considered. The following minutes were NOTED:

NAS 349, 350, 354, 355, 356, 357, 358 and 359, relating to  
Plans for Promotional Work.

NAS 351. Report by Cheeloo Woman's Committee.

NAS 352. Next meeting of Section.

NAS 361 and 362. Change in Roster.

The Section CONCURRED in NAS 360. Acceptance of Lease.

The meeting closed with prayer, led by Rev. C.E. Wilson.

MINUTES OF MEETING  
COMMITTEE ON PROMOTION  
BOARD OF GOVERNORS, CHEELOO UNIVERSITY

5:00 P.M. December 18, 1933  
Room 918, 156 Fifth Avenue, New York, N.Y.

Members of Committee

\*Seth M. Milliken, Chmn.  
A. E. Armstrong  
Samuel Cochran  
W. C. Fairfield

Mrs. W. I. Haven  
\*Miss Helen Kittredge  
Mrs. Ellis L. Phillips  
\*A. J. Brown

Executives:- \*B. A. Garside,            \*L. H. Thompson            \*C. R. Zeininger

Those whose names are starred above were present.

Dr. Milliken presided

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

ACTION BY ASSOCIATED BOARDS

The Committee gave careful consideration to the following action of the Executive Committee of the Associated Boards adopted on November 15th:-

"That the Executive Committee approve the following recommendations of the Committee on Promotion; and instruct the Secretary to transmit these recommendations immediately to the cooperating Boards:-

1. That each of the separate Boards included in the Associated Boards be requested to inform the Committee as promptly as possible concerning their plans to promote interest in or to solicit funds for their institutions in China, stating specifically their financial objectives, with the understanding that these plans and objectives are in accord with the modified Correlated Program as approved by the Associated Boards. And further
2. That each Board be asked whether it will join in a united promotional forward movement, pooling its interests and efforts with all the other Associated Boards, with the understanding that the united movement will be not for a few months only but for a continuing plan."

After careful consideration it was

P-363 VOTED, to instruct the Secretary to inform the Associated Boards (1) of the present promotional plans of Cheeloo University, as set forth in Appendix A of the November 3rd meeting of the North American Section; and (2) of the following financial objectives representing the amounts required to permit the University to go forward with the program it is asked to undertake within the Correlated Program:-

a. Immediate Current Needs 1934 - 5 - 6

	Amount required to June 30th		
	<u>1934</u>	<u>1935</u>	<u>1936</u>
For General University, to replace reduced income and exchange losses	U.S.\$10,000	15,000	15,000
For Developing Rural Program	10,000	12,500	15,000
For School of Medicine to replace (a) Rockefeller Foundation appn.		17,000	17,000
(b) reduced income and exchange losses	10,000	10,000	10,000
For operating New Hospital		<u>7,500</u>	<u>15,000</u>
	\$30,000	\$62,000	\$72,000

b. Urgent Capital Requirements to be met during next five years.

1. Endowment

General University Endowment to maintain essential work in the Schools of Arts and Science and to develop the Rural Program of the University. U.S.\$1,000,000

Endowment for Medical School and Hospital, to Replace Rockefeller Foundation grant, to maintain the work of the School of Medicine, to operate the new Hospital. 1,000,000

School of Theology, to maintain the work and permit further development of the School's Rural Program. 200,000  
\$2,200,000

2. Plant

Laboratory Building, Medicine	U.S.\$ 25,000
Gymnasium, Student Center	40,000
Rural Institute Building	30,000
Practice School Building	15,000
Dormitories, men	15,000
Dormitories, women	30,000
Power and Light Plant	25,000
Fire Equipment	2,000
Scientific and other Equipment	15,750
Residences	<u>40,500</u>
	\$236,250

It was noted that all the above capital items are included in the tentatively approved financial estimates connected with the Correlated Program, as drafted in January 1930.

P-364 VOTED, to inform the Associated Boards that, in accordance with its constant desire for the fullest measure of cooperation among the Christian Colleges in China, as expressed in Actions NAS-288, 289, 316, 340, 341 and in numerous other actions and statements, the North American Section of the Board of Governors of Shantung Christian University will heartily "join in a united promotional forward movement, pooling its interests and efforts with all the other Associated Boards, with the understanding that the united movement will not be for a few months only, but for a continuing plan."

REPORT ON CONFERENCE WITH ROCKEFELLER FOUNDATION

The Secretary reported briefly on unofficial and informal conversations with officers of the Rockefeller Foundation with reference to a conditional capital grant to replace the annual appropriations for medical work now being made by the Foundation. A draft of this request has been transmitted to the field and their reply is being awaited.

PROMOTIONAL PLANS FOR IMMEDIATE FUTURE

Mr. Thompson and Mr. Zeininger reported on present promotional activities and plans for the immediate future. This report is attached hereto as Appendix A. It was

P-365 VOTED, to approve the present promotional activities and plans for the immediate future as set forth in the report attached hereto as Appendix A; and to request the Chairman of the Section to sign the proposed letter addressed to the members of the Section and the Chairman and Treasurer to sign the proposed letters to persons on the Cheeloo prospect lists.

The Committee adjourned.

B. A. Garside

Secretary

Pierce & Hedrick

December 18, 1933

MEMORANDUM

To: Promotional Committee of Shantung Christian University

From: Pierce & Hedrick

Subject: Promotional Activities and Plans

Following are the activities already under way and others which are still in the planning stage.

PRESENT ACTIVITIES

1. A careful study is being made of the Cheeloo prospect list. It is now being transferred in triplicate to the prospect cards which will be on file in the clearance bureau of the ABCCC. One of these files is on a geographical basis. Whenever any of our staff or anyone representing the ABCCC plans to be in a given city, it is our plan to supply them with a list of the Cheeloo prospects in that city together with such information as would be useful in the particular situation in a given city. Mr. Hedrick is in St. Louis today and tomorrow and plans to make some inquiries.

2. A letter is ready to be sent to the members of the North American Section of the Cheeloo Governors over the signature of the proper officer, requesting that they supply names and addresses of new prospects.

3. A letter has been prepared for all persons on the Cheeloo prospect list to accompany the ABCCC booklet. This letter is to be sent over the signature of the proper officer as soon as it is approved by the promotion committee.

FUTURE ACTIVITIES

1. As a follow-up within two weeks, to the ABCCC booklet with its covering letter, we should send a letter to prospects stating Cheeloo's case in the most effective terms, stating the ultimate aims and immediate objectives, and asking for reactions and suggestions.

2. The foregoing letter should be followed within two or three weeks with a third letter to the entire prospect list. This letter should announce that plans are now complete, that we are ready for action, that the prospect should help now, if possible, to aid Cheeloo attain her immediate objectives.

3. Whenever any Pierce & Hedrick representative goes into the field, he will make personal calls upon Cheeloo prospects within the limits of his time in a particular city.

*Not microfilmed*

MINUTES OF MEETING  
NORTH AMERICAN SECTION, BOARD OF GOVERNORS  
SHANTUNG CHRISTIAN UNIVERSITY

3:00 p.m. Wednesday February 28, 1934  
Room 300, 150 Fifth Avenue, New York City

List of Members

<u>Board</u>	<u>Class of 1933</u>	<u>Class of 1935</u>	<u>Class of 1937</u>
Presby. N.		*A. J. Brown *G. T. Scott Mrs. C.K. Roys E. M. Dodd, Alt. *C.H. Fen, Alt	*Margaret E. Hodge John H. Reisner Helen Kittredge, Alt. C. B. McAfee, Alt.
United Church of Canada	J. H. Arnup (1 vacancy)	*A. E. Armstrong A. G. Sinclair, Alt.	
W.M.S. of U.C.C.	Mrs. H.R. Inksater		
W.F.M.S. of M.E. Church		*Mrs. J.M. Avann *Mrs. W. I. Haven *W. C. Fairfield E. F. Willis J. G. Vaughan	*Mrs. C.K. Cecil  *E. H. Hume
American Bd. Presby. S. Corres. Member		Mrs. Ellis Phillips F. T. Cartwright E. S. Tipple	Sarah Sturtevant
Coopted Members	B.L. Dickinson J. H. Finley S. M. Milliken		

Those whose names are starred above were present, as were also the following:-  
Dr. Thornton Stearns, Dr. Samuel Cochran, Mr. B. M. Hedrick, Mr. Lyman H. Thompson,  
Mr. C. A. Evans, and Mr. B. A. Garside.

Dr. Brown, the Chairman of the Section, presided.

The meeting was opened with prayer, led by Mrs. Haven.

APPROVAL OF MINUTES

NAS-366 VOTED to approve, as distributed, the minutes of the following meetings:-  
North American Section, November 3, 1933; Committee on Promotion, December  
18, 1933.

Note was also made of the receipt of the minutes of the British Section meetings  
of December 8, 1933, and January 19, 1934.

CHANGES IN ROSTER

Note was made of the following changes in the roster of the Section:- The Presby-  
terian Board has elected Mr. John H. Reisner in the class of 1937, and has re-  
elected Miss Margaret E. Hodge in the class of 1937 and Miss Helen Kittredge as  
General Alternate; the Women's Foreign Missionary Society of the Methodist Episcopal  
Church has re-elected Mrs. C. K. Cecil in the Class of 1937, and the American Board  
has elected Dr. E. H. Hume in the Class of 1937. It was noted that the coopted  
members in the class of 1933 should be re-elected or their successors chosen. With  
the approach of the Annual Meeting of the Section, nominations for officers for the  
new year should also be considered. Accordingly, it was



2/28/34

NAS-367 VOTED that the Chairman appoint a Nominating Committee to present to the next meeting of the Section nominations for officers and committees for the ensuing year, and for three coopted members in the Class of 1937.

Note:- The Chariman appointed the following:- Dr. Armstrong, Mrs. Avann, Miss Hodge, and Dr. Fairfield.

#### REPORT ON PROMOTIONAL MATTERS

Mr. Hedrick reported briefly on promotional activities during recent months. He stated that the Shantung prospect list had been revised, and enlarged by the addition of names suggested by members of the Section and by other friends. One letter has gone out to the general mailing list, and another will be sent within a short time.

The need of having some officer of the Section give at least a few hours a month to promotional correspondence was discussed. Dr. Brown expressed his willingness to do this if secretarial aid were provided him.

#### REVISION OF BY-LAWS

The Section reviewed the recommendations of the Board of Directors for changes in the By-Laws of the Board of Governors, together with the actions of the British Section on January 19, 1934. It was

NAS-368 VOTED to approve, subject to concurrence by the British Section, the following amendments to the By-Laws of the Board of Governors as adopted at the Annual Meeting of the Board of Governors on October 17th, 1933:-

Title. That the word "(Cheeloo)" be omitted from the title.

Article I. That Article I be amended to read as follows:-

#### Article I. Name

Section 1. The corporate name of the University, as set forth in the Special Act of the Parliament of Canada, assented to July 19, 1924, shall be Shantung Christian University. The University shall include both Cheeloo University and the Cheeloo School of Theology. Wherever the term "the University" is used in these By-Laws it shall be in this inclusive sense.

Section 2. The name of the portion of the University registered with the Chinese Government shall be Cheeloo University, or in Chinese, Cheeloo Ta Hsueh.

Section 3. The name of the theological division of the University shall be the Cheeloo School of Theology, or in Chinese, Cheeloo Shen Hsueh.

And that the By-Laws be amended throughout to bring their terminology into accord with the revised provisions of Article I.

Article II. That the title be amended to read "Article II. Purpose."

Article III. That the title be amended to read "Article III. Composition."

That Section 1 be amended to read as follows:- "The University shall be constituted by the cooperation of various Christian organizations."

That in Section 3, in the second and ninth lines the word "and support" shall be inserted after the word "provision", so as to read "the provision and support of an approved member", etc.

Article IV. That in Section 1 (a), lines 9 and 10 be amended to read as follows:- "the number of its representative members; and (3) three Chinese members designated by the Board of Directors; and (4) the President and Associate President of Cheeloo University." etc.

That in Section 1 (c), the first sentence shall read, "The term of membership shall be four years."

That in Section 4 (c) the first and second lines shall read, "The Governors shall determine the annual budget of the University (see Art. VI, Section 4 (a) and (b)), shall pass upon" etc.

That Section 4 (d) be amended to read as follows:- "The election or removal of the President and Associate President of Cheeloo University by its Board of Directors shall be subject to the concurrence of the Board of Governors. The election or removal of the Principal, Vice-Principal, Treasurer, Registrar, Professors, Associate Professors and all non-Chinese permanent members of the staff of the School of Theology by its Board of Directors shall be subject to the concurrence of the Board of Governors."

Article VI. That Section 2 (a), sub-paragraphs (3) and (4) be amended to read as follows: "(3) coopted members not to exceed in number one-half of the representative members with, however, such additional coopted Chinese members as may be necessary to provide that two-thirds of the membership of the Board of Directors shall be Chinese; and (4) the President and the Associate President of Cheeloo University."

That Section 4 (a), paragraph (2) shall read as follows:- "These Directors shall appoint and may at their discretion remove, subject in each case to the concurrence of the Board of Governors, the President and the Associate President of Cheeloo University. They shall in general decide all questions of local management in harmony with the recognized policy and program of the University, with due regard to the corporate opinion of the University staff. Important changes in the educational or financial policy or program shall be made only with the approval of the Governors."

That Section 4 (a) paragraph (4) shall read as follows:- "These Directors shall be accountable to the Governors for the condition, custody and uses of all funds received by them from whatever source."

They shall locally administer and control on behalf of the owners all land, buildings, equipment and other properties of Cheeloo University in China. Appeals for funds in North America or Great Britain shall be only through or with the approval of the Governors or of the respective Sections. "

Article VIII. That Section 1 be amended to read as follows:- "Each Board of Directors, subject to conditions approved by the Governors, may confer such degrees as are in accordance with the laws of China upon the basis of examinations passed after the Special Act of Parliament of Canada incorporating the University on July 19, 1924."

SUB-LEASE TO BOARD OF DIRECTORS

After examining the draft of the proposed sub-lease from Shantung Christian University to the Board of Directors as prepared by the legal firm of Rowell, Reid, Wright & McMillan of Toronto, it was

NAS-369 VOTED to approve, subject to concurrence by the British Section, the proposed lease between Shantung Christian University and the Board of Directors of Cheeloo University, in the form attached hereto as Appendix A, it being understood that the final execution of the lease will be delayed until the Governors have received from the field the detailed information of the exact description of the property covered by the lease.

NAS-370 VOTED that it is the understanding of the North American Section that the condition within this lease that the Directors shall not "alter the said premises without the consent of the lessor" should apply only to structural changes involving expenditures in excess of one thousand Yuan dollars, and that the Board of Directors are authorized to go forward with minor alterations without requiring the explicit consent of the Board of Governors.

ACTION BY ROCKEFELLER FOUNDATION

The Section gave consideration to the following action of the Trustees of the Rockefeller Foundation on December 13, 1933:-

"RESOLVED, that the sum of Eight thousand six hundred dollars (\$8,600) or as much thereof as may be necessary, be, and it is hereby, appropriated to purchase Ten thousand dollars Chinese silver currency (Mex. 10,000) and also to provide Five thousand dollars (U.S. \$5,000) for maintenance of the School of Medicine of Shantung Christian University during the year 1934-35, with the understanding that with this appropriation any obligation of The Rockefeller Foundation to the support of the School of Medicine of Shantung Christian University shall cease."

There was a full discussion of the financial problems created by this announced withdrawal of support for medical education on the part of the Rockefeller Foundation. It was

NAS-371 VOTED that, having been notified of the action of the Rockefeller Foundation on December 13, 1933 with reference to its appropriation to the Cheeloo School of Medicine for 1934-35, the North American Section of the Board of Governors of Shantung Christian University

(1) Express to the Rockefeller Foundation the profound appreciation of all those related to the University for the friendly and generous support of the Cheeloo medical work which the Foundation has given during the past eighteen years, without which the School of Medicine as it now exists could not have been built up or maintained;

(2) Assure the Foundation that efforts are already under way, both in China and in the West, to develop more permanent support for the Cheeloo School of Medicine. It is our earnest hope that at a later date the Foundation will be willing to consider the University's request for assistance in <sup>the</sup> urgent next step of building up more adequate and more permanent support for this vital part of the program of medical education in China.

The Section discussed the next steps to be taken, and it was

NAS-372 VOTED that Dr. Cochran, Dr. Hume and the Chairman and Secretary of the Section, be requested to seek a conference with Dr. Gunn and Dr. Gregg to consider what should be our next steps in developing financial support for the School of Medicine.

In view of the radical changes in the financial outlook in the School of Medicine produced by this action on the part of the Rockefeller Foundation, it was

NAS-373 VOTED that the North American Section record its judgment that no further steps should be taken toward the erection of the new hospital plant until the financial support of the medical work at Cheeloo is more definitely assured; and that subject to the concurrence of the British Section, the authorization to proceed with the erection of the hospital plant, as contained in Actions NAS-310, BS-365 and G-177, be withdrawn for the present.

The Section then considered briefly the whole problem of the future financial support of the University. It was agreed that for the present there is little likelihood either of the cooperating Mission Boards increasing their cash contributions, or of other Mission Boards making cash contributions to the support of the University. The hope was expressed, however, that some of the Mission Boards now participating might find it possible to assign additional workers to the staff of the University, and that other Mission Boards which are not now participating in Cheeloo, but which are being served by Cheeloo through the training of their future workers, might be persuaded to allocate one or more of their workers to the Cheeloo staff. It was

NAS-374 VOTED that Dr. Brown be requested to approach both the Mission Boards now cooperating and others who are being served by the University, with a request that they endeavor to transfer one or more of their workers to the University, in consultation with the field authorities of the Institution.

ANNUAL MEETING OF THE GOVERNORS IN JUNE

It was noted that plans are going forward for the Annual Meeting of the Board of Governors in England, on Thursday June 28th, and that the British Section has urged that a strong representation from North America be present. It was

NAS-375 VOTED that the Secretary be requested to address inquiries to the members of the North American Section, and to the participating Mission Boards to ascertain who may be able to attend the annual meeting of the Cheeloo Governors in England on June 28th.

TRAVEL OF STAFF MEMBERS ON FURLOUGH

The Section discussed the desirability of making arrangements whereby North American members of staff of the University would visit Great Britain and British members of the University staff would likewise visit North America. It was

NAS-376 VOTED that the North American Section suggest to the cooperating Mission Boards and to the administrative officers of the University the desirability of making arrangements, wherever possible, whereby North American members of staff of the University would visit Great Britain either while coming on furlough or returning to the field, and British members of the University staff would likewise visit North America either while coming on furlough or returning to China.

The meeting adjourned with prayer led by Dr. Armstrong.

B. A. GARSIDE  
Secretary

MP

Not microfilmed

Appendix A

T H I S L E A S E is made the day of 193, BETWEEN Shantung Christian University, incorporated by Act of the Parliament of Canada assented to 19th July, 1924, (Statutes of Canada 14 - 15 George V, Chapter 99), and whose head office is in Canada and at present situate at 299 Queen Street West, Toronto, (hereinafter called the "Lessor"), of the one part; and the Board of Directors of Cheeloo University, registered in December, 1931, with the Ministry of Education of the National Government of China, and whose office is now situate on the University campus in Tsinan fu, Shantung, China, (hereinafter called the "Lessee") of the other part.

WHEREAS the Lessor is the lawful lessee of the portion of land within and without the South suburb wall of the City of Tsinanfu in the Province of Shantung, North China, which piece of land is for the purpose of identification more particularly delineated on the plan annexed hereto and edged green;

AND WHEREAS buildings have been erected thereon for the purposes of various schools or colleges of the University, a hospital, student dormitories, staff residences, servants' quarters and other sundry offices connected therewith;

AND WHEREAS the various premises are required for purposes connected with the University;

NOW THIS DEED WITNESSETH that the Lessor doth by these presents sub-lease unto the Lessee all the said piece of land and premises hereinbefore more particularly described and for purposes of identification delineated on the plan hereto annexed and edged green;

TO HOLD the same unto the Lessee for the term of five years less one day from the day of 193, renewable by mutual consent for a further term of five years from the expiration of the before mentioned term paying therefor during the said term the yearly rent of two dollars (\$2.00) Chinese currency on the day of in every year, the first payment to be made on the day of 193.

And the Lessee doth hereby covenant with the Lessor in the manner following, that is to say:

- 1.- To pay the rent hereinbefore reserved at the time and in the manner aforesaid;
- 2.- To pay all rates and taxes and other outgoings payable in respect of the said property.
- 3.- To keep the said property adequately insured and to pay all premiums payable in respect of such insurance, and on request to produce to the Governors or their representatives the Policy of such insurance, and the current receipt for premium;
- 4.- Not to alter the said premises without the consent of the Lessor;

5.- Not to assign, underlet, or part with possession of the said premises or any part thereof without the like consent in writing of the Lessor;

6.- At all times to maintain the premises in as good a state of repair as the same are now in.

Provided always, and it is hereby declared as follows:

That if for any reason the Lessee shall cease to function, or break any of the covenants or conditions herein contained, this Lease shall automatically become void and the Lessor shall have power to resume full possession and occupation of the premises.

In any case of dispute the covenanting parties agree to submit the issue to arbitration.

IN WITNESS WHEREOF the Lessor and the Lessee have caused their respective Common Seals to be hereunto affixed the day and year first above written.

SHANTUNG CHRISTIAN UNIVERSITY

\_\_\_\_\_  
Chairman, Board of Governors

Attest:

\_\_\_\_\_  
Secretary

BOARD OF DIRECTORS, CHEELOO UNIVERSITY

\_\_\_\_\_  
Chairman

\_\_\_\_\_  
Secretary

ROC

Not microfilmed

Approved by the  
North American Section  
February 28, 1934.

BY-LAWS OF THE BOARD OF GOVERNORS  
SHANTUNG CHRISTIAN UNIVERSITY

ARTICLE I. NAME

Section 1. The corporate name of the University, as set forth in the Special Act of the Parliament of Canada, assented to July 19, 1924, shall be Shantung Christian University. The University shall include both Cheeloo University and the Cheeloo School of Theology. Wherever the term "the University" is used in these By-Laws, it shall be in this inclusive sense.

Section 2. The name of the portion of the University registered with the Chinese Government shall be Cheeloo University, or, in Chinese, Cheeloo Ta Hsueh.

Section 3. The name of the theological division of the University shall be the Cheeloo School of Theology, or, in Chinese, Cheeloo Shen Hsueh.

ARTICLE II. PURPOSE

The purpose of Shantung Christian University shall be the advancement of the Kingdom of God through higher education of a distinctly Christian character, having in view the development of a capable and consecrated leadership for the Christian Church and the community in China.

ARTICLE III. COMPOSITION

Section 1. The University shall be constituted by the cooperation of various Christian organizations.

Section 2. Any Christian agency by accepting the regulations governing Cheeloo University and /or the School of Theology, by undertaking to provide at least the minimum basis of cooperation, and after approval of three-fourths of the cooperating bodies, may participate in Cheeloo University and /or the School of Theology. The Charter names the bodies participating at the time of incorporation.

Section 3. In Cheeloo University, the minimum basis and the unit of cooperation shall be the provision and support of an approved member of the Cheeloo University staff with residence or rent along with either an annual payment of Mex. \$2,000 or a capital grant of Mex. \$35,000 for current expenses. An annual grant of Mex. \$4,000 or a capital grant of Mex. \$70,000 for plant or endowment shall be considered the equivalent of the support of a member of the staff. A full cash unit shall be an annual grant of Mex. \$6,000 or a capital grant of Mex. \$100,000.

In the School of Theology the minimum basis, and the unit of cooperation, shall be the provision and support of an approved member of the School of Theology



staff, with residence or rent, along with an annual payment of Mex. \$1,000 to the current budget, or a total annual grant in cash such as will provide for an equivalent service.

Section 4. A cooperating organization is free to withdraw from Cheeloo University and/or the School of Theology, or may have its relationship discontinued by the Board of Governors, hereinafter mentioned, upon notice of at least one year, and with such special financial adjustment on property and other equities as may be agreed upon mutually or by arbitration.

#### ARTICLE IV. BOARD OF GOVERNORS

##### Section 1. Personnel

(a) Membership. There shall be a Board of Governors, (also to be known as the "Board of Founders of Cheeloo University") hereinafter usually called "The Governors", constituted as follows:- (1) members designated by constituent organizations according to their degrees of cooperation as follows; one member for a quota which is temporarily less than a unit, provided the Governors specifically approve; or two members for one to three units; or three members for four to seven units; or four members for eight to twelve units; or five members for thirteen or more units; and (2) members coopted by each Section of the Governors to a number not exceeding one-half the number of its representative members; and (3) three Chinese members designated by the Board of Directors; and (4) the President and Associate President of Cheeloo University. All Governors shall be Christians in cordial sympathy with the purpose of the University.

(b) Alternates and Proxies. Any member may have an alternate who shall be chosen in the same manner as the principal. In the absence of the principal, an alternate may sit with full powers. At ensemble meetings an absent representative member, in the absence of his alternate, if any, may be represented by a properly accredited proxy with full powers. Alternates and proxies shall count in constituting a quorum.

(c) Length of Term. The term of membership shall be four years. The members shall be divided into two classes with terms expiring alternately in the odd numbered years. Members shall continue in office until their successors are chosen. Members are eligible for re-election.

(d) Vacancies. A vacancy shall be filled for the balance of the term in the same manner as the former member was chosen.

##### Section 2. Sections

(a) "The Board shall be sub-divided into a North American Section and a British Section, and all acts done concurrently by both Sections shall have the same force and effect as if done at a meeting of the whole Board." (Act).

(b) Each Section shall hold such meetings and adopt such regulations as may be either required by the Governors or desired by that Section. Actions by Sections

to be valid as actions of the Governors must be carried by a majority of each Section.

(c) The Functions of the Sections shall be chiefly the joint promotion and execution of ad interim affairs and such other activities as may be either designated by the Governors or undertaken by the Section in harmony with the Governors' policy and program.

(d) Each Section may have such officers and committees of its own as may seem desirable.

### Section 3. Meetings

The Board of Governors will usually meet in Sections. Ensemble meetings may be called according to provisions hereinafter specified.

(a) Time of Meetings. The annual general meeting shall be held ensemble at such time and place as the Governors may decide. Special ensemble meetings may be called by the concurrent action of the two Sections. Members of the Board of Directors may attend meetings of the Governors as corresponding members.

(b) Call for Meetings. Written notice of each ensemble meeting shall be sent to each Governor by the Secretary at least sixty days prior to the date of such meeting; and the call shall indicate the exact time and place of meeting and as far as practicable, the nature of the business to be considered.

(c) Quorum. Of all ensemble meetings the quorum, including alternates and proxies, shall consist of one-half of the Governors provided that they represent both Sections of the Board and one-half of the cooperating organizations.

### Section 4. Functions

(a) "The government, conduct, management and control of the University and of the property, revenue, business and affairs thereof shall be exercised by the Board." (Act). The Governors shall be responsible for the various functions indicated by the Act for the University and for the Board.

(b) The Governors shall be the ultimate authority in Cheeloo University and the School of Theology, but for field administration shall empower the Directors and act through them as fully as possible. Matters from China referred to the Governors should come through the Directors with their covering recommendation.

(c) The Governors shall determine the annual budget of the University (see Art. VI, Sec. 4 (a-b)), shall pass upon the purchase, construction or sale of property, may hold in trust or by other agreement property used by or for the University, shall consider all matters involving change of policy or the establishment of new departments of the University, and shall endeavor to provide for the needs of the University through the cooperating organizations and in other ways.

(d) The election or removal of the President and Associate President of

Cheeloo University by its Board of Directors shall be subject to the concurrence of the Board of Governors. The election or removal of the Principal, Vice-Principal, Treasurer, Registrar, Professors, Associate Professors, and all non-Chinese permanent members of the staff or the School of Theology by its Board of Directors shall be subject to the concurrence of the Board of Governors.

(e) The Governors may, from time to time, as and when required for the objects of the University: (1) borrow money upon the credit of the institution; (2) limit or increase the amount to be borrowed; (3) make, accept, draw, endorse and execute bills of exchange, promissory notes and other negotiable instruments; and (4) invest the funds of the University in such manner and upon such securities as shall be determined from time to time by the Governors.  
(But see Act of Incorporation Section 13)

(f) The Governors shall determine the custody and use of the University seal, impression of which is to be found in the margin. The seal is to be lodged in the Toronto office and by vote of the Governors duplicate seal(s) may be lodged in Tsinan, London, New York and /or other suitable place (s).

#### Section 5. Officers

(a) The officers of the Board of Governors shall be a Chairman, one or more Vice-Chairmen, a Secretary or Secretaries, a Treasurer or Treasurers, and such other officers as may be duly chosen. One person may hold more than one office.

(b) Election. The Officers shall be elected at annual meetings to serve one year or until their successors shall have been elected and shall have qualified. In case any vacancy occurs, an election may be held at any regularly called meeting or the Chairman or the Governors may designate an acting officer to serve ad interim.

(c) Duties of the Officers. The Chairman of the Governors shall perform all the customary duties of that office. He shall sign and shall execute, with the Secretary or other designated officer(s) attesting, contracts and instruments authorized or issued by the authority of the Governors requiring his signature. A Vice-Chairman of the Governors, in the absence or disability of the Chairman, shall perform all duties of the Chairman of the Governors. A Secretary shall perform the usual duties of this office and shall have custody of the corporate seal. A Treasurer shall perform the duties which ordinarily pertain to this office.

#### Section 6. Committees

The Board of Governors, or either Section, may appoint such committees under such regulations as it may desire.

ARTICLE V. FINANCE AND PROPERTY

Section 1. The fiscal year of the University shall be from July 1 to June 30th. Remittances on Cheeloo University and/or the School of Theology account may be made by any cooperating missionary organization through its own Mission in China to the Cheeloo University or the School of Theology Treasurer on the field. Any cooperating missionary organization may receive funds for transmission to the institution.

Section 2. Title to Property

(a) Title to the property used for purposes of Shantung Christian University shall preferably stand in the name of the University; but when necessary it may be held in trust or under agreement by the University for the organization providing it, or in trust for the University by the organization providing it.

(b) Title to the property used for the purposes of Cheeloo University may be held in the name of Shantung Christian University or of Cheeloo University, or it may be held in trust or under agreement by Cheeloo University for the organization providing it, or in trust for Cheeloo University by the organization providing it.

(c) Title to the property used for the purposes of the School of Theology may be held in the name of Shantung Christian University or of the Cheeloo School of Theology, or it may be held in trust or under agreement by the School of Theology for the organization providing it, or in trust for the School of Theology by the organization providing it.

ARTICLE VI. BOARDS OF DIRECTORS

Section 1. There shall be in China a Board of Directors of Cheeloo University and a Board of Directors of the School of Theology.

Section 2. Membership.

(a) The Board of Directors of Cheeloo University shall be composed of: (1) Representatives of the cooperating Christian Missions and Churches in the field, designated on a basis from time to time determined by the Governors with due regard to the responsible relationship with Cheeloo University and to the part taken by women in Cheeloo University affairs; (2) three or, at the discretion of the Governors, more members designated by and from the graduates; (3) coopted members not to exceed in number one-half of the representative members with, however, such additional coopted Chinese members as may be necessary to provide that two-thirds of the membership of the Board of Directors shall be Chinese; and (4) the President and the Associate President of Cheeloo University. Each Director shall be a Christian in cordial sympathy with the purpose of the University. Procedure regarding term of membership, alternates, vacancies, et cetera shall be regulated by the By-Laws of the Directors, as approved by the Governors.

(b) The Board of Directors of the School of Theology shall be composed of: (1) Representatives of cooperating church bodies and missions in the field; each such body providing the minimum amount of annual support required by the By-Laws shall be entitled to two representatives; for each additional unit of support or its equivalent, a cooperating body is entitled to one additional representative; (2) Two representatives from the Alumni of the School of Theology; (3) Coopted members not to exceed in number one-third of the representative members; and (4) the Principal of the school as an ex officio member. Each Director shall be a Christian in cordial sympathy with the purpose of the School of Theology. Procedure shall be regulated by the By-Laws of the Directors.

### Section 3. Meetings

The Board of Directors shall hold annual meetings and may hold other meetings. Full minutes of all meetings shall be sent to the Governors. Procedure regarding time, place, quorum, and call of meetings shall be regulated by the By-Laws of the Directors.

### Section 4. Functions

#### a. Board of Directors of Cheeloo University

(1) These Directors shall, in agreement with these By-Laws, have the responsibility and authority of the Field Administration of Cheeloo University, with powers and duties similar to those of the Directors of similar institutions, their duties and powers to be more specifically designated in their constitution and /or by-laws. They may delegate such of their powers and duties to other responsible groups or persons as will provide the most efficient functioning of the institution. They shall promote the interests of Cheeloo University in all appropriate ways.

(2) These Directors shall appoint and may at their discretion remove, subject in each case to concurrence by the Governors, the President and the Associate President of Cheeloo University. They shall in general decide all questions of local management in harmony with the recognized policy and program of the University, with due regard to the corporate opinion of the University staff. Important changes in the educational or financial policy or program shall be made only with the approval of the Governors.

(3) These Directors shall at least annually prepare and present to the Governors audited balance sheets and financial statements including proposed budgets for the following year and shall make recommendation or suggestion on any and all matters vitally affecting Cheeloo University.

(4) These Directors shall be accountable to the Governors for the condition, custody and uses of all funds received by them from whatever source. They shall locally administer and control on behalf of the owners all land, buildings, equipment and other properties used by Cheeloo University in China. Appeals for funds in North America or Great Britain shall be only through or with the approval of the Governors or of the respective Sections.

(5) These Directors shall have power to enter into an agreement with the

Governors for a lease of the Cheeloo University plant on whatever terms may be found mutually satisfactory.

b. Board of Directors of the School of Theology

(1) These Directors shall, in agreement with these By-Laws, have the responsibility and authority for the administration of the School of Theology, with powers and duties similar to those of the Directors of similar institutions, their duties and powers to be more specifically designated in their constitution and /or by-laws. They may delegate such of their powers and duties to other responsible groups or persons as will provide for the most efficient functioning of the institution. They shall promote the interests of the School in all appropriate ways.

(2) These Directors shall present to the Governors nominations for Principal, Vice-Principal, Treasurer, Registrar, Professors, Associate Professors and permanent non-Chinese members of the staff, and may in consultation with any mission directly involved, appoint or remove any other member of the staff. They shall prescribe the courses of studies, determine the conditions of entrance, fix the fees and other charges, and in general decide all questions of local management in harmony with the recognized policy and program of the School, with due regard to the corporate opinion of the staff. Important changes in the character of the educational or financial policy or program shall be made only with the approval of the Governors.

(3) These Directors shall at least annually prepare and present to the Governors audited balance sheets and financial statements, including proposed budgets for the following year, and shall make recommendations or suggestions on any and all matters vitally affecting the School.

(4) These Directors shall be accountable to the Governors for the condition, custody and uses of all funds received by them from whatever source. They shall determine the salaries of members of the staff paid directly by the School. They shall locally administer and control on behalf of the owners, all land, buildings, equipment and other properties used by the School in China. Funds shall be expended or obligations incurred only within the annual budget sanctioned by the Governors, or with their special authorization. Appeals for funds in North America or Great Britain shall be only through or with the approval of the Governors of the respective Section.

ARTICLE VII. THE STAFF

Section 1. Each officer and teacher shall be distinctly Christian in profession and character and shall be in cordial sympathy with the purpose and program of the institution. In an exceptional case involving particular qualifications of a Chinese for a specialized program for which no qualified Christian is available, the Directors may, by two-thirds vote, temporarily waive this requirement.

Section 2. Prior to assigning a representative to the staff a cooperating organization shall make sure that the prospective appointment is desired by the Directors.

Section 3. The various ranks in the teaching staff shall be Professor, Associate Professor, Assistant Professor, Associate, Lecturer, Instructor and Assistant Instructor.

Section 4. The President of Cheeloo University shall be ex officio a Director of Cheeloo University and a Governor. Unless there is special action to the contrary he shall be the official medium of communication between the Directors and the Governors. He shall be responsible for the educational policy and general discipline of Cheeloo University and for the execution of measures, not otherwise committed, concerning the field administration of Cheeloo University. He shall have custody of a duplicate seal. In case of vacancy in the office of President or of his absence or inability to serve, an acting President shall be designated by the Directors, subject to the concurrence of the Governors.

Section 5. The Principal of the School of Theology shall ex officio be a Director of the School of Theology. He shall preside at meetings of the faculty, and unless there is special action to the contrary, shall be the official medium of communication between the Directors and the Governors. He shall be responsible for the educational policy and general discipline of the School and for the execution of measures, not otherwise committed, concerning the field administration of the School. He shall have custody of a duplicate seal. In case of vacancy in the office of Principal, or of his absence or inability to serve, an acting Principal shall be designated by the Directors, subject to the approval of the Governors.

#### ARTICLE VIII. DEGREES AND CREDENTIALS

Section 1. Each Board of Directors, subject to conditions approved by the Governors, may confer such degrees as are in accordance with the laws of China upon the basis of examinations passed after the Special Act of Parliament of Canada incorporating the University on July 19, 1924.

Section 2. Each Board of Directors, subject to the concurrence of the Governors, may confer honorary degrees.

Section 3. Credentials may be granted by each Board of Directors to those who have satisfactorily completed certain prescribed courses of Cheeloo University or of the School of Theology.

#### ARTICLE IX. AMENDMENTS

Amendments to these By-Laws may be proposed by either Section of the Board of Governors, or by the Directors. The By-Laws may be amended by a two-thirds vote at regularly called and constituted meetings of the Governors or of both Sections of the Governors, provided that a month's advance notice, with at least the substance of the amendment, shall have been furnished each member of the Board of Governors.