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Shantung / Chefoo  
Administrative  
Administrative Council -  
Minutes 1928 - 1935

MINUTES OF MEETING

OF THE ADMINISTRATIVE COUNCIL

**TRANSFER** Tsinan, 27th January, 1928

*In printed minute*  
**SHANTUNG** *Li*  
*with*  
*2/1/28*

Members Present

(A.C. Minute 0247)

Bishop T.A. Scott (Chairman), the Rev. A.G. Castleton, Dr. C.F. Johnson and Mr. Yee Hsing-lin.

Report on Elective Courses

(A.C. Minute 0248)

*note*

In response to the minute of the Field Board of Managers (FBM 744) requesting the Senate to consider means of economy within the University, especially along the lines of reducing the number of elective courses, the following report from the Senate was received:-

1. Whereas the Field Board Minute No. 744 is evidently based on the desire and idea of curtailing expenses, the fact is that the reduction of electives will not in any way reduce expenses unless some members of the existing staff are discharged. Even if some were discharged, those so discharged would in all probability be the lower salaried instructors, with the result that only a relatively small amount would be saved.

2. We are of the opinion that the present situation, which resulted in 95 fewer students (or 37% of the total number) in attendance in the Arts School this term, is too abnormal to warrant any radical reduction at this time in the number of courses offered or the discharge of any of the teachers now employed.

3. Moreover, since only 25% of the total number of hours taken by an Arts student is entirely elective, while 47% is rigidly required, and 28% is semi-required, in the sense that the student has to take certain courses after he has chosen his major, with the consent of the department concerned, we are of the opinion that the present percentage of electives is not in any sense excessive. Furthermore, what is an elective for one student is usually a required course for another in his major.

4. Since there are few electives open to the student body which are not required of students majoring in certain departments, any serious reduction in the number of so-called elective courses, would so reduce the required work in several departments as to take away their standing and place the Arts School below the standard as to number of departments that has been set for China. If this standard is not reached, the School of Arts and Science ceases to be a Senior College.

5. It seems that the desirable and practicable thing to do is to put forth all possible efforts to secure a larger

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attendance, which increased attendance with its increased income, would solve most, if not all, of our present financial difficulties.

It was noted with satisfaction by the Administrative Council that the Faculty of the School of Arts and Science have resolved that in view of the smaller number of students, and because of the necessity of exercising every possible economy, the Departmental Expenses for the year 1927-28 shall be reduced to 70% of the amount budgetted.

Committee on Government Registration (A.C. Minute 0249)

*note*

Voted:- That Dr. P.C. Kiang be appointed as Chairman of the Committee on Government Registration.

Appointment of Acting-Dean of Medicine and Acting-President (A.C. Minute 0250)

*note*

Voted:- That the Administrative Council confirms the action of the Senate in appointing Dr. Peter Kiang acting-dean of the School of Medicine during the absence of Dr. Shields on furlough.

Further, that in view of the approaching departure of Dr. Li for Jerusalem, the Administrative Council agrees to the recommendation of the Senate that Dr. Kiang be appointed Acting-President of the University, either until the return of Dr. Mac Rae or until the next meeting of the Field Board of Managers.

Further, that Dr. Ingle be appointed as assistant dean of the School of Medicine for the period of Dr. Shields' absence.

Acting-Dean of the School of Arts & Science. (A.C. Minute 0251)

*note*

Voted:- That the Administrative Council approves the action of the Senate in appointing the Rev. J. W. Hunter as acting-dean of the School of Arts and Science until the return of Dr. Li Tien-lu.

Leave of Absence for Dr. Li (A.C. Minute 0252)

Voted:- That the Administrative Council approves the action of Senate in granting leave of absence to Dr. Li Tien-lu for one year, beginning with the spring term of 1928, to attend the Jerusalem Conference and to study abroad.

Return of Dr. Li Tien-lu (A.C. Minute 0253)

*note*

Voted:- That the Administrative Council confirms the invitation of Senate to Dr. Li Tien-lu to return after his furlough as Vice-President of the University, concurrently with his position as Dean of the School of Arts and Science.

Furloughs (A.C. Minute 0254)

Voted:- That the following recommendations of Senate be approved:-

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Dr. H.P.Lair - That Dr. Lair be allowed to take his furlough beginning on or about the first of August 1928, and that we ask for his return as a member of the Arts Faculty and as Treasurer of the University.

Prof. H.E.Wang - That Prof. H.E.Wang be requested to return to his position as head of the Department of Mathematics and Astronomy after his leave of absence for the spring semester.

Mr. Chou Kan-t'ing - That Mr. K.T.Chou be requested to return to his position as head of the Department of Chinese after his leave of absence for the spring semester.

Dr. E.R.Wheeler - That Dr. Wheeler be allowed to go on furlough at the end of the spring semester of 1928.

Dr. P.L.McAll - That Dr. McAll be allowed to go on furlough at the end of May 1928.

Resignations of Dr. and Mrs. Wright (A.C.Minute 0255)

*note with report*

Voted:- That the Administrative Council accepts with much regret the resignations of Dr. and Mrs. H.W.S.Wright from the Medical Faculty, and wishes to express its appreciation of their professional ability, their painstaking work in teaching the students, and the valuable contribution they made to the larger life of the University.

Degree Regulations of the School of Medicine (A.C.Minute 0256)

*Approved*

Voted:- That the Administrative Council approve the recommendation of Senate that after the summer of 1928 the degree of M.B. be the only official recognition of graduation from the School of Medicine.

That, for classes graduating in January and June 1928, degrees only be awarded at graduation, but students who fail to attain to the degree standard may apply to the Faculty of the School of Medicine for consideration for a diploma.

Degree Regulations of the School of Arts & Science (A.C.Minute 0257)

*Approved*

Voted:- That the Administrative Council approve the recommendation of Senate that after the summer of 1928, being four years after the granting of the charter, the B.A. and B.Sc. degrees be the only official recognition of graduation from the School of Arts and Science.

That for classes graduating in Arts and Science in January and June of 1928, degrees only be awarded at graduation, but those students who fail to attain the degree standard may apply to the Faculty of the School of Arts and Science for consideration for a diploma.

Candidates for Degrees (A.C.Minute 0258)

*note*

Voted:- That on the recommendation of the respective faculties and of the Senate, degrees be conferred as follows:-

- B.A. Chang Pao Tai
- B.Sc. Chang Kuan Chih and Wu Chia Ying
- M.B. Li Shou Ch'eng, Feng Lan Hsin, Chang Ying Chi, Liu Fu Lin, Teng Chih En, Lin Lien Ch'ing, T'ien Feng Luan, Kuo Tso Kuo, Lo Hsi Hsien, Hsu Shu, Ching I Hui and Ting Li Ch'eng.

Grant to Theological School (A.C. Minute 0259)

*Considered  
approved*

Voted:- That the Administrative Council requests the Acting President, Dr. Li Tien-lu, to send a letter to the Committee of the Baptist Missionary Society, explaining the urgent need for a special grant to the Theological School for the salary of Mr. Chang Po-hwai, Professor in the Theological School.

Annual Budget (A.C. Minute 0260)

*Approved*

Voted:- That the budget for the fiscal year, July 1st 1928 to June 30th 1929, as passed by the Senate, be accepted:-

GENERAL UNIVERSITY

A. ADMINISTRATION .....	\$25,972
1. Officers of Administration .....	\$16,880
2. New York Central Office .....	800
3. University Administrative Bodies .....	700
4. University Entertainment Fund .....	400
5. Publicity .....	1,000
6. Office Expenditure .....	6,192
B. AUGUSTINE LIBRARY .....	2,000
C. MIDDLE SCHOOL .....	2,000
D. MAINTENANCE OF BUILDINGS .....	1,940
E. GENERAL UNIVERSITY SERVICE .....	4,414
1. Religious Services & General Assemblies .	250
2. University Athletics .....	1,800
3. Campus .....	500
4. Public Services Tax .....	264
5. Public Health .....	200
6. Taxes .....	400
7. Summer School .....	300
8. Model Village Upkeep .....	300
9. Telephone System .....	400

\$36,326

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RECEIPTS FROM ALL SOURCES

Foreign Salaries & Allowances ..	UCCM	4600	
	APMN	8960	
	BSGov.	1852	15,412
General Expenditure .....	APMN	4780	
	BSGov.	3750	
	SPG	1100	
	BMS	200	
Transfer from other Financial Units...		9500	
Foreign Services Committee .....		200	
Rent of Land and Houses .....		500	
Interest and Exchange .....		384	
Deficit .....		500	20,914
			<hr/>
			\$36,326
			<hr/> <hr/>

SCHOOL OF ARTS & SCIENCE

A. ADMINISTRATION .....			\$ <sup>6,150</sup> 6,150
1. Officers of Administration .....	\$2200		
2. Dean's - Asst. Dean's - Personal .....	200		
3. Office Expenses .....	400		
4. Printing and Stationery .....	200		
5. Postage and Telegrams .....	50		
6. Travel .....	250		
7. Miscellaneous .....	100		
8. General University .....	2750		
B. INSTRUCTION .....			49,454
1. University Salaries including rents ....	22554		
2. Foreign Salaries & Allowances .....	26900		
C. DEPARTMENTAL EXPENSES .....			8,900 *
D. MAINTENANCE OF PHYSICAL PLANT .....			7,872
1. Furniture & Equipment .....	300		
2. Repairs .....	1172		
3. Cleaning and Supervision .....	1800		
4. Heating .....	2060		
5. Lighting .....	1200		
6. Water .....	900		
7. Insurance .....	330		
8. Public Services Tax .....	210		
			<hr/>
			\$72,376

\* Included in this amount is a sum of \$2670 Contingent, which is dependent on the receipt of an equal amount in tuition fees.

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RECEIPTS FROM ALL SOURCES

Foreign Salaries & Allowances	....	APMN	18200	
		SPG	4100	
		UCCM	4600	26900
General Expenditure	.....	APMN	15880	
		Substitute Sal. "	3000	
		CMB	5850	
		BMS	4050	
		SPG	1500	
		UCCM	1000	
		APMS	500	
Income from Rents	.....		1824	
Tuition Fees	.....		9202	
" " contingent	.*		2670	45476
				\$72376

\* This sum is entered under Departmental Expenditures as "Contingent" and that section of the budget will be cut to that extent if these fees are not received.

SCHOOL OF THEOLOGY

A. ADMINISTRATION	.....	\$ 1055
1. Officers of Administration	.....	?
2. Office Expenses	.....	75
3. Printing	.....	125
4. Stationery	.....	25
5. Postage and Telegrams	.....	30
6. Travel	.....	150
7. Scholarship	.....	100
8. Contingent	.....	100
9. General University	.....	450
B. INSTRUCTION	.....	23616
1. Chinese Salaries	.....	7424
2. Foreign Salaries & Allowances	.....	15166
3. Extension Work	.....	1026
C. LITERARY BUREAU EXPENSES	.....	50
D. BOOKS AND MAGAZINES	.....	450
E. MAINTENANCE OF PHYSICAL PLANT	.....	2285
1. Furniture and Equipment	.....	100
2. Repairs and Upkeep	.....	365
3. Cleaning and Supervision	.....	475
4. Heating	.....	600
5. Lighting	.....	300
6. Water	.....	135
7. Insurance	.....	135
8. Public Services Tax	.....	75
9. Contingent	.....	100
		\$27436

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RECEIPTS FROM ALL SOURCES

Foreign Salaries and Allowances ...	BMS	3560	
	ABCFM	11606	15166
General Expenditure .....	BMS	1000	
(for Chinese salary) "	"	1740	
" " "	APMN	2520	
" " "	MEL	960	
	UCCL	1000	
	ABCFM	1000	
	C of B	2000	11220
Students' Fees ...			1050
			<hr/>
			\$27436
			<hr/> <hr/>

SCHOOL OF MEDICINE

A. ADMINISTRATION .....			\$15200
1. Officers of Administration .....	4000		
2. Office Assistance & Administrative Exp.	5950		
3. Grant to Gen. Univ. Administration .....	5000		
4. University Public Services .....	150		
5. Students' Welfare .....	100		
B. INSTRUCTION .....			76386
1. Salaries & Allowances provided by Missions		49120	
2. Salaries & Allowances provided by Med. School		19016	
3. Departmental Expenditure .....	8250		
C. MAINTENANCE .....			10684
1. Medical School and Dormitories .....	7040		
2. Women's Unit .....	3644		
D. HOSPITAL .....			48019
			<hr/>
			\$245289
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RECEIPTS FROM ALL SOURCES

Salaries & Allowances provided by Missions -			
	BMS	12900	
	APMN	9520	
	" Women	5400	
	UCCL	7000	
	APMS	4000	
	LMS	4600	
	SPG	6500	
	WFMS	3200	53120
Carried forward			\$ 53120



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Brought forward \$ 53120

Grants to General Expenditure -

	BSGov.	1500	
	BMS	5509	
	APMN	1500	
(Substitute Sal.)	"	3000	
	APMS	1100	
	LMS	1000	
	UCCM	1000	
	SPG	1000	
	WMMS	1500	17109
	APMN Wom.	8000	
	WFMS	8000	16000
Students' Fees	.....	6560	
Women's Dormitory Fees		840	
Laboratory Tests	.....	200	7400
	CMB	49000	
House Rentals	.....	2460	51460
			<hr/>
			\$145289

HOSPITAL

A. ADMINISTRATION	.....	\$16533
1. Salaries & Allowances provided by		
Missions	..... 3200	
2. Residents and Internes	..... 10092	
3. Administration Expenses	..... 3411	
B. EVANGELISTIC	.....	1500
C. NURSING	.....	17170
1. Salaries & Allowances provided by Missions		
	4440	
2. Salaries & Allowances provided by Hospital		
	4000	
3. Maintenance	..... 8730	
D. SURGICAL SUPPLIES	.....	5600
E. MEDICAL APPARATUS	.....	200
F. OUT-PATIENT DEPARTMENT	.....	2801
G. PHARMACY	.....	8592
H. X-RAY	.....	1059
I. SAMARITAN FUND	.....	500

Carried forward \$53955

	Brought forward	\$ 53955
J. KITCHEN .....		11000
K. LAUNDRY .....		1600
L. MAINTENANCE .....		11300
		<hr/>
		\$77855
Transferred to Sinking Fund .....		9000
		<hr/>
		\$86855
		<hr/> <hr/>

RECEIPTS FROM ALL SOURCES

Salaries & Allowances provided by Missions -		
	BMS	1600
	WFMS	1600
	WMLS	1440
	APMN	1800
	SPG	1200
		7640
Grant from Provincial Government .....		3000
Operation Fees etc. ....	1500	
Foreigners' Fees .....	1000	
In-patients' Fees .....	13500	
Out-patients' Fees .....	2000	18000
Pharmacy Receipts .....	8300	
X-Ray Receipts .....	1000	
Massage Fees .....	100	
Dental Department Receipts .....	2500	
Nursing Department Receipts .....	1800	13700
Subscriptions to Samaritan Fund .....	500	
General Subscriptions .....	500	1000
Rentals .....		996
Transferred from Medical School Budget .....		43019
		<hr/>
		\$86655
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EXTENSION DEPARTMENT

A. SALARIES .....		\$ 6550
B. WAGES .....		2130
1. Museum Attendants .....	480	
2. Gatemen and Coolies .....	300	
3. Modellers and Artists .....	1350	
C. RENT .....		240
D. TRAVEL .....		200
E. GENERAL EXPENSES .....		2460
	Carried forward	11580

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Brought forward

\$11580

1. Lighting .....	200
2. Heating .....	300
3. Office Requisites .....	100
4. Repairs and Maintenance .....	300
5. Furniture and Equipment .....	250
6. Lectures .....	100
7. Magazines, Papers and Books .....	150
8. Printing .....	100
9. Social Service .....	200
10. Entertainment .....	100
11. Insurance .....	150
12. General University .....	400
13. Sundries .....	110

\$11580

RECEIPTS FROM ALL SOURCES

Foreign Salary .....	BMS	4350	4350
General Expenditure .....	BMS	7030	
Local Subscriptions .....		200	7830

\$11580

LIBRARY

EXPENDITURE ..... \$4000

1. Librarian's Salary .....	1200
2. Assistants .....	250
3. Books .....	800 *
4. Periodicals .....	300
5. Current Supplies .....	200
6. Binding and Repairing .....	100
7. Maintenance .....	1050
8. General University .....	100

\$4000

RECEIPTS ..... \$4000

1. General University .....	2000
2. Augustine Church, Winnipeg .....	2000

\$4000

\* The expenditure for departmental books has been included under the heading of Departmental Expenses in the various schools.

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SUMMARY OF BUDGET

1. GENERAL UNIVERSITY

A. Administration .....	\$25,972	
B. Augustine Library .....	2,000	
C. Middle School .....	2,000	
D. Maintenance of Buildings ..	1,940	
E. University Service .....	4,414	\$36,326

2. SCHOOL OF ARTS & SCIENCE

A. Administration .....	6,150	
B. Instruction .....	49,454	
C. Departmental Expenses .....	8,900	
D. Maintenance of Plant .....	7,852	72,376

3. SCHOOL OF THEOLOGY

A. Administration .....	1,055	
B. Instruction .....	23,616	
C. Literary Bureau Expenses ..	50	
D. Books and Magazines .....	430	
E. Maintenance .....	2,285	27,436

4. SCHOOL OF MEDICINE

A. Administration .....	15,200	
B. Instruction .....	76,386	
C. Maintenance .....	10,684	
D. Hospital .....	43,019	145,289 X

5. UNIVERSITY HOSPITAL

A. Administration .....	16,553	
B. Evangelistic .....	1,500	
C. Nursing .....	17,170	
D. Surgical Supplies .....	5,600	
E. Medical Apparatus .....	200	
F. Out-Patient Department ....	2,801	
G. Pharmacy .....	8,592	
H. X-Ray .....	1,059	
I. Samaritan Fund .....	500	
J. Kitchen .....	11,000	
K. Laundry .....	1,600	
L. Maintenance .....	11,300	77,855 X
Transferred to Sinking Fund		9,000

86,855

6. EXTENSION DEPARTMENT

A. Salaries .....	6,550	
B. Wages .....	2,130	
C. Rent .....	240	
D. Travel .....	200	
E. General Expenses .....	2,460	11,580

Carried forward 379,862

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Brought forward \$379,862

7. LIBRARY

A. Administration .....	1450	
B. Books & Periodicals .....	1100	
C. Maintenance .....	1450	4,000
		<hr/>
		\$383,762
Less Transfers		54,419
		<hr/>
Total Expenditure		\$329,343
		<hr/>

THE UNIVERSITY BUDGET FOR 1928 O 1929  
IS COVERED BY THE FOLLOWING ESTIMATED RECEIPTS

American Presbyterian Mission N. (Inc. Women) .....	\$83,560
Baptist Missionary Society .....	41,939
China Medical Board .....	54,850
United Church of Canada Mission (inc. Augustine) .....	21,200
Society for the Propagation of the Gospel .....	15,400
Amer. Bd. of Commissioners for Foreign Missions .....	12,606
London Missionary Society .....	5,600
Wesleyan Methodist Missionary Society .....	2,940
British Section of the Bd. of Governors .....	7,102
American Presbyterian Mission South .....	5,000
Methodist Epis. Mission North (inc. W.F.M.S.) .....	13,760
Church of the Brethren .....	2,000
Tuition Fees .....	19,482
House Rentals .....	5,780
Foreign Services Committee .....	200
Hospital Subscriptions & Samaritan Fund .....	1,000
" Fees .....	17,500
" Pharmacy & X-Ray Receipts .....	9,300
" Dental Department Receipts .....	2,500
" Nursing Department Receipts .....	1,800
" Massage Receipts .....	100
Provincial Grant to School of Medicine .....	3,000
Women's Dormitory Receipts .....	840
Laboratory Tests .....	200
Interest and Exchange .....	384
Deficit on General University .....	500
Extension Department Subscriptions .....	200
	<hr/>
	\$329,343
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1958

Brought forward \$379,888

7. LIBRARY

A. Administration	1450
B. Books & Periodicals	1100
C. Maintenance	1450
	4,000

Total Expenditure	\$329,343
Less Transfers	\$4,419
	\$383,762

IS COVERED BY THE FOLLOWING ESTIMATED RECEIPTS  
THE UNIVERSITY BUDGET FOR 1958 O 1959

Extension Department Subscriptions	200
Deficit on General University	500
Interest and Exchange	384
Laboratory Tests	200
Women's Dormitory Receipts	840
Provincial Grant to School of Medicine	3,000
Massage Receipts	100
Nursing Department Receipts	1,800
Dental Department Receipts	2,300
Pharmacy & X-Ray Receipts	9,300
Fees	17,200
Hospital Subscriptions & Samaritan Fund	1,000
Foreign Services Committee	200
House Rentals	2,780
Tuition Fees	19,482
Church of the Brethren	2,000
Methodist Epia Mission North (inc. W.P.M.S.)	13,760
American Presbyterian Mission South	2,800
British Section of the Bd. of Governors	7,102
Wesleyan Methodist Missionary Society	2,940
London Missionary Society	2,600
Amer. Bd. of Commissioners for Foreign Missions	12,606
Society for the Propagation of the Gospel	12,400
United Church of Canada Mission (inc. Augustine)	21,200
China Medical Board	24,820
Baptist Missionary Society	41,939
American Presbyterian Mission N. (Inc. Women)	\$83,860

\$329,343

PRESENT: Rev. H.Y. Yee (Chairman), Mr. Y.Y. Tsu, Mr. T.I. Lin, Dr. C.H. Han, Dr. R.T. Shields, Bishop T.A. Scott, Rev. F.S. Drake, Miss Knapp, Rev. E.W. Burt was asked to sit with the Board.

SITUATION IN THE UNIVERSITY.

Rev. H.Y. Yee reported upon recent events in the University.

REGISTRATION:

RESOLVED: That the Administrative Council declares itself in favour of making immediately such changes in the University Administration and Organization as are necessary for proceeding with Government Registration.

That with this end in view, the following actions be taken:

- 878<sup>a</sup> 1. BOARD OF DIRECTORS: (FIELD BOARD OF MANAGERS) (A.C.0279)  
That the Field Board of Managers be re-organized so that at least two-thirds of the members be Chinese, and that steps be taken to increase the number of prominent Chinese and Foreign educationalists serving on the Board and further, that the name of the Board in Chinese be "Hsiao Tung Hui" ( ).
- 879<sup>a</sup> 2. SENATE, (A.C.0280)  
That the Senate be re-organized in such a way that there be a majority of Chinese, and that the Senate be asked to take steps to this end.
- 880<sup>a</sup> 3. LANGUAGE. (A.C.0281)  
That the official Minutes of the Board of Directors, the Senate and the Faculties be kept in Chinese.
- 881<sup>a</sup> 4. THEOLOGICAL SCHOOL. (A.C.0282)  
(1) That in order to expedite the registration of the University, we recommend to the Board of Governors the immediate Re-organization of the School of Theology, as a separate institution, on lines suggested below:  
(2) That the name of the School be referred back to the Theological faculty for further consideration.  
(3) That the School of Theology shall have its own Board of Directors responsible to the present Board of Governors of the University.  
(4) That the Board of Directors shall be composed of  
a. Representatives of Chinese Churches.  
b. Representatives of Co-operating Missions.  
c. Representatives of the Alumni of the School.  
d. Co-opted Members.  
e. The principal of the School.  
That the Theological Faculty be requested to prepare further details regarding membership of the Board, methods of election of members, etc., to be submitted to this Board.

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- (5) The internal administration of the School shall be in the hands of the Principal and the Faculty.
- (6) The standard of the School shall be of College grade.

882. 5. SCHOOLS OF ARTS & SCIENCE. (A.C.0283)  
That the Senate be asked to take immediate steps to separate the Schools of Arts & Science, in accordance with the Resolution of the Board of Directors last June.
883. 6. ACTING DEAN OF ARTS & SCIENCE SCHOOLS. (A.C.0284)  
That we refer the question of the Acting Deanship of the Schools of Arts & Science to the Arts & Science Faculty for recommendations to be presented to the next session of this Council.
884. 7. RESIGNATION OF THE PRESIDENT OF THE UNIVERSITY.  
That in view of the peculiar situation that has arisen in the University, and after full consideration of all the circumstances, we respectfully recommend the Board Governors to accept the resignation of Dr. Li T'ien Lu from the Presidency of the University,
885. 8. NOMINATION COMMITTEE FOR PRESIDENT OF UNIVERSITY. (0285)  
That we request the following to serve as a Committee to bring in nominations for the presidency at the earliest opportunity:  
Dr. Ch'eng Ching-I (Chairman) Mr. Y. Y. Tsu, Mr. D. Y. Lin, Dr. Chang Po-ling and Bishop Scott.
886. 9. EXECUTIVE COMMITTEE. (A.C.0286)  
That Rev. H. L. Yee, Dr. Chiang, Dr. Fugh and Dr. Shields form an Executive Committee to fill the President's office for the time being.
887. 10. RE-ORGANIZATION OF BOARD OF DIRECTORS. (A.C.0287)  
That the Executive Committee be requested to make recommendations for the carrying out of Minute No. 1 of the Administrative Council. "That the Board of Directors be re-organized so that at least two-thirds of the members be Chinese, and that steps be taken to increase the number of prominent Chinese and foreign educationists serving on the Board".
888. 11. DEAN OF SCHOOLS OF ARTS & SCIENCE. (A.C.0288)  
That the Committee for nominating a Chinese Dean for the School of Arts & Science be urged to make every effort to find a suitable man as soon as possible.
889. 12. ADMINISTRATION OF THE SCHOOLS OF ARTS & SCIENCE. (0289)  
That the following Minutes of the Arts & Science Schools faculty, ratified by the Senate, be accepted as the method of Administration of the separated schools of Arts & Science:



(1) Provisional Administrative Committee for Schools of Arts & Science.

Voted: That in view of the School of Arts & Science being separated into two colleges in accordance with the Minute of the Administrative Council of the Field Board of Managers (of Nov. 20, 1929) we recommend the appointment of ~~three members~~ two separate provisional administrative committees, of three members each, for the Colleges of Arts & Science.

(2) Election of Administrative Committee of Science College.

Voted: That we recommend that Dr. Yang (Chairman) Mr. Wang Hsi En and Mr. Jacot be appointed as Provisional Administrative Committee of the Science College.

(3) Election of Administrative Committee of Arts College

Voted: That we recommend that Dr. Fugh (Chairman) Dr. Heeren and Mr. K.T. Chou be appointed as Provisional Administrative Committee of the Arts College.

(4) Resignation of Mr. Lautenschlager from Acting Dean-Ship.

Voted: That as soon as the Senate and the Administrative Council of the Field Board have ratified the elections of the Administrative Committees of the Colleges of Arts & Science, we regretfully accept Mr. Lautenschlager's resignation from the position of Acting Dean of the Arts & Science School, and, at the same time, we wish to express our appreciation of his services in that office.

(5) Emergency Committee.

Voted: That we appoint Dr. Fugh, Dr. Yang and Mr. Lautenschlager as Emergency Committee for the period of the present crisis, with full power to act.

890. 13. THE SCHOOLS OF ARTS & SCIENCE. (A.C.02891)

That we request the Senate to investigate the needs of the Schools of Arts & Science with a view to complying with government regulations for registration; and that in particular we request the Senate to explore the possibilities of providing scholarships for graduates studying abroad.

900. 14. STUDENTS RECEIVING FINANCIAL AID. (A.C.0292)

That we request the Senate to consider whether the financial aid at present received by students from private or Mission sources, could be administered by the University as regular scholarships or awards.

901. 15. CHINESE BOOKS FOR THE LIBRARY. (A.C.0293)

That with regard to the increasing of the number of Chinese books in the Library, we learn with satisfaction that part of the Harvard-Yenching Fund can be made available for this purpose, and we refer the matter to the Senate for speedy action.

NOV 20 1929

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893. 16. PUBLICATION DEPARTMENT (A.C. 294)

That in the plan for the use of the Harvard-Yenching funds for the improvement of Chinese studies, due attention be paid to the development of a publication department in Chinese.

~~894. 17. INCAPACITATED MEMBERS OF STAFF AND EMPLOYEES.~~ (0295)

~~That the question of members of staff and other employees of the University who are incapacitated from their duties for an indefinite period of time, be referred back to the Senate for further consideration and recommendations.~~

895. 18. COMMITTEE FOR OUTSIDE RELATIONS. (A.C. 296)

That we appoint the following to be a Committee for the cultivation of friendly relations with the general community: Rev. H. L. Yee, Dr. Shields, Dr. Chiang, with power to co-opt

896. 19. STUDENT RINGLEADERS: (A.C. 297)

That the Minute of Senate concerning the student ringleaders be referred to the Executive Committee.

897. 20. SUSPENSION OF CLASSES IN THE SCHOOLS OF ARTS & SCIENCE (A.C. 298)

That the Executive Committee be requested to make known the actions of the Administrative Council to the Staff and Student body, and arrange for the resumption of classes in the School of Arts & Science as soon as possible to resume

That in the event of its proving impossible to resume classes in the immediate future, the Schools of Arts & Science be closed; and

We further recommend that the Pre-Medical Courses be taken over by the Medical Faculty, and that the Pre-Theological Courses be taken over by the School of Theology.

ADJOURNED.

# SHANTUNG

## MINUTES OF THE ADMINISTRATIVE COUNCIL

Tsinan, 13th February, 1931

949. Members present

INDEXED

(A.C. Minute 0299)

Morning Session - Dr. C. F. Johnson, Rev. H. R. Williamson, Mr. Z. V. Lee, Dr. C. H. Han, and the Rev. L. J. Davies.

Afternoon Session - Rev. L. J. Davies (in the chair), Dr. Johnson, Mr. Williamson, Rev. H. L. Yee and Dr. C. H. Han.

950. Election of Acting-Chairman

(A.C. Minute 0300)

Voted:- That, in the absence of the vice-chairman, the Rev. L. J. Davies be appointed Acting-Chairman.

951. Election of Recording Secretary

(A.C. Minute 0301)

Voted:- That the Rev. H. R. Williamson be appointed Recording Secretary.

952. Reappointment of Members of Staff

(A.C. Minute 0302)

Voted:- a. Dr. J. J. Heeren. That the Administrative Council endorse the recommendation of the Arts Faculty and of the University Executive Council that Dr. J. J. Heeren be invited to return to his present position in the University at the close of his regular furlough.

b. Rev. J. W. Hunter. That the Administrative Council endorse the recommendation of the Arts Faculty and of the University Executive Council that the Rev. J. W. Hunter be invited to return to his work in the University at the close of his regular furlough.

c. Mr. A. P. Jacot. That the Administrative Council endorse the recommendation of the Science Faculty and of the University Executive Council that Mr. A. P. Jacot be invited to return to his work in the University at the close of his regular furlough.

d. Mr. E. L. Phillips. That the Administrative Council endorse the recommendation of the Science Faculty and of the University Executive Council that Mr. E. L. Phillips be invited to return to his work in the University at the close of his regular furlough.

e. Dr. P. S. Evans. That the Administrative Council endorse the recommendation of the Medical Faculty and of the University Executive Council that Dr. P. S. Evans be invited to return to his position in the Department of Physiology, and that his salary status be that in force up to the time at which he voluntarily relinquished it.

f. Dr. E. B. Struthers. That the Administrative Council endorse the recommendation of the Medical Faculty and of the University Executive Council that Dr. E. B. Struthers be invited to return to his position in the Department of Internal Medicine.

g. Dr. L. M. Ingle. That the Administrative Council endorse the recommendation of the Medical Faculty and of the University Executive Council that Dr. L. M. Ingle be requested to antedate his furlough, taking it from the spring of 1951, in order to make better arrangements for the work of the Department of Surgery, and that he be invited back to his position in that department.

h. Dr. H. J. Snyly. That the Administrative Council endorse the recommendation of the Medical Faculty and of the University Executive Council that Dr. H. J. Snyly be invited to return to his position in the Department of Internal Medicine at the close of his regular furlough.

i. Dr. A. S. Gault. That the Administrative Council endorse the recommendation of the Medical Faculty and of the University Executive Council that Dr. A. S. Gault be invited to return to her position in the Department of Internal Medicine at the close of her regular furlough.

953. Miss Cora E. Hoffman (A.C. Minute 0303)

Voted:- That on the recommendation of the Medical Faculty and of the University Executive Council, Miss Cora E. Hoffman be appointed a member of the nursing staff of the University Hospital as from January 1st, 1950.

954. Candidates for Degrees. (A.C. Minute 0304)

Voted:- That on the recommendation of the respective faculties and of the University Executive Council, Degrees be conferred as follows:-

B.A. - Chia Hui Chung, Chou Shu Jen, Kuo Mo Ch'ien,  
Sun<sup>g</sup> Kuo Tung.

B.Sc. - Chao Teng Tai, Pan Hui Sneng, Yu Meng Hsiang,  
and for former graduate Wu Ch'eng Min.

955. New Member of Board of Governors (A.C. Minute 0305)

Voted:- That Dr. Y. Y. Tsu be elected to serve as a member of the Board of Governors to fulfil the unexpired term of Mr. Sung Hui-wu (deceased).

956. Annual Budget (A.C. Minute 0306)

Voted:- a. That with the exception of those cases where it is definitely known that grants are not to be paid on a gold or sterling basis, we prepare the budget on the assumption that all receipts are to be paid on a gold basis.

b. That for the purposes of the Budget the rate of exchange be considered as \$3 Mex. to \$1 gold, and \$15 Mex. to £1 sterling.

c. That the budget for the fiscal year July 1st 1931 to June 30th 1932 be adopted as follows:-

GENERAL ADMINISTRATION

1.	Officers .....	24,000	
	a. President .....	6000	
	b. Vice-President .....	(6000)	
	d. Dean of Women .....	2000	
	d. Treasurer .....	(6000)	
	e. Secretary .....	(3000)	
	f. Registrar .....	1000	
2.	New York Office .....		800
3.	Board of Directors .....		500
4.	Entertainment .....		500
5.	Publicity .....		3,150
	a. Nat. Assn. Adv. Education ..	200	
	b. Shantung Bd. C. Educ. ....	100	
	c. C.A.C.H.E. ....	100	
	d. Magazine .....	200	
	e. Advertising .....	100	
	f. Bulletins etc. ....	500	
	g. Photography .....	50	
	h. Travel Middle Schools ....	100	
6.	Office Expenditure .....		5,830
	a. Salaries		
	Typist .....	840	
	Treas. Asst. ....	840	
	Secretaries .....	840	
	c. Equipment .....	150	
	c. Current Supplies .....	350	
	d. Printing and .....	850	
	e. Postage & Telegrams .....	800	
	f. Office boys .....	360	
	g. Travel .....	400	
	h. Audit .....	100	
	i. Contingent .....	300	
B.	Maintenance of McCormick Hall .....		900
C.	General Services .....		5,500
	1. Relig. Services .....	200	
	2. Athletics .....	1500	
	3. Campus .....	800	
	4. Public Services .....	1500	
	5. Public Health .....	200	
	6. Taxes .....	300	
	7. Model Village Upkeep .....	600	
	8. Telephones .....	300	
	9. Hsing Lung Cottage .....	100	
D.	Military & Party Instructor .....	1,500	\$40,880

RECEIPTS

A. Mission Salaries	15,000	
B. Board of Governors	3,000	
C. Hall Estate	6,000	
D. Women's Unit Hall Es.	2,000	
E. School of Arts & Science	6,380	
F. School of Medicine	1,500	
G. Interest & Exchange	1,000	34,880
Debit Balance		6,000 *

\$40,880

\* Voted:- That the balance of \$6,000 on the General Administration account be provided for in the following manner:-

- a. By any surplus on the General Administration Account
- b. By a further assessment on the Schools of the University.

SCHOOLS OF ARTS AND SCIENCE

EXPENDITURE

A. ADMINISTRATION .....		\$11,780
1. Dean's salary (inc. rent) .....	4200	
2. Office Expenses .....	400	
3. Printing & Stationery .....	200	
4. Postage & Telegrams .....	100	
5. Travel .....	300	
6. Miscellaneous .....	200	
7. Share of General Administration	6380	
B. SALARIES PAID DIRECTLY BY MISSIONS .....		36,000
C. SALARIES PAID BY THE SCHOOLS .....		29,868
<u>Arts</u>		
Chinese .....	2100	
History .....	840	
For. Languages .....	1200	
Education .....	4128	
Sociology .....	1200	
	<u>9468</u>	
<u>Science</u>		
Mathematics .....	2160	
Chemistry .....	6840	
Physics .....	6300	
Biology .....	2880	
		<u>18180</u>
Model Village Rents .....	2220	
D. DEPARTMENTAL GRANTS .....		8,050
Biology .....	1200	
Chemistry .....	3000	
Physics .....	1500	
Chinese .....	200	
Education .....	800	
Mathematics .....	200	
History .....	400	

Brought forward

\$85,698

- Backgrounds & Relig. Instruction	250
Foreign Languages	250
Sociology	250

E. MAINTENANCE..... 7,830

1. Furniture & Equipment	300
2. Repairs & Upkeep	2000
3. Special for Teachers' Rooms	200
4. Cleaning & Supervision	1000
5. Heating	2000
6. Lighting	1100
7. Water	900
8. Insurance	330

\$93,528

RECEIPTS

A.P.M.N. - Grant to gen. expenditure	19580	
For. Salaries & allowances	24000	
Substitute Salary	3000	46,830
E.B.M. - Grant to gen. expenditure	1550	
For. Salaries & allowances	6000	7,550
S.P.G. - Grant to gen. expenditure	3750	
For. salaries & allowances	6000	9,750
U.C.C.M. - Grant to gen. expenditure	1500	
Substitute salary	3600	5,100
Hall Estate		6,000
Women's Unit Hall Estate		1,000
Rents		2,544
Tuition Fees		15,204

\$93,528

RURAL INSTITUTE

EXPENDITURE

Salaries	1310	
Schools	480	
Operating	130	
Dispensary	200	
Travel	100	
Rents	200	
Contingent	80	
Women's Work	500	
Woman Teacher	800	3800

RECEIPTS

A.P.M.N.	500	
Hall Estate	2000	
W.U. Hall Estate	1300	\$3800

SCHOOL OF MEDICINE

EXPENDITURES

A. ADMINISTRATION .....		13,000
Secretary .....	1800	
1st Assistant .....	1368	
2nd Assistant .....	432	
Office Expenses ...	1500	
Travel Expense ...	300	
Business Manager ..	6000	
General Administration	1500	
Students Welfare ..	100	
		<u>111,180</u>
B. INSTRUCTION .....		<del>113,926</del>
1. Salaries paid directly by Missions	78000	
2. Salaries paid by the School .....	<del>35926</del>	
		<u>33180</u>
C. DEPARTMENTAL .....		14,160
Anatomy .....	750	)
Histology .....	500	)
Biochemistry .....	2500	)
Blood Chemistry .....	1000	)
Physiology .....	1000	)
Pharmacy .....	1100	) less 226
Bacteriology .....	1500	)
Pathology .....	3000	)
Medicine .....	250	)
Public Health .....	1000	)
Library .....	4000	)
Pharmacology .....	500	)
Surgery .....	200	)
T.M.S. ....	100	)
Contingent .....	300	)
Technicians School ...	50	)
Clerical Assistant ...	360	)
D. MAINTENANCE .....		9,000
E. TRANSFER TO HOSPITAL .....		35,926
		<u>183,266</u>
		\$105,266

	<u>Expenditure required</u> <u>for efficiency</u>	<u>Minimum</u> <u>Expenditure</u>
Administration	13,000	13,000
Instruction	a. 78,000	78,000
	b. 39,180	33,180
Departmental	18,160	14,160
Maintenance	9,000	9,000
Transfer	39,926	35,926
	<u>197,266</u>	<u>183,266</u>
	\$119,266	\$105,266



1981

RECEIPTS

A.P.M.N.	Grant to general expend.	2,000	
	For. Salaries .....	21,000	
A.P.M.S.	Grant to general expend.	1,600	
	For. Salaries .....	12,000	
B.S.B.G.	Grant to gen. expend.	2,025	
B.M.S.	Grant to gen. expenditure	4,638	
	For. Salaries (inc. sub.)	13,125	
L.M.S.	Grant to gen. expend.	1,500	
	For. Salaries .....	6,000	
S.P.G.	Grant to gen. expend.	1,800	
	For. Salaries .....	15,000	
U.C.C.M.	Grant to gen. expend.	1,500	
	For. Salaries .....	9,000	
U.C.C.M. (Women)	Grant to gen. expend	3,000	
W.F.M.S.	Grant to gen. expend.	7,420	
	Foreign Salaries .....	3,000	
W.M.M.S.	Grant to gen. expend.	6,675	
Wom. Com. (Pres.)	Grant to Gen. expend.	5,000	116,283
	<i>Subscriptions or exchange</i>		4,983
Rockefeller Foundation	.....		50,000
Fees	.....		10,000

\$183,266

UNIVERSITY HOSPITAL

EXPENDITURE

400 Administration .....	3,000	
410 Purchase & Issuance .....	500	
420 Housekeeping .....	3,000	
430 Laundry .....	2,500	
440 Heat, Light, power & Water ....	8,000	
450 Maintenance & Repair .....	3,000	
490 Nursing Care .....	11,000	
do. Mission Salaries .....	21,000	
500 Training School for Nurses ...	500	
510 Pharmacy .....	15,000	
520 Medical & Surgical Service ...	19,200	
Medical Records .....	800	
540 Anaesthesia .....	500	
550 X-Ray .....	3,000	
560 Laboratories .....	1,500	
570 Special Therapy .....	500	
580 Dietary .....	17,000	
590 Social Service & Evangelism ..	3,500	
600 Out-patient Department .....	7,500	\$121,000

RECEIPTS

301	Board of Pay Patients .....	4000	
302	Board of Part-pay Patients .....	26864	
304	Subsidies .....	35926	
304	Donations (including supplies .....	5700	
307	Miscellaneous (rents etc.) .....	700	
308	Out-patient receipts .....	26310	
309	Nursing School Receipts .....	500	
	Mission Salaries .....	21000	\$121,000

AUGUSTINE LIBRARY

Expenditure

Librarians Salary .....	1560	
Assistants .....	720	
Books, General .....	1800	
"    Research, Har.Yenching .....	1000	
Periodicals .....	120	
Current Supplies .....	200	
Binding & Repairs .....	100	
Maintenance .....	1000	
Upkeep & Repairs ..	80	
Cleaning & Supervision .....	250	
Heating .....	400	
Lighting .....	150	
Water .....	50	
Insurance .....	70	
		\$6,500

Receipts

Augustine Church (G\$1,000 @ 3 to 1 ) .....	3,000
British Section Bd.of Governors .....	1,500
Hall Estate .....	1,000
Harvard@Yenching Funds for Res.Books ..	1,000
	<hr/>
	\$6,500

SUMMARY OF EXPENDITURES

General University .....	40880	
Arts & Science .....	93528	
Medicine .....	183266	
Hospital .....	121000	
Library .....	6500	
Rural Institute .....	3800	\$448974
Details not shown:-		
Harvard Yenching .....	29000	
Scholarships .....	1340	
Wom.Unit Reserve .....	3200	
Residence Repairs .....	640	
		<hr/>
		34180
		\$483154
		<hr/>
		43806
		<hr/>
		\$439548
	Less Transfers	

DIPTS.

FEB 13 1931

<u>Mission</u>	<u>Appropriation</u>	<u>Salaries</u>	<u>Total</u>
A.P.M.N.	28860	60000	88860
E.B.M.	6188	19125	25313
S.F.G.	5350	24000	29350
U.C.C.M.	6000	15600	21600
U.C.C.M. Women	3000		3000
A.P.M.S.	1600	12000	13600
L.W.S.	1500	6000	7600
W.M.M.S.	6675	3000	9675
W.F.M.S.	7420	15000	22420
B.S.B.G.	6525	3000	9525
C.M.B.	50000		50000
Hall Estate	15000		15000
W.U. Hall Estate	7500		7500
Harv. Yen.	30000		30000
Tuition	25204		25204
Hosp. Fees	64074		64074
Rents	2544		2544
Interest & Exc.	9983		7983
do	6000		6000
Totals			281,623
		157,725	439,348

957. Supplementary Budget

(A.C. Minute 0307)

Voted:- That the supplementary budget submitted by the Schools of Arts & Science be approved on condition that the additional funds are secured.

A & S added expenditures which are necessary for efficient work:-

A. Salaries for teachers in different departments in both schools		
Mathematics	2160	
Physics	1440	
Biology	3060	
Chinese	3600	
For. Languages	2160	
Sociology	1440	\$13,860
B. Departmental Grants		
Biology	1800	
Chemistry	3000	
Physics	1500	
Chinese	100	
Mathematics	600	
History	200	
For. Languages	100	
Sociology	300	7,600
C. Equipment		
Biology	1000	
Physics	3000	
Education	1500	5,500
Totals		\$26,960

ADJOURNMENT TILL February 20th

SHANTUNG

INDEXED

SPECIAL MEETING OF THE ADMINISTRATIVE  
COUNCIL

Feb. 20th, 1931

*Attended by Governors 4/12/31*

PRESENT: Rev. Yee Hsing-lin, (in the chair) Dr. Johnson,  
Mr. Z.V. Lee, Dr. Y.Y. Tsu, Dr. Han Lee Min,  
Mr. Williamson, Mr. Davies, Dr. Ch'ai.

958. The Presidency (A.C. Minute 0308)

Voted: - a. That Dr. Chu Ching Mung (Dr. King. Chu) be  
invited to assume the office of President of the Univer-  
sity.

b. That a special committee consisting of Mr. Yee,  
Mr. Davies, Dr. Han and Mr. Williamson be appointed to  
convey the invitation to Dr. Chu.

ADJOURNED.

# SHANTUNG

INDEXED

## SPECIAL MEETING OF THE ADMINISTRATIVE COUNCIL

31st March, 1931

*Mailed to Government 6/8/31*

PRESENT: Mr. Yee Hsing-lin (Chairman), Dr. Ch'ai, Mr. Davies,  
Dr. C.F. Johnson, and Mr. Williamson.

959. Corresponding Members (A.C. Minute 0309)

Voted:- That Dr. G.T. Scott and Mr. Ralph C. Wells be invited to sit with the Council.

960. The Presidency (A.C. Minute 0310)

The Presidential Committee having reported that although Dr. King Chu was personally willing to be President of the University, in view of the fact that the Ministry of Education was unable to release him he could not accept the nomination: further, that Dr. H.H. K'ung was willing to act as President of the University -

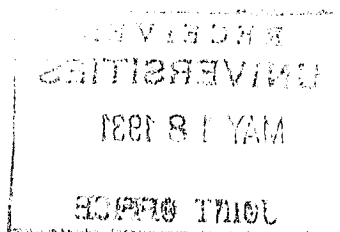
Voted:- That Dr. H.H. K'ung be nominated as President of the University and that this nomination be placed in the hands of the Nominating Committee for the Presidency, to be presented to Dr. K'ung in such form as may be deemed advisable.

(Votes in favour of the nomination of Dr. K'ung were received by correspondence from Bishop T.A. Scott and Dr. Y.Y. Tsu)

961. Letter of Appreciation (A.C. Minutes 0311)

Voted:- That a letter be sent to Dr. King Chu expressing the Council's appreciation of his willingness to assist the University and expressing regret that circumstances prevent his acceptance of the office of President.

ADJOURNMENT.



SHANTUNG

INDEXED

ADMINISTRATIVE COUNCIL  
SPECIAL MEETING OF THE

31st March, 1931

PRESENT: Mr. Yeh Hai-ling (Chairman), Dr. Chia Mr. Davies,  
Dr. C. H. Johnson, and Mr. Williamson.

959. Corresponding Members (A.C. Minute 0809)

Voted: That Dr. G. T. Scott and Mr. Ralph G. Wells be in-  
vited to sit with the Council.

960. The Presidency (A.C. Minute 0310)

The Presidential Committee having reported that although  
Dr. King Gnu was personally willing to be President of the  
University, in view of the fact that the Ministry of Educa-  
tion was unable to release him he could not accept the  
nomination; further, that Dr. H. H. K'ung was willing to  
act as President of the University -

Voted: That Dr. H. H. K'ung be nominated as President of  
the University and that this nomination be placed in the  
hands of the Nominating Committee for the Presidency, to  
be presented to Dr. K'ung in such form as may be deemed  
advisable.

(Votes in favour of the nomination of Dr. K'ung were re-  
ceived by correspondence from Bishop T. A. Scott and Dr.  
Y. Y. Tzu)

961. Letter of Appreciation (A.C. Minutes 0311)

Voted: That a letter be sent to Dr. King Gnu expressing  
the Council's appreciation of his willingness to assist  
the University and expressing regret that circumstances  
prevent his acceptance of the office of President.

ADJOURNMENT.

RECEIVED  
UNIVERSITIES  
MAY 18 1931  
JOINT OFFICE

# SHANTUNG

## SPECIAL MEETING OF ADMINISTRATIVE COUNCIL

2nd September, 1931

INDEXED

*Mailed to government 10/19/31*

PRESENT: Rev.H.L.Yee (in the chair), Mr.W.B.Djang, Dr.C.H.Han, Bishop Scott, Rev.R.A.Torrey, Rev.H.R.Williamson, President Chu and Vice-President Davies.

### 986. MINUTE SECRETARIES (A.C.M.0312)

Mr. Williamson was appointed English Minute Secretary and Dr. Han Chinese Minute Secretary.

### 987. AMENDMENTS TO REGULATIONS (A.C.M.0313)

Voted:- That the following changes be made in the regulations as submitted for registration. (The numbers refer to the paragraphs as numbered in the Chinese copy of the registration papers.)

Articles 4 and 5 to be omitted. (These have to do with the organization of the Board of Directors and occur in the regulations regarding the Board.)

Articles Nos. 8,9,10 and 13. The omission of the phrase "with the approval of the Board of Directors", thus putting the power of appointment of all faculty members in the hands of the president, according to government regulations.

Article 38. To change "one representative" to "Several representatives", thus giving the faculties a larger representation on the Executive Council.

Article 8. To omit item 4 of the powers of the Board of Directors, "to determine the school regulations", on the ground that this work is to be done by the internal administration.

### 988. VICE-PRESIDENT (A.C.0314)

Voted:- That as a temporary measure the office of Vice-President be left vacant and an Associate-President (hsiao wu chang) be appointed to assist the President in the administration of University affairs; it being assumed that the Rev.L.J. Davies occupy this position.

### 989. ASSOCIATE-PRESIDENT (A.C.M.0315)

Voted:- That the Associate-President temporarily assume the duties and enjoy the privileges hitherto connected with the office of vice-president.

### 990. INAUGURATION OF NEW PRESIDENT (A.C.M.0316)

Voted:- That the Rev.H.L.Yee, the Rev.H.R.Williamson and Dr. Han be appointed a Committee of Arrangement for the inauguration of the new President.

ADJOURNED.

2nd September, 1931

PRESENT: Rev. H. L. Yee (in the chair), Mr. W. B. Djang, Dr. C. H. Han, Bishop Scott, Rev. R. A. Torrey, Rev. H. R. Williamson, President Chu and Vice-President Davies.

986. MINUTE SECRETARIES (A.C.M. 0312)

Dr. Han Chinese Minute Secretary. Mr. Williamson was appointed English Minute Secretary and

987. AMENDMENTS TO REGULATIONS (A.C.M. 0313)

Voted: - That the following changes be made in the regulations as submitted for registration. (The numbers refer to the paragraphs as numbered in the Chinese copy of the registration papers.)

Articles 4 and 5 to be omitted. (These have to do with the organization of the Board of Directors and occur in the regulations regarding the Board.)

Articles Nos. 8, 9, 10 and 13. The omission of the phrase "with the approval of the Board of Directors", thus putting the power of appointment of all faculty members in the hands of the president, according to government regulations.

Article 38. To change "one representative" to "several representatives", thus giving the faculties a larger representation on the Executive Council.

Article 8. To omit item 4 of the powers of the Board of Directors, "to determine the school regulations", on the ground that this work is to be done by the internal administration.

988. VICE-PRESIDENT (A.C. 0314)

Voted: - That as a temporary measure the office of Vice-President be left vacant and an Associate-President (haiso wu chang) be appointed to assist the President in the administration of University affairs; it being assumed that the Rev. L. J. Davies occupy this position.

989. ASSOCIATE-PRESIDENT (A.C.M. 0315)

Voted: - That the Associate-President temporarily assume the duties and enjoy the privileges hitherto connected with the office of vice-president.

990. INAUGURATION OF NEW PRESIDENT (A.C.M. 0316)

Voted: - That the Rev. H. L. Yee the Rev. H. R. Williamson and Dr. Han be appointed a Committee of Arrangement for the inauguration of the new President.

1931 01 13



## MINUTES OF MEETING OF THE ADMINISTRATIVE COUNCIL

Tsinan, 4th March, 1932

INDEXED

PRESENT: Rev.H.L.Yee (in the chair), Rev.A.G.Castleton, Dr. C.H.Han, Bishop Scott, Rev.R.A.Torrey, President Chu and Associate-President Davies.

*Sent to N.A.S. 5/14/32*

991. MINUTE SECRETARIES (A.C.M.0317)

Mr. Castleton was appointed English Minute Secretary and Dr. Han Chinese Minute Secretary.

992. REGISTRATION (A.C.M.0318)

The President of the University having announced the action of the Chinese government in registering the University -

Voted:- That a copy of the letter from the Education authorities granting registration be recorded in the minutes of the Administrative Council; further

That the Administrative Council express thanks to the President, to Dr.H.H.Kung, and to all others who have been instrumental in securing registration.

(Translation of official memorandum)

From the Shantung Provincial Bureau of  
Education

To Cheeloo University.

Order No. 2119 of the Ministry of Education has been received as follows:-

"Cheeloo University has applied for registration. Inspectors were sent by the Ministry to investigate. According to the report of this inspection the condition and management of this institution are satisfactory. Registration is therefore granted.

The following should, however, be noted:-

1. Since the Theological School has been separated from the institution its location and boundaries should be clearly defined. Another name should be given to that institution in order to avoid confusion.

2. All courses for religious instruction must be voluntary, and there should be no attempt to force a student to take these courses.

3. The transfer of the property to the ownership of the University should be completed within one year, so that the school may have a solid foundation.

4. The grading of the professors should be carefully re-adjusted so that variations in the salary scale may not be too great.

MAR 4 1932

5. The power of the Associate-president should be in accordance with the regulations of the university which have been approved by the Ministry, that is, to assist the President in the general administration. Control of finance and appointment and dismissal of the staff should be carried out in consultation with the President in conformity with the government regulations.

The Commissioner of Education is to notify the Institution.

By Order."

This order is accordingly forwarded to your institution. Please take note.

December 1931.

993. BUDGET FOR 1932 - 1933

(A.C.M.0319

Voted:- That the budget for the fiscal year July 1st 1932 to June 30th 1933 be adopted as follows:-

I. GENERAL ADMINISTRATION

Administration

1. Officers .....		23,000
a. President .....	6,000	
b. Associate-President .....	(6,000)	
c. Dean of Women .....	2,000	
d. Treasurer .....	(6,000)	
e. Secretary .....	(3,000)	
2. Board of Directors .....		500
3. Entertainment .....		500
4. Publicity .....		1,350
a. Nat.Assn.Adv.Education .....	200	
b. Shantung Bd.Chr.Education .....	100	
c. C.A.C.H.E. ....	100	
d. Magazine .....	200	
e. Advertising .....	100	
f. Bulletins etc. ....	500	
g. Photography .....	50	
h. Travel Middle Schools .....	100	
5. Office Expenditure .....		6,710
a. Salaries .....	3,000	
b. Equipment .....	150	
c. Current Supplies .....	350	
d. Printing & Stationery .....	850	
e. Postage & Telegrams .....	800	
f. Office Boys .....	360	
g. Travel .....	800	
h. Audit .....	100	
i. Contingent .....	300	
	Carry forward	32,060

MAR 4 1932

Brought forward 32,060

B. Maintenance of McCormick Hall ..... 900

C. General Services ..... 5,400

- 1. Religious Services ..... 200
- 2. Athletics ..... 1,500
- 3. Campus ..... 1,000
- 4. Public Services ..... 1,500
- 5. Public Health ..... 200
- 6. Taxes ..... 300
- 7. West Model Village Upkeep ... 300
- 8. Telephones ..... 300
- 9. Hsing Lung Cottage ..... 100

D. Military & Party Instructor ..... 1,500 \$39,860

RECEIPTS

- A. Mission Salaries ..... 15,000
- B. Board of Governors ..... 3,000
- C. Hall Estate ..... 6,000
- D. Women's Unit Hall Estate ..... 2,000
- E. Schools of Arts & Science ..... 6,000
- F. School of Medicine ..... 1,500
- G. Interest & Exchange ..... 1,000

34,500  
5,360

Debit Balance

(To be met out of any surplus on G.A.a/c  
or by further assessment on Schools)

\$39,860

II. SCHOOLS OF ARTS AND SCIENCE

A. Administration ..... 12,400

- 1. Dean's Salary ..... 4,200
- 2. Office Expenses ..... 300
- 3. Clerk & Business Office ..... 1,100
- 4. Printing & Stationery ..... 200
- 5. Postage & Telegrams ..... 100
- 6. Travel ..... 300
- 7. Miscellaneous ..... 200
- 8. Share of General Univ.Admin. . 6,000

B. Salaries paid directly by Missions ..... 54,000

C. Salaries paid by the Schools ..... 29,610

D. Departmental Grants ..... 8,050

- 1. Biology ..... 1,200
- 2. Chemistry ..... 3,000
- 3. Physics ..... 1,500
- 4. Chinese ..... 200
- 5. Education ..... 800

Carry forward 104,060

MAR 4 1932

Brought forward 104,060

- 6. Mathematics ..... 200
- 7. History ..... 400
- 8. Backgrounds & Rel. Instruction ..... 250
- 9. Foreign Languages ..... 250
- 10. Sociology ..... 250

E. Maintenance ..... 7,830

- 1. Furniture & Equipment ..... 300
- 2. Repairs & Upkeep ..... 1,500
- 3. Special for Teachers' Rooms . 200
- 4. Cleaning & Supervision ..... 1,000
- 5. Heating ..... 2,000
- 6. Lighting ..... 1,100
- 7. Water ..... 900
- 8. East Village Repairs ..... 500
- 9. Insurance ..... 330

\$111,890

RECEIPTS

A.P.M.N. Grant to gen. expend. .. 19,380  
 For. sals. & allowances . 30,000  
 Substitute Salary ..... 3,000  
 52,380

E.B.M. Grant to gen. expend. .. 1,500  
 For. sals. & allowances 12,000  
 13,500

S.P.G. Grant to gen. expend .. 3,150 (£194)  
 For. sals. & allowances 6,000  
 9,150

U.C.C. Grant to gen. expend. .. 1,500  
 For. sals. & allowances . 6,000  
 7,500

Hall Estate ..... 6,000  
 Rents ..... 2,540  
 Tuition Fees ..... 20,820  
 29,360 \$111,890

III. HARVARD-YENCHING

- 1. Publications ..... 5,000
  - 2. Travel ..... 1,500
  - 3. Equipment ..... 500
  - 4. Office, Stationery etc. .... 448
  - 5. Chinese Books ..... 29,352
  - 6. Salaries ..... 1,000 \$37,800
  - 7. Library ..... 7,800
- Deficit to be made up from  
 surplus due to exchange ..... 7,800  
 \$30,000

RECEIPTS

Harvard-Yenching Fund ..... \$30,000

IV. SCHOOL OF MEDICINE

A. Administration .....	14,000	
1. Secretary .....	2,400	
2. Assistants .....	1,600	
3. Office Expenses .....	1,800	
4. Business Manager .....	6,000	
5. Share of Gen.Univ.Admin. ....	1,500	
6. Students Welfare .....	100	
7. Travel Suspense .....	600	
B. Instruction .....	111,000	
1. Salaries paid directly by Missions	75,000	
2. Salaries paid by School .....	35,000	
3. Travel Suspense .....	1,000	
C. Departmental .....	17,920	
1. Anatomy .....	600	
2. Histology .....	500	
3. Biochemistry .....	2,000	
4. Blood Chemistry .....	1,000	
5. Physiology .....	1,000	
6. Mat.Med. & Pharmacy School ..	1,900	
7. Bacteriology .....	1,500	
8. Pathology .....	3,000	
9. Medicine .....	250	
10. Public Health .....	800	
11. Library .....	4,000	
12. Pharmacology .....	500	
13. Surgery .....	100	
14. Departmental Contingent .....	300	
15. Technicians Course .....	50	
16. Clerical Assistance .....	420	
D. Maintenance .....	9,500	
1. Repairs .....	2,500	
2. Cleaning & Supervision .....	2,000	
3. Heating .....	2,000	
4. Lighting .....	800	
5. Water .....	800	
6. Insurance .....	400	
7. Leonard Hall .....	500	
8. Residence Repairs .....	500	
E. Transfer to Hospital .....	30,000	\$182,420

RECEIPTS

		110,400	
Mission Grants .....			
A.P.M.N. Grant to gen.expend. ....	2,000		
For.salaries & allowances	15,000		
A.P.M.S. Grant to gen.expend. ....	1,000		
For.sals. & allowances ...	12,000		
B.S.B.G. Grant to gen.expend. ....	2,000		
B.M.S. Grant to gen.expend. ....	3,400		
For.sals. & allowances ...	18,000		
L.M.S. Grant to gen.expend. ....	1,500		
For.sals. & allowances ...	6,000		
S.P.G. Grant to gen.expend. ....	1,500		
For.sals. & allowances ...	12,000		
U.C.C. Grant to gen.expend. ....	1,500		
For.sals. & allowances ...	9,000		
(U.C.C. (Women) Grant to gen.expend. ....	3,000		
W.F.M.S. For.sals. & allowances ...	3,000		
W.M.M.S. Grant to gen.expend. ....	6,000		
(Wom. Com. (Pres. & Meth. Grant to gen.expend. ....	13,500		
Rockefeller Foundation Grant .....	50,000		
Fees .....	9,000		
Rents .....	2,000		
Exchange & Reserves .....	11,020		
			\$182,420

V. UNIVERSITY HOSPITAL

A. Expenditure .....		111,700	
Account 400 Administration .....	3,000		
410 Purchase & Issuance .....	500		
420 Housekeeping .....	3,200		
430 Laundry .....	3,000		
440 Heat, light, power & water ...	8,000		
450 Maintenance & Repair .....	3,000		
490 Nursing Care .....	12,000		
500 Training School for Nurses .	800		
510 Pharmacy .....	20,000		
520 Medical & Surgical Service .	20,000		
530 Medical Records .....	800		
540 Anaesthesia .....	200		
550 X-ray .....	4,000		
560 Laboratories .....	3,000		
570 Special Therapy .....	500		
580 Dietary .....	18,000		
590 Social Service & Evangelism	3,700		
600 Out-patient Department .....	8,000		
B. For. Salaries & Allowances .....	21,000		\$132,700

RECEIPTS

A.	301 Board of Pay Patients .....	3,000	
	302 Board of Part-pay Patients .....	55,000	
	304 Subsidies (Medical School) .....	30,000	
	305 Donations (including supplies) .....	5,700	
	307 Miscellaneous (Rents) etc.) .....	1,000	
	308 Out-patient Receipts .....	38,000	
	309 Nursing School Receipts .....	1,000	\$111,700
B.	Mission Boards - For Salaries & Allowances	21,000	
	A.P.M.N. ....	6,000	
	W.F.M.S. ....	9,000	
	U.C.C. ....	3,000	
	W.M.M.S. ....	3,000	21,000
			<hr/>
			\$132,700

VI. WOMEN'S UNIT

Hall Estate Fund

Salary and rent of Dean of Women	2,000
Institute of Rural Work .....	500
Salary of Chinese Woman Teacher for Rural Institute .....	800
School of Nursing .....	500
Domestic Economics .....	700
Village Work .....	800
Balance of current dorm. expenses not covered by dorm. fees, on pro rata basis, of women students of Schools of Arts, Science & Theology ...	

The balance, including any of the above items that are not used, to revert to the fund, to be kept as a building fund.

Maintenance of Leonard Hall & Women's Unit Residences

Cleaning and Supervision .....	300	
Heating .....	700	
Lighting .....	250	
Water .....	400	
Repairs - Leonard Hall .....	700	
Repairs - Brown Cottage .....	80	
Repairs - Two new houses .....	150	
Miscellaneous .....	100	
Office and Printing .....	80	
Janitor's Supplies .....	20	
Insurance .....	150	\$2,930

RECEIPTS

Dormitory Fees .....	1,200	
Light Fees .....	240	
Rent for Suite .....	200	
Hall Estate Funds & Medical School, pro rata expenses of students not cov- ered by dormitory fees, approx. ...	1,290	\$2,930

VII. AUGUSTINE LIBRARY

Librarian's Salary .....	1,560	
Assistants .....	720	
Books, General .....	1,800	
" Research, Harv.-Yen. ....	1,000	
Periodicals .....	120	
Current Supplies .....	200	
Binding and Repairs .....	100	
Maintenance .....	1,000	
1. Upkeep and Repairs.....	80	
2. Cleaning & Supervision ....	250	
3. Heating .....	400	
4. Lighting .....	150	
5. Water .....	50	
6. Insurance .....	70	\$6,500.

RECEIPTS

Augustine Church (G.\$1000 @ 3 to 1) .....	3,000	
Brit. Sec. Bd. of Governors .....	1,500	
Hall Estate .....	1,000	
Harvard-Yenching Funds for Res. Books ....	1,000	\$6,500

VIII. RURAL INSTITUTE

Salaries .....	1,310	
Schools .....	480	
Operating .....	130	
Dispensary .....	200	
Travel .....	100	
Rents .....	200	
Contingent .....	80	
Women's Work .....	500	
Woman Teacher .....	800	\$3,800

RECEIPTS

A.P.M.N. ....	500	
Hall Estate .....	2,000	
W.U. Hall Estate .....	1,300	\$3,800



SUMMARYExpenditures

General Administration .....	39,860	
Arts & Science .....	111,890	
Medicine .....	182,420	
Hospital .....	132,700	
Library .....	6,500	
Rural Institute .....	3,880	
Scholarships & Building Fund .....	3,680	
Village Work & Economics .....	2,000	
House Repairs .....	640	
Harvard-Yenching Institute .....	36,800	\$520,290

Receipts

Amer. Presbyterian Mission North .....	29,000	
do Foreign Salaries .....	66,000	
English Baptist Mission .....	4,900	
do Foreign Salaries .....	30,000	
S.P.G. ....	4,650	
do Foreign Salaries .....	18,000	
U.C.C.M. ....	6,000	
do Foreign Salaries .....	18,000	
U.C.C., Women's Board .....	3,000	
A.P.M.S. ....	1,000	
do Foreign Salaries .....	12,000	
L.M.S. ....	1,500	
do Foreign Salaries .....	6,000	
W.M.S. ....	6,000	
do Foreign Salaries .....	3,000	
W.F.M.S. ....	8,500	
do Foreign Salaries .....	12,000	
B.S.B.G. ....	6,500	
do Foreign Salaries .....	3,000	
Rockefeller Foundation .....	50,000	
Hall Estate .....	15,000	
Women's Unit Hall Estate .....	7,500	
Harvard-Yenching .....	30,000	
Tuition .....	29,820	
Fees (Hospital) .....	81,700	
Rents .....	4,540	
Interest & Exchange .....	14,160	
Exchange & Reserves .....	11,020	
Transfers .....	37,500	\$520,290

MAR 4 1932

994. LABORATORY FEES

(A.C.M. 0320)

Voted:- That on account of the increased cost of chemicals and other materials used in the different laboratories in the School of Science, beginning with the fall term of 1932 laboratory fees of \$5 per term for each course in Chemistry and of \$3 per term for each course in Physics or in Biology be charged.

995. BREAKAGE DEPOSIT

(A.C.M. 0321)

Voted:- That beginning with the fall term of 1932, the general breakage deposit in the Arts and Science Schools be increased to \$5.

996. FURLONGHS AND APPOINTMENTS

(A.C.M. 0322)

a. Rev. S. Lautenschlager

Voted:- That, in accordance with the rules of his mission, Mr. Lautenschlager's furlough be approved, beginning on or about July 1st 1932, and that he be invited to return to the University at the expiration of his furlough.

b. Rev. J. W. Hunter

Voted:- That Mr. Hunter's request for an additional year's leave of absence be acceded to.

c. Rev. Basil Mather

Voted:- That Mr. Mather be invited to continue his services in the University during Mr. Hunter's absence.

d. Rev. J. M. Menzies

Voted:- That the Rev. J. M. Menzies be invited to join the University staff as a research worker in the Harvard-Yenching Institute, filling the place on the quota of the U.C.C.M. vacant since the resignation of Mr. Harkness.

e. Rev. J. C. Scott

Voted:- That the Rev. J. C. Scott be invited to join the staff of the School of Science as Instructor in Geology.

f. Dr. Gordon King

Voted:- That Dr. Gordon King be appointed as Assistant Professor of Obstetrics and Gynaecology in the School of Medicine.

g. Dr. Keith Gillison

Voted:- That we request the London Mission to assign Dr. Keith Gillison, on the expiration of his furlough, to the School of Medicine for work in the Department of Anatomy.

MAR 4 1932

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h. Dr. P. B. Price

Voted:- That, in accordance with the rules of his mission, Dr. Price's furlough be approved, beginning at the end of the spring term, and that he be invited to return to his present position in the School of Medicine at the expiration of his furlough.

997. BYLAWS OF THE BOARD OF DIRECTORS (A.C.M.0323)

Voted:- That the Bylaws as presented for Registration, and their English translation as submitted, be approved,

998/ INTERNAL REGULATIONS (A.C.M.0324)

Voted:- That the Internal Regulations as presented for Registration, and their English translation as submitted be approved.

999. DEGREE (A.C.M.0325)

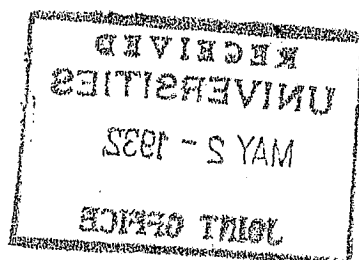
Voted:- That the degree of B.A. be granted to Mr. Julius G. D. Wu.

// 1000. NEW HOSPITAL (A.C.M.0326)

The following minute of the Medical Faculty was carefully considered, viz: "That we proceed as soon as possible with the erection of the entire new hospital building in accordance with the revised plans." After the situation had been fully presented verbally by Dr. Price and Dr. Shields -

Voted:- That the erection of the entire new hospital building, in accordance with the revised plans, be proceeded with.

ADJOURNMENT.



h. Dr. F. B. Price

Voted:- That, in accordance with the rules of his mission, Dr. Price's furlough be approved, beginning at the end of the spring term, and that he be invited to return to his present position in the School of Medicine at the expiration of his furlough.

997. BYLAWS OF THE BOARD OF DIRECTORS (A.G.N.0323)

Voted:- That the Bylaws as presented for Registration, and their English translation as submitted, be approved,

998. INTERNAL REGULATIONS (A.G.N.0324)

Voted:- That the Internal Regulations as presented for Registration, and their English translation as submitted be approved,

999. DIPLOMA (A.G.N.0325)

Voted:- That the degree of B.A. be granted to Mr. Julius G. D. W.

1000. NEW HOSPITAL (A.G.N.0326)

The following minute of the Medical Faculty was carefully considered, viz: "That we proceed as soon as possible with the erection of the entire new hospital building in accordance with the revised plans." After the attention had been fully presented verbally by Dr. Price and Dr. Shields -

Voted:- That the erection of the entire new hospital building, in accordance with the revised plans, be proceeded with.

ADJOURNMENT.

RECEIVED  
UNIVERSITIES  
MAY 2 - 1932  
JOINT OFFICE

# SHANTUNG

February 10, 1933

## MINUTES of the MEETING OF THE ADMINISTRATIVE COUNCIL

Tsinan, 10th February, 1933

INDEXED

PRESENT: Rev. H. L. Yee (in the chair), Rev. P. R. Abbott, Rev. A. G. Castleton, Mr. W. B. Djang, Bishop Scott, Miss H. H. Tseng, and Mr. Davies (Associate President)

The Treasurer, Dr. H. P. Lair, was present during the discussion of the Budget.

### D1014. MINUTE SECRETARIES

(ACM0328)

Mr. Castleton was appointed English Minute Secretary, and Mr. Djang Chinese Minute Secretary.

### RESOLUTIONS PROPOSED BY THE FINANCE & PROPERTY COMMITTEE

### D1015. BUDGET FOR 1933-1934

(ACM0329)

Voted:- That the Budget for the fiscal year July 1st 1933 to June 30th 1934 be adopted as attached.

### D1016. NEW DOUBLE RESIDENCE

(ACM0330)

Voted:- That the proposal to build a double residence be approved and that this residence be constructed on the vacant lot between the present Gady and Heeren houses, at a cost not to exceed \$6,000, this money to be borrowed from the Press Reserve Fund at 4½% interest; also that Mr. Linn be asked to take responsibility for the construction of the building after the plans have been passed by the Executive Council.

### D1017. NEW DORMITORY

(ACM0330a)

Voted:- That the proposed new dormitory for women be located directly south of Brown Cottage and east of the West Village, as sketched on the campus plan; that the cost be not more than \$22,000, and that Mr. Wolfe be asked to draw up detailed plans and to take responsibility for the construction of the building after the plans have been passed by the Executive Council.

### D1018. THEOLOGICAL STAFF RESIDENCE

(ACM0331)

Voted:- That we approve the location of a Theological Staff Residence directly west of No. 16, the house now occupied by Mr. P'eng.

February 10, 1933

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APPOINTMENTS AND FURLONGHS

D1019. APPOINTMENTS

(ACM0332)

The following appointments were reported to the Council:

Mr. T.Y.Lin as Head of the Foreign Languages Department.  
Mr.C.B.Sargent for work in the Foreign Languages  
Department.

D1020. FURLONGHS

(ACM0333)

The following members of staff were granted leave as from  
the spring of 1933 and were invited to return to the University  
at the expiration of furlough:-

Mr. S. Lautenschlager  
Dr. F. H. Mosse  
Dr. T. Stearns  
Miss Merton Smith

ADJOURNMENT

App. - February 10, 1933

BUDGET 1933-34

I. GENERAL ADMINISTRATION

A. Administration .....		\$33,050
1. Officers .....	23,400	
a. President .....	6,000	
b. Associate-President .....	(6,000)	
c. Dean of Women .....	2,400	
d. Treasurer .....	(6,000)	
e. Secretary .....	(3,000)	
2. Board of Directors .....	500	
3. Entertainment .....	500	
4. Publicity .....	1,350	
a. Nat. Assoc. Adv. Education ..	200	
b. Shantung Bd. Chr. Education	100	
c. C.A.C.H.E. ....	100	
d. Magazine .....	200	
e. Advertising .....	100	
f. Bulletins etc. ....	500	
g. Photography .....	50	
h. Travel Middle Schools ....	100	
5. Office Expenditure .....	7,300	
a. Salaries .....	3,500	
b. Equipment .....	150	
c. Current Supplies .....	350	
d. Printing & Stationery ....	1,000	
e. Postage & Telegrams .....	800	
f. Office Boys .....	400	
g. Travel .....	800	
h. Contingent .....	300	
B. Maintenance of McCormick Hall .....		950
C. General Services .....		5,700
1. Religious Services .....	200	
2. Athletics .....	1,500	
3. Campus .....	1,000	
4. Public Services .....	1,800	
5. Sanitation .....	200	
6. Taxes .....	300	
7. West Village .....	300	
8. Telephones .....	300	
9. Hsing Lung Cottage .....	100	
D. Military & Party Instructor .....		1,500
		\$41,200

App. - February 10, 1933

RECEIPTS

A. Mission Salaries .....	15,000	
B. Board of Governors .....	3,000	
C. Hall Estate .....	6,000	
D. Women's Unit Hall Estate .....	2,400	
E. Schools of Arts & Science .....	6,000	
F. School of Medicine .....	1,500	
G. Interest & Exchange .....	3,820	
H. E.B.M. ....	480	
I. Donations .....	3,000	\$41,200

II. SCHOOLS OF ARTS AND SCIENCE

A. Administration .....	12,700	
1. Dean's Salary .....	4,200	
2. Office Expenses .....	300	
3. Clerk & Business Office .....	1,400	
4. Printing & Stationery .....	200	
5. Postage & Telegrams .....	100	
6. Travel .....	300	
7. Miscellaneous .....	200	
8. Share of General Univ. Administration .....	6,000	
B. Salaries paid directly by Missions .....	54,000	
C. Salaries paid by the Schools .....	36,305	
D. Departmental Grants .....	8,650	
1. Biology .....	1,500	
2. Chemistry .....	3,000	
3. Physics .....	1,800	
4. Chinese .....	200	
5. Education .....	900	
6. Mathematics .....	200	
7. History .....	400	
8. Religious Instruction .....	150	
9. Foreign Languages .....	250	
10. Sociology .....	250	
E. Maintenance .....	7,830	
1. Furniture & Equipment .....	300	
2. Repairs & Upkeep .....	1,500	
3. Special for Teachers' Rooms .....	200	
4. Cleaning & Supervision .....	1,000	
5. Heating .....	2,000	
6. Lighting .....	1,100	
7. Water .....	900	
8. East Village Repairs .....	500	
9. Insurance .....	330	
		\$119,485



App. - February 10, 1933

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RECEIPTS

A.P.M.N.	Grant to gen.expend. ....	19,380	
	For.sals.& allowances .....	30,000	
	Substitute Salary .....	3,000	52,380
E.B.M.	Grant to gen.expend. ....	1,500	
	For.sals.& allowances .....	12,000	13,500
S.P.G.	Grant to gen.expend. ....	3,150	
	For.sals.& allowances .....	6,000	9,150
U.C.C.	Grant to gen.expend. ....	1,500	
	For.sals.& allowances .....	6,000	7,500
	Hall Estate .....	6,000	
	Rents .....	2,540	
	Tuition Fees .....	28,415	36,955
			\$119,485

III. HARVARD-YENCHING

1. Publications .....	2,000
2. Travel .....	800
3. Equipment .....	300
4. Office, Stationery etc. ....	452
5. Salaries .....	29,448
6. Library .....	<u>1,000</u>
	34,000
Deficit to be made up from surplus due to exchange .....	<u>4,000</u>
	30,000

RECEIPTS

Harvard-Yenching Fund .....	\$30,000
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App. - February 10, 1933

IV. SCHOOL OF MEDICINE

A. Administration .....		\$15,300
Secretary & substitute .....	3,400	
Assistants .....	1,800	
Office Expenses .....	1,800	
Business Manager .....	6,000	
Share of Gen. Adm. ....	1,500	
Students' Welfare .....	100	
Travel Suspense .....	700	
B. Instruction .....		144,000
Salaries paid by Med. School .....	38,000	
Travel Suspense .....	1,000	
Salaries paid by Missions .....	105,000	
C. Departmental .....		16,920
Anatomy .....	600	
Histology .....	500	
Biochemistry .....	2,000	
Physiology .....	1,000	
Mat. Med. & Pharmacy School .....	1,900	
Bacteriology .....	1,500	
Pathology .....	3,000	
Medicine .....	250	
Public Health .....	800	
Library .....	4,000	
Pharmacology .....	500	
Surgery .....	100	
Departmental Cont. ....	300	
Technicians Course .....	50	
Clerical Assistance .....	420	
D. Maintenance .....		9,500
Repairs .....	2,500	
Cleaning & Supervision .....	2,000	
Heating .....	2,000	
Lighting .....	800	
Water .....	800	
Insurance .....	400	
Leonard Hall .....	500	
Residence Repairs .....	500	
E. Transfer to Hospital .....		36,000
	<u>Total</u>	<u>\$221,720</u>

App. - February 10, 1933

RECEIPTS.

A.P.M.N. Grant .....	2,000	
Salaries .....	24,000	26,000
A.P.M.S. Grant .....	1,000	
Salaries .....	12,000	13,000
B.M.S. Grant .....	3,400	
Salaries .....	18,000	21,400
L.M.S. Grant .....	1,500	
Salaries .....	6,000	7,500
U.C.C.M. Grant .....	1,500	
Salaries .....	9,000	10,500
U.C.C. Wom. Grant .....	3,000	
Salary .....	3,000	6,000
S.P.G. Grant .....	1,500	
Salaries .....	15,000	
Sub.Salary .....	3,000	19,500
W.M.M.S. Grant .....	6,000	
Salary .....	3,000	9,000
W.F.M.S. Salaries .....		12,000
B.S.B.G. Grant .....		2,000
Women's Com. ....		13,500
Rockefeller Foundation .....		140,400
Students' Fees .....		55,000
Reserves .....		8,000
Rents .....		14,320
		4,000
		<u>4,000</u>
		<u>Total \$221,720</u>

App. - February 10, 1933

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V. UNIVERSITY HOSPITAL

Expenditures

400. Administration .....	\$3,000.00
410. Purchase & Issuance .....	600.00
420. Housekeeping .....	3,500.00
430. Laundry .....	3,000.00
440. Heat, Light, Power & Water .....	7,000.00
450. Maintenance & Repairs .....	3,000.00
470. Garage .....	500.00
490. Nursing care .....	13,000.00
500. Training School for Nurses .....	1,000.00
510. Pharmacy .....	20,000.00
520. Medical & Surgical Service .....	20,000.00
530. Medical Records .....	1,000.00
540. Anesthesia .....	100.00
550. X-ray .....	5,000.00
560. Laboratories (Blood Chemistry) .....	4,800.00
570. Special Therapy .....	700.00
580. Dietary .....	18,000.00
590. Social service & Evangelism .....	3,000.00
600. (Out-patient department .....	8,000.00
(Obstetrical clinic .....	1,500.00

Total expenditures \$116,700.00

Receipts

301. From pay patients .....	3,000.00
302. From part-pay patients .....	32,000.00
304. From Medical School .....	36,000.00
305. Donations .....	5,700.00
307. Miscellaneous .....	1,000.00
308. Out-patient Department .....	38,000.00
309. Nursing School .....	1,000.00

Total receipts \$116,700.00

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VI. WOMEN'S DORMITORY

Cleaning and Supervision .....	700	
Heating .....	900	
Lighting .....	400	
Water .....	600	
Repairs - Leonard Hall .....	700	
Repairs - Brown Cottage .....	80	
Repairs - Two new houses .....	150	
Miscellaneous .....	150	
Office and Printing .....	80	
Janitor's Supplies .....	40	
Insurance .....	250	\$4,050

RECEIPTS

Dormitory Fees .....	1,600	
Light Fees .....	320	
Rent for Suite .....	200	
Hall Estate and Medical School .....	1,930	\$4,050

VII. AUGUSTINE LIBRARY

Librarian's Salary .....	1,560	
Assistants .....	720	
Books, General .....	1,450	
"    Research, Harvard-Yenching .....	1,000	
Periodicals .....	200	
Current Supplies .....	300	
Binding and Repairs .....	200	
Maintenance .....	1,070	
1. Upkeep and Repairs .....	150	
2. Cleaning and Supervision .....	250	
3. Heating .....	400	
4. Lighting .....	150	
5. Water .....	50	
6. Insurance .....	70	\$6,500

RECEIPTS

Augustine Church (G. \$1000 @ 3 to 1) .....	3,000	
Brit. Sec. Bd. of Governors .....	1,500	
Hall Estate .....	1,000	
Harvard-Yenching Funds for Research Books .	1,000	\$6,500

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VIII. RURAL INSTITUTE

Hospital Extension (including midwife service)		
and Public Health .....	800	
1. Salary of nurse .....	480	
2. Travel of doctors .....	120	
3. Public Health work .....	200	
Education .....	1,460	
School - Yü Chang Chuang .....	160	
"    Lung Shan .....	300	
"    Chang Chia Chuang .....	300	
"    Wang Chia Chuang .....	300	
School Supervision .....	400	
Mass Education .....	400	
Work for Women and Homes .....	1,200	
Home Economics .....	700	
Women teacher at Lungshan		
and work for women .....	500	
Rents and Equipment .....	300	
Administration at Lungshan .....	400	
Rural Institute Gen. Administration .....	400	
Surveys .....	140	
Travel .....	200	\$5,300

RECEIPTS

A.P.M.N. ....	1,300	
Hall Estate .....	2,000	
W.U.Hall Estate .....	1,300	
Home Economics Teacher .....	700	\$5,300

App. - February 10, 1933

SUMMARY

Expenditures

General Administration .....	41,200	
Arts & Science .....	119,485	
Medicine .....	221,720	
Hospital .....	116,700	
Library .....	6,500	
Rural Institute & Village Work .....	8,300	
Scholarship & Building Fund .....	4,280	
House Repairs .....	640	
Harvard-Yenching Institute .....	33,000	\$551,825

Receipts

Amer. Presbyterian Mission North .....	23,700	
do Endowment Int. ....	5,800	
do Sub. Salary .....	3,000	
do Foreign Salaries .....	66,000	
English Baptist Mission .....	5,380	
do Foreign Salaries .....	30,000	
S.P.G. ....	4,650	
do Foreign Salaries .....	24,000	
U.C.C.M. ....	6,000	
do Foreign Salaries .....	15,000	
U.C.C., Women's Board .....	3,000	
do Foreign Salary .....	3,000	
A.P.M.S. ....	1,000	
do Foreign Salaries .....	12,000	
L.M.S. ....	1,500	
do Foreign Salaries .....	6,000	
W.M.M.S. ....	6,000	
do Foreign Salaries .....	3,000	
W.F.M.S. ....	8,500	
do Foreign Salaries .....	15,000	
B.S.B.G. ....	6,500	
do Foreign Salaries .....	3,000	
Rockefeller Foundation .....	55,000	
Hall Estate .....	15,000	
Women's Unit Hall Estate .....	7,500	
Harvard-Yenching .....	34,000	
Tuition .....	36,415	
Fees (Hospital) .....	80,700	
Rents .....	6,540	
Interest & Exchange .....	3,820	
Donations .....	3,000	
Reserves .....	14,320	
Transfers .....		508,325
		<u>43,500</u>
		\$551,825

RECEIVED  
UNIVERSITIES  
MAR 2 1933  
JOINT OFFICE

Off. - February 10, 1933

SUMMARY

Expenditures

41,500	General Administration .....
119,485	Arts & Science .....
221,750	Medicine .....
116,700	Hospital .....
6,500	Library .....
8,300	Rural Institute & Village Work .....
4,280	Scholarship & Building Fund .....
640	House Repairs .....
33,000	Harvard-Yenching Institute .....
<u>\$251,825</u>	

Receipts

23,700	Amer. Presbyterian Mission North .....
5,800	do Endowment Int. ....
3,000	do do Sub. Salary .....
66,000	do Foreign Salaries .....
5,380	English Baptist Mission .....
30,000	do Foreign Salaries .....
4,650	S.P.G. ....
24,000	do Foreign Salaries .....
6,000	U.C.C.M. ....
15,000	do Foreign Salaries .....
3,000	U.C.C. Women's Board .....
3,000	do Foreign Salary .....
1,000	A.P.M.S. ....
12,000	do Foreign Salaries .....
1,500	I.M.S. ....
6,000	do Foreign Salaries .....
6,000	W.M.M.S. ....
3,000	do Foreign Salaries .....
8,500	W.F.M.S. ....
15,000	do Foreign Salaries .....
6,500	B.S.B.G. ....
3,000	do Foreign Salaries .....
55,000	Rockefeller Foundation .....
15,000	Hall Estate .....
7,500	Women's Unit Hall Estate .....
34,000	Harvard-Yenching .....
36,415	Tuition .....
80,700	Fees (Hospital) .....
6,540	Rents .....
3,820	Interest & Exchange .....
3,000	Donations .....
14,250	Reserves .....
<u>\$251,825</u>	Transfers .....

\$251,825  
43,500  
208,325

RECEIVED  
UNIVERSITIES  
MAR 20 1933  
JOINT OFFICE



MINUTES OF SPECIAL MEETING

SHANTUNG OF THE  
ADMINISTRATIVE COUNCIL

Tsinan, Sept. 7, 1933

INDEXED

(Distributed to  
Bd. of Gov. at  
Annual Meeting  
10/17/33)

Membership of the Council

Dr. H. H. Kung (Chairman)  
Rev. H. L. Yee  
Miss H. H. Tseng  
Mr. Z. V. Lee  
Rev. P. R. Abbott  
President

Dr. C. H. Han  
Mr. W. B. Djang  
Bishop T. A. Scott  
Rev. H. Payne  
Associate President

The members whose names are starred above were present.

D1039 Resignation of the President (ACM0334)

A letter of resignation was received from President Chu as given at the end of these minutes. Printed copies of the letters and telegrams which had preceded the resignation and on which the resignation was based were presented by the Associate President. After discussion it was

Voted:- That the resignation of President King Chu be accepted, and that a letter be written thanking him for what he has done for the University.

D1040 Committee on Presidency (ACM0335)

Voted:- That a special sub-committee be appointed to select and recommend a qualified candidate for the Presidency, and that this committee have power to act, subject to final approval by the Board. The Committee was appointed as follows:-  
Mr. Z.V.Lee, Dr. C.H.Han, Mr. Davies and Mr. H.L.Yee ex-officio.  
Davies to be Convener.

D1041 Interim Administration (ACM0336)

Voted:- That the Committee on the Presidency be given power to act for the Administrative Council to select, in consultation with the Executive Council of the University, some person to assume responsibility for 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, it being understood that he will consult with the Associate President and the deans in those matters especially affecting their administration.

D1042 Executive Committee (ACM0337)

Voted:- That the Administrative Council request the University Executive Council to consider the advisability of electing from its membership a smaller executive body, in order to facilitate the administrative work of the University while the University is without a President.

August 26, 1933

Board of Directors,  
Cheeloo University,  
Tsinan.

Ladies and Gentlemen,

When you granted me on August 18th 1932 a leave of absence for one year to assist in educational administration in Hunan, I promised to return to the University not later than the end of this month. As soon as I arrived at Changsha last year I told Chairman Ho Chien about this agreement, and later informed the Ministry of Education as well, assuming that I might be released when the promised time came.

When I attended the Commencement last June I reminded both the Central and Provincial authorities that my promise to Cheeloo must be fulfilled, and asked them to appoint my successor within one month's time. Unfortunately the Government failed to secure a suitable person, and insists that I must remain in Hunan as Commissioner of Education. The authorities contended that the State may call any citizen into service in the time of necessity, even if it is against his own will. The theory is expounded in Chairman Ho's letter to the Board of Directors, and needs no further explanation.

Since my return to Changsha last June I repeatedly appealed to the Government to let me come back to serve the University, and informed them of my wish to leave Hunan in the beginning of this month. Chairman Ho did everything within his power to keep me there. He asked the Minister of Education, General Chiang and Dr. Kung to ask the University to release me from the Presidency. The details may be found in the attached documents which Mr. Davies will present to you.

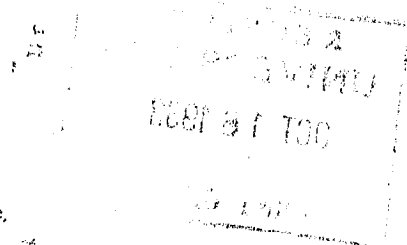
On August 3rd I left Changsha as I planned and handed in my resignation to the Ministry of Education. Besides I wrote many letters to different authorities to explain my situation, and came right to Cheeloo without waiting for their consent. However within the last twenty days I have received telegram after telegram from various authorities urging me to return to Hunan without delay. Six of these telegrams have been selected and translated into English for your reference.

Under such circumstances the only thing I can do is to offer my resignation to the University, though it is done with much regret.

Let me thank you for all the kindness you have shown me during the past years.

Yours very sincerely,

(Signed) King Chu.



August 26, 1933

Board of Directors,  
Cheefoo University,  
Tainan.

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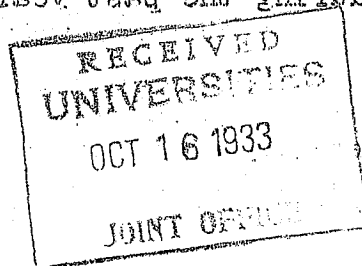
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Under such circumstances the only thing I can do is to offer my resignation to the University, though it is done with much regret.

Let me thank you for all the kindness you have shown me during the past years.

Yours very sincerely,

(Signed) King Chu.



CHANTUNG

INDEXED

Sent to  
MAS  
7/12/34

MINUTES

of the  
MEETING OF THE ADMINISTRATIVE COUNCIL

Tsinan, 16th November, 1933

PRESENT: Rev. H. L. Yee (in the chair), Rev. P. R. Abbott,  
Dr. L. M. Han, Bishop T. A. Scott, and Mr. Davies

D.1043 Matters arising out of Minutes (ACMO338)

Voted:- That the Report of the Associate President on matters arising out of the minutes of the Board of Directors in June last, and of the Administrative Council in September be accepted as follows:-

a. D1027. On further consideration and in view of the actions taken by the Board of Directors at the June meeting regarding the re-organization of hospital work, Dr. L. F. Heimburger formally withdrew his resignation.

b. D1030-31. Report is made with pleasure that the transfer of Mr. Sam Dean to Tsinan has been approved by the China Council of the Presbyterian Mission and plans for the transfer of the work in which Mr. Dean is interested are being made.

c. D1038(d). Letters have been received from Mr. T. H. Sun and Mr. Y. T. Wang signifying their willingness to serve on the Board of Directors as coopted members.

d. D1041. Mr. T. I. Linn has accepted the acting-presidency with regard to outside relationships of the University for a period to end at the spring meeting of the Administrative Council.

e. D1042. The response of the Executive Council is to be found in action 195 which reads as follows:-

"Since under the present regulations, in the absence of the President, the responsibilities of the President's office devolve upon the Executive Council, and since the council as now constituted is too large a body to directly undertake these duties-

"Voted: That pending the election of a President, those duties of the President's office not specified in Administrative Council Minutes D1041 be delegated to the Associate-President.

D1044. Revision of By-laws (ACMO339)

Voted:- That the Administrative Council approve the following changes in the Revision of Bylaws of the Board of Governors, and submit them to the Board of Governors in the United States and in England:- (see attached sheets)

D1045. New Hospital Building (ACMO340)

Voted:- a. That the Administrative Council, having received the report of the Hospital building Committee agrees in general with the principle of gradual enlargement of the hospital and medical school as outlined in that report.

b. That the Administrative Council authorizes the erection and equipment of the west wing of the new hospital building as planned in the final drawings of Black & Wilson, modifying or adding to the present drawings so as to include out-patient accommodations to the north of the west wing sufficient for 100% increase over the 1932-33 numbers and sufficient in-patient accommodations to bring the total hospital normal bed capacity up to 155 beds; but as regards the proposed Out-patient Department,

NOV 16 1933

the form submitted is accepted upon condition that it meets the approval of a majority of the clinical staff of the hospital and, from the architectural and engineering standpoint, the approval of our technical advisers, Messrs Wolfe, Dean and Creighton.

c. That the Administrative Council, in accordance with D1026 (b), hereby authorizes the Building Committee to proceed with the work.

d. That the Administrative Council requests the Treasurers of the North American Section of the Board of Governors to transmit to Shanghai U.S. gold sufficient to realize \$100,000 Mex. and make available in New York ~~gold~~ \$35,000 gold a sum which, according to the estimates submitted by the Committee together with the funds already in China, should be adequate to complete the first two steps of the proposed programme.

e. That the Hospital Building Committee be asked to prepare a statement in response to the letter from New York dated Oct. 25th, 1933 just received.

D1046. Resolutions from Medical Faculty (ACMO341)

The Administrative Council has received from the Executive Council the resolutions of the Medical Faculty meeting of November 14th and has carefully examined them.

Seeing that these resolutions involve amendments to the regulations for internal organization of the University the Council has not the power to take action but these resolutions will be referred to the next full meeting of the Board of Directors.

Minutes of Medical Faculty Meeting.

November 13th, 1933.

Present: Dr. Kiang (Chairman in absence of Dr. Shields), Drs. Hou, Han, Ingle, Kiang, Lang, S.J.Li, McAll, Peñ, Price, Smyly, Waddell.

Recommendation concerning University Bye Laws for the Internal Organization of the College of Medicine.

Resolved Unanimously- That the following recommendation, with its preamble, be submitted to the Board of Directors through the University Executive Council:-

The Faculty of the College of Medicine begs to submit to the Board of Directors through the University Executive Council the following statement:-

The College of Medicine has a long-established system of internal organisation and a administration, which has stood the test of time and of many vicissitudes. The foundation of this has been that authority in the College of Medicine has rested with the Faculty in making recommendations for appointments to the staff and in administration of the College and the Hospital, and in all other matters, including appointments to various offices.

The Hospital has always been a department of the Medical College, an essential part of its teaching organization. The Faculty regards it as exceedingly important that it remain so; that the Superintendent have the status of a Professor and Head of a Department; and be a nominee of the Faculty under the Dean.

It should be emphasized that Medicine is a highly specialised and technical branch of education and that only members of the Profession are fully qualified to direct it. Furthermore, since the Members of the Faculty come from many sources with varied backgrounds, only by freedom of discussion

NOV 16  
1933

and adjustment can the highest efficiency be obtained, and happy harmonious work be continued as heretofore.

The Faculty is unanimously of opinion that the essentials of this system of administration should be preserved. It recommends that By-Laws for the Internal Organisation of the College of Medicine should be framed in the following terms to supplement those framed for the University as a whole:-

IIIB. ORGANISATION OF THE COLLEGE OF MEDICINE.

1. Dean.

The College of Medicine shall have a Dean, who shall carry out the programme of the University, and have oversight of the affairs of the Medical College, in consultation with the President. He shall be appointed by the President, on the nomination of the Medical Faculty.

2. Heads of Departments.

There shall be a head professor of each department in the College of Medicine, who under the guidance of the Dean, shall take charge of all the affairs of his department. He shall be appointed by the President, on the nomination of the Medical Faculty and recommendation of the Dean.

3. Teachers of the College of Medicine:

The teachers of the College of Medicine shall be classed as Professors, Associate Professors, Lecturers, Instructors and Assistants. They shall be appointed by the President, on the nomination of the Medical Faculty and recommendation of the Dean.

4. Superintendent of Hospital.

In the University Hospital there shall be a Superintendent, to be appointed by the President, on the nomination of the Medical Faculty and recommendation of the Dean. He shall have the status of a head of a department.

5. Faculty.

The Medical Faculty shall consist of the Dean, Professors, Associate Professors, and Instructors. It shall consider and act on important matters within the College of Medicine.

6. Committees.

The College of Medicine, according to its needs, may set up various committees, to be selected from the Faculty and appointed by the Dean.

Further the Faculty wishes to express its strong disapproval of the regulations adopted by the Board of Directors for the administration of the Hospital at its meeting in June 1933, and to ask that they be rescinded. Regulations for the administration of the Hospital were drawn up by the Faculty on June 12th, 1929 (Minute No. 752) and have, in the Faculty's opinion, proved satisfactory. Under Dr. Heimburger's administration (working under these regulations) the efficiency of the Hospital has been immensely improved, and there seems no need for change.

The Faculty, while emphasising its view that the Nursing School should remain under the direction of the Faculty, recommends that the status of the School should remain as heretofore until the return of Miss Wilson from furlough.

REVISION OF BY - LAWS

Bd. of Governors April 1933

Suggested Changes

Title	By-laws of the Board of Governors Shantung Christian University (Cheeloo)	By-laws of the Board of Governors Shantung Christian University (Cheeloo University) and Cheeloo School of Theology.
Art. I	Name of Institution	Names of Institutions
Sec. 1.	The corporate name of the University shall be Shantung Christian University, or in Chinese Cheeloo Ta Hsueh.	The corporate name of the University shall be Shantung Christian University (Cheeloo University); in Chinese Cheeloo Ta Hsueh
Sec. 2.	The corporate name of the School of Theology shall be the Cheeloo School of Theology, or in Chinese Cheeloo Shen Hsueh Yuan.	The corporate name of the School of Theology shall be the Cheeloo School of Theology or in Chinese Cheeloo Shen Hsueh.
Art. II	Purpose of Institution	Purpose of Institutions
Art. III	Composition of Institution	Composition of Institutions
Sec. 1.	The University and the School of Theology shall be constituted, operated and controlled by the cooperation of various Christian organizations	The University and the School of Theology shall be constituted by the cooperation of various Christian organizations
Sec. 2, line 3	and after approval of three-fourths of the cooperating bodies	and after approval by the Board of Governors, hereinafter mentioned.
Sec. 3, line 2	by the provision of an approved member of the University staff who shall have or rent along with	by the provision and support of an approved member of the University staff, with residence or rent, along with

line 9. the provision of an approved member of the School of the School of Theology staff

Sec. 4, Line 3 Board of Governors, hereinafter mentioned, upon notice of at least one year

Art. IV, Sec. 1 (a) lines 9 & 10 the members of its representative members; and (3) Chinese members designated by the Board of Directors; and (4) the President of the University.

Sec. 1(c) 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

Sec. 4 (a) line 3 shall be exercised by the Boards

(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 endeavour to provide for the needs of the University through the cooperating organizations and in other ways.

(d) The Governors have power, subject to the provisions of Art. VI, Section 4 (a & 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 staff, and the Governors may, from time to time, delegate to the

2.  
the provision and support of an approved member of the School of Theology staff,

Board of Governors, upon notice of at least one year

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 the University.

The term of membership shall be four years. The members shall be divided into two classes

shall be exercised by the Board

The Governors shall determine the annual budget of the University and the School of Theology (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 and the School of Theology, shall consider all matters involving change of policy or the establishment of new departments of the University and the School of Theology, and shall endeavor to provide for the needs of the University and the School of Theology through the cooperating organizations and in other ways.

The election or removal of the President and Associate President of the University by the Board of Directors shall be subject to the concurrence of the Board of Governors.



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.

Sec. 6. Committees

The Board of Governors, of either Section, may appoint such

The Board of Governors, or either Section, may appoint such

Art. VI. Board of Directors

Sec. 2. Membership (3) and (4)

(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.

(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 Associate-President of the University.

Sec. 4 a. (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 and 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 educational or financial policy or program shall be made only with the approval of the Governors.

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 the 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.

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.

**Art. VII. The Staff.**

**Sec. 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.

**Art. 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

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 the University in China.

Appeals for funds in North America or Great Britain shall be only through or with the approval of the Governors of the respective Section.

The President, Associate President, the Deans of the several colleges and the Dean of Women shall be Christians, and every effort shall be made to secure Christian personnel for every position on the University staff.

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.

# SHANTUNG

## MINUTES OF THE MEETING OF THE ADMINISTRATIVE COUNCIL

Tainan, 8th & 9th Feb. 1934

INDEX

PRESENT: Rev. H.L.Yee (in the chair), Mr. W. B. Djang, Rev. H. Payne, Bishop T.A.Scott, and Mr. Davies.

The Treasurer, Dr. Lair, was present during the discussion of the budget, and as Chairman of the Hospital Building Committee, presented the report of that committee.

D 1047. General Administration Budget (ACM 0342)

a. Voted:- That this budget be approved and that the Associate-President write a covering letter explaining the meaning of the word "Donations".

b. Voted:- That we instruct the Treasurer to draft a scheme for presentation to the annual meeting of the Board of Directors by which general administration expenses will be met by an assessment on all the receipts of the different departments of the University.

D. 1048. Rural Institute Budget (ACM 0343)

Voted:- That the Rural Institute Budget be reduced to \$5,000.

✓ D. 1049. Budget for 1934-35 (ACM 0344)

a. Voted:- That the Budget for 1934-35 as appended be approved as a whole;

b. Voted:- That the Budget is approved on the assumption that the budgetted amounts from the cooperating missions and other bodies will be received in full. In the event of notification of further reductions in income the Executive Council is authorized and instructed to make whatever readjustment is thereby necessitated;

c. Voted:- That as this Council in approving the budget for 1934-35 has had to admit a probable deficit of \$18,920 on the various departments which can only be met by unforeseen receipts, it instructs the administrative officers to plan expenditure whenever possible below the actual figures of the Budget.

✓ D. 1050. Tuition Fees (ACM 0345)

Voted:- To raise tuition fees from July 1934 as follows:-

Medical students	from \$40 to \$50 per term
Pharmacy "	" \$30 to \$40 " "

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D-1051

D. 1052. New Hospital Building

(ACM 0346)

a. Minute passed by circulation

Voted:- That the Administrative Council, having seen the minute of the Hospital Building Committee referring to the Out-patient Department and the new plan necessitated by the more accurate survey of the hospital lot, hereby gives its approval to the erection of the O.P.D. building in accordance with this plan, with the understanding that the details of internal arrangement will be decided by the committee after consultation with the clinical staff of the hospital.

b. Memorandum

The Chairman of the Hospital Building Committee presented the following memorandum drawn up in accordance with Minute D. 1045 e:-

Memorandum re New Hospital Building Plans

The Administrative Council in Minute D. 1045, November 16th 1933, in approving the principle of gradual development as outlined in the report of the Building Committee, and in authorizing the erection and equipment of the west wing of the new hospital building as planned in the final drawings of Black & Wilson, qualified its approval of the proposed Out-patient building by making it conditional on the plan being approved by a majority of the clinical staff of the hospital, and from the architectural and engineering standpoint, by the technical advisors, Messrs Wolfe, Dean and Creighton.

The same minute instructed the Building Committee to prepare a statement in response to the letter from New York (Oct. 25, 1933) which was received while the Council was in session. This letter is in essence a confirmation of the cable of that date saying: "Governors reaffirm desire erect new hospital plant as soon as feasible but authorize construction at present only insofar as can be operated with present resources plus additions available on field".

The plan which was proposed at that time had been informally submitted to the clinical staff and met with their general approval, although no formal vote was taken, but in order to secure full and adequate consideration of the plan by the technical advisors action was delayed until Mr. Creighton could make a visit to Tsinan and study the plan on the ground. During this study it became evident that an error had been made in the previous survey by Black & Wilson and that the proposed O.P.D. building could not be accommodated in the plot to the north of the west wing of the hospital. A copy of Mr. Creighton's report, together with the original report of the sub-committee of the Building Committee, is appended to this statement.

As a result of this study another plan for an O.P.D. building was submitted by Mr. Creighton and has since been considered by the Hospital Building Committee in consultation with Mr. Wolfe, and was approved by the committee as to location, size and general form of building. This action of the committee has been submitted to the Administrative Council by circulation and has received seven out of eight votes, one not voting. This plan has also been referred to the sub-committee which, after careful study, has recommended certain alterations in the interior arrangements, and the amended plan has now been approved by the committee as a whole.

The only question at present would therefore seem to be the possibility of operating the hospital as enlarged by the erection of the west wing of the new building and the O.P.D. building without any increase in the subsidy at present granted to the hospital by the School of Medicine. The tabulation of costs for the last four years, as submitted in the report of the sub-committee, shows an average annual subsidy of \$53,340. The estimated budget for the operation of the hospital with the additions proposed calls for a subsidy of \$32,570. If these estimates are correct the enlarged plant can be operated without any increase in the subsidy now made. At best any budget is but an estimate and, as the variation in the amount of the subsidy for the last four years shows, the actual amount of the deficit cannot be predicted eighteen months in advance. The committee and the hospital administration are, however, thoroughly committed to the policy of gradual expansion, the amount of the expansion to be determined by the resources available. It would seem therefore that there is no reasonable objection on the ground of increased operating costs to immediate procedure with the erection of this part of the new plant.

There is still the question of capital expenditure and the undesirability of changing any large proportion of the funds for the new hospital building which are now held in gold, at the present unfavourable rate of exchange. The minute of the Administrative Council referred to above asks the North American Section of the Board of Governors to transmit to Shanghai enough U.S. currency to realise \$100,000 Mex. and to make available in New York a further sum of U.S. currency \$35,000, which should be adequate to complete the first two steps of the proposed programme of gradual expansion, that is, the erection and equipment of the west wing and the O.P.D. It would not, however, be necessary to change this amount of U.S. currency at once, as, according to the estimates submitted on page 8 of the sub-committee's report, the cost of the west wing with mechanical equipment, allowing for an increase of 10% on the estimates, would be \$140,000 l.c. Mr. Creighton's estimate of the cost of the O.P.D. according to the revised plan is \$66,200, allowing a further 10% increase on this would make the cost about \$73,000, or a total for the west wing and the O.P.D. of \$213,000, excluding professional equipment. We have already in Shanghai \$102,000, so that the shortage is only \$111,000. Of this total of \$213,000 it is estimated that at least one quarter would be spent directly in U.S. currency

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so that the actual shortage in l.c. would be reduced to about \$62,000. The committee feels that even at the present unfavourable rates of exchange this transfer of funds should be made without further delay. This does not allow for professional equipment but in any case this would not be needed for probably a year and the proportion of this which would be spent abroad can be determined on the basis of the trend of prices and the rate of exchange.

The Committee makes this statement in order to assure the Governors that it plans to make immediate use of only such portion of the funds called for in D 1045 as are necessary to make possible the entering into formal contracts for the erection and mechanical equipment of this part of the plant, and believes that further delay in making beginning on this program of gradual expansion is unwise and uncalled for.

Voted:- That this memorandum be adopted and sent to the Board of Governors with the statement that the Administrative Council is still of the opinion that the erection of the O.P.D. building and the west wing of the hospital should be proceeded with at once, notwithstanding the change in the financial situation of the Medical School and Hospital that has occurred since the preparation of this memorandum by the Building Committee, due to the change in policy of the Rockefeller Foundation.

c. Funds

Voted:- That we request New York for an immediate response to the financial portion of Minute D. 1045 as explained by the statement prepared by the Building Committee, on the basis of G.187, accepting the conditions of that action.

D. 1052. Hospital Superintendent

(ACM 0347)

The Associate-President reported that owing to the early departure of Dr. Heimburger and his family on furlough he had, in consultation with the Dean of the Medical School, appointed Dr.P.B.Price as superintendent of the Hospital for the year beginning March 1st 1934, and that Dr. Price had accepted the appointment.

D. 1053. Dr. Heimburger

(ACM 0348)

The Associate-President reported that he had received a letter of resignation from Dr.L.F.Heimburger indicating his purpose not to return to the University for service after the expiration of his furlough.

D. 1054. Mr. Sam Dean

(ACM 0349)

Voted:- That the Administrative Council notes with pleasure the fact that the Presbyterian Board of Foreign Missions approves the transfer of Mr. & Mrs. Sam Dean to Tsinan and expresses the hope that satisfactory arrangements may be made for the transfer at an early date.

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D. 1055. Grading of Faculty

ACM 0350

The action of the University Executive Council approving a request of the Medical Faculty in regard to the grading of professors and teachers was presented. As this matter involves amendment to the internal regulations it was

Voted:- To refer this action to the full meeting of the Board of Directors.

ADJOURNMENT.

# SHANTUNG

BUDGET FOR 1934-35

FEB 1934

*approved - 1/8/34*

## GENERAL ADMINISTRATION

INDEXED			
A. Administration		\$31,950	
1. Officers	23,400		
a. President	6,000		
b. Associate-President	(6,000)		
c. Dean of Women	2,400		
d. Treasurer	(6,000)		
e. Secretary	(3,000)		
2. Board of Directors	400		
3. Entertainment	500		
4. Publicity	1,350		
a. Nat. Assoc. Adv. Education	200		
b. Shantung Bd. Chr. Education	100		
c. China Assoc. Ch. H. Education	100		
d. Magazine	200		
e. Advertising	100		
f. Bulletins etc.	500		
g. Photography	50		
h. Travel Middle Schools	100		
5. Office Expenditure	6,300		
a. Salaries	3,500		
b. Office Supplies	300		
c. Printing & Stationery	1,000		
d. Postage & Telegrams	600		
e. Office Boys	400		
f. Travel	500		
 B. Maintenance of McCormick Hall		 950	
 C. General Services		 5,400	
1. Religious Services	200		
2. Athletics	1,500		
3. Campus	1,000		
4. Public Services	1,500		
5. Sanitation	200		
6. Taxes	300		
7. West Village	300		
8. Telephones	300		
9. Hsing Lung cottage	100		
 D. Military & Party Instructor		 1,000	
 E. Transfer to Library		 420	39,720

### RECEIPTS

A. Mission Salaries	15,000		
B. Board of Governors	3,000		
C. Hall Estate	1,500		
D. Women's Unit Hall Estate	600		
E. Schools of Arts & Science	6,000		
F. School of Medicine	1,500		
G. Interest & Exchange	1,000		
H. Donations	10,120		
I. A.P.M.N.	1,000	39,720	



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SCHOOLS OF ARTS & SCIENCE

A. Administration .....		\$12,700
1. Dean's Salary .....	4,200	
2. Office Expenses .....	300	
3. Clerk & Business Office .....	1,400	
4. Printing & Stationery .....	200	
5. Postage & Telegrams .....	100	
6. Travel .....	300	
7. Miscellaneous .....	200	
8. Share of General Administration .....	6,000	
B. Salaries paid directly by Missions .....		54,000
C. Salaries paid by the Schools .....		41,044
D. Departmental Grants .....		8,550
1. Biology .....	1,500	
2. Chemistry .....	3,000	
3. Physics .....	1,800	
4. Chinese .....	200	
5. Education .....	800	
6. Mathematics .....	200	
7. History .....	400	
8. Religious Instruction .....	150	
9. Foreign Languages .....	250	
10. Sociology .....	250	
E. Maintenance .....		7,830
1. Furniture & Equipment .....	300	
2. Repairs & Upkeep .....	2,000	
3. Special for Teachers' Rooms .....	200	
4. Cleaning & Supervision .....	1,000	
5. Heating .....	2,000	
6. Lighting .....	1,100	
7. Water .....	900	
8. Insurance .....	330	
		\$124,124

RECEIPTS

APMN	Grant to Arts & Science	15,504	
	For. Sals. & Allowances	30,000	
	Sub. sal.	2,400	47,904
EBM	Grant	1,500	
	For. sals. & Allowances	12,000	13,500
SPG	Grant	2,625	
	For. sals. & Allowances	6,000	8,625
UCCM	Grant	1,190	
	For. sals. & Allowances	6,000	7,190
	Hall Estate		1,500
	Rents		2,540
	Fees		34,865
	Rockefeller Foundation		8,000
			\$124,124

SCHOOL OF MEDICINE

FEB 1934

A. Administration .....		\$12,380	
Secretary .....	1,800		
Assistants .....	1,380		
Office Expenses .....	1,500		
Business Manager .....	5,500		
Share of General Administration ...	1,500		
Students' Welfare .....	100		
Travel Suspense .....	600		
 B. Instruction .....		 136,500	
Salaries paid by Medical School ...	33,500		
Travel Suspense .....	1,000		
Salaries paid by Missions .....	102,000		
 C. Departmental .....		 14,420	
Anatomy .....	600		
Histology .....	500		
Biochemistry .....	1,500		
Physiology .....	1,000		
Materia Medica .....	1,900		
Bacteriology .....	1,500		
Pathology .....	2,500		
Medicine .....	250		
Public Health .....	800		
Library .....	2,500		
Pharmacology .....	500		
Surgery .....	100		
Contingency .....	300		
Technicians' Course .....	50		
Clerical Assistance .....	420		
 D. Maintenance .....		 9,000	
Repairs .....	1,800		
Cleaning & Supervision .....	1,800		
Heating .....	1,800		
Lighting .....	1,500		
Water .....	800		
Insurance .....	400		
Leonard Hall .....	500		
Residence Repairs .....	400		
 E. Transfer to Hospital .....		 10,920	183,220

RECEIPTS:

	APMN	Grant .....	1,600	
		Salaries .....	24,000	25,600
	APMS	Grant .....	1,000	
		Salaries .....	12,000	13,000
	BMS	Grant .....	3,400	
		Salaries .....	18,000	21,400
	LMS	Grant .....	1,500	
		Salaries .....	6,000	7,500
	UCCM	Grant .....	1,190	
		Salaries .....	9,000	10,190
	UCC Wom.	Grant .....	2,600	
		Salary .....	3,000	5,600
	SPG	Grant .....	2,025	
		Salaries .....	15,000	17,025

MEDICAL RECEIPTS cont.

WMMS Grant .....	6,000	
Salary .....	3,000	9,000
WFMS Salaries .....		12,000
BSBG Grant .....		2,000
Women's Committee .....		10,000
Rockefeller Foundation .....		25,000
Students' Fees .....		10,000
Reserves .....		9,405
Rents .....		4,000
Special Donation for Medical Instructor ..	1,500	183,220

UNIVERSITY HOSPITAL

400 Administration .....		2,140	
410 Purchase & Issuance .....		500	
420 Housekeeping .....		3,500	
430 Laundry .....		2,790	
440 Heat, light, power, water .....		5,000	
450 Maintenance and Repair .....		2,600	
470 Garage .....		400	
490 Nursing care .....		12,000	
500 Training School for Nurses .....		890	
510 Pharmacy .....		16,600	
520 Medical & Surgical Service .....		16,700	
530 Medical Records .....		1,000	
540 Anaesthetics .....		100	
550 X-ray .....		3,220	
560 Laboratories (incl. blood chemistry) .....		3,000	
570 Special Therapy .....		600	
580 Dietary .....		15,300	
590 Social Service and Evangelism .....		2,500	
(incl. Social Service worker's salary)....		1,920	
600 Out-patient Department (incl. Hou Tsai Men)		10,900	101,660

RECEIPTS

301 & 302 In-patient fees .....	38,000
305 & 307 Donations .....	6,315
308 Out-patient fees .....	45,000
309 Training School for Nurses .....	1,425

Total earnings .....	90,740	
From Medical School .....	10,920	101,660

HARVARD-YENCHING

1. Salaries .....	20,064	
2. Publications .....	1,500	
3. Miscellaneous .....	1,436	
4. Library .....	300	23,300

RECEIPTS

Harvard-Yenching Fund .....	15,000	
Balance from previous years .....	8,300	23,300

AUGUSTINE LIBRARY

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Librarian's Salary .....		1,260	
Assistants .....		700	
Books, General .....		1,034	
"    Research, Harvard-Yenching .....		300	
Periodicals .....		200	
Current supplies .....		200	
Binding and Repairs .....		100	
Maintenance .....		1,056	
Upkeep & Repairs .....	150		
Cleaning & Supervision .....	250		
Heating .....	400		
Lighting .....	150		
Water .....	36		
Insurance .....	70		
			4,850

RECEIPTS:

Augustine Church .....		2,380	
British Section Bd. of Governors .....		1,500	
Hall Estate .....		250	
Harvard-Yenching Fund .....		300	
General Administration .....		420	
			4,850

RURAL INSTITUTE

Health - Lungshan .....		1,148	
1. Nurse at \$70 .....	840		
2. Travel of doctor .....	120		
3. Public Health .....	188		
Education .....		1,952	
1. School at Yu Cang Chuang ....	112		
2. School at Chuang Chia Chuang ..	300		
3. School at Wang Chia Chuang ...	300		
4. Director of Social Education .	840		
5. Mass Education, Supplies etc.	200		
6. School Supervision - Wang 1/3 time	200		
Work for Women & the Home .....		1,200	
1. Woman teacher at Lungshan & work for women ....	500		
2. Home economics graduate .....	700		
Lungshan - general .....		700	
1. Administration .....	400		
2. Rents and equipment .....	300		
Rural Institute - general .....		800	
1. Office Expenses .....	100		
2. Travel .....	300		
3. Rural Life Literature .....	200		
4. Assistant - Wang /13 time ....	200		
Extension - organization in near-by villages ..		200	6,000

RECEIPTS:

APM .....		1,000	
Hall Estate .....		500	
W.U. Hall Estate .....		500	
Dispensary Receipts .....		200	
Donations .....		3,800	6,000

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SUMMARY

EXPENDITURES

General Administration .....	\$ 39,720	
Arts & Science .....	124,124	
Medicine .....	183,220	
Hospital .....	101,660	
Harvard-Yenching Institute .....	23,300	
Library .....	4,850	
Rural Institute (inc. missionary salary)	9,000	
Scholarship & Building Fund .....	1,119	
House Repairs .....	512	\$487,505

RECEIPTS

Amer. Presbyterian Mission North	\$ 18,960	
do Endowment Interest	5,000	
do Sub. Salary ..	2,400	
do Foreign Salaries	66,000	
English Baptist Mission .....	4,900	
do Foreign Salaries	30,000	
S.P.G. ....	4,650	
do Foreign Salaries .....	21,000	
UCCM .....	4,760	
do Foreign Salaries .....	15,000	
UCC Women's Board .....	2,600	
do Foreign Salary	3,000	
APMS .....	1,000	
do Foreign Salaries .....	12,000	
LMS .....	1,500	
do Foreign Salaries .....	6,000	
WMMS .....	6,000	
do Foreign Salaries .....	3,000	
WFMS .....	6,000	
do Foreign Salaries .....	15,000	
BSBG .....	6,500	
do Foreign Salary .....	3,000	
Rockefeller Foundation .....	33,000	
Hall Estate .....	3,750	
Women's Unit Hall Estate .....	1,875	
Harvard-Yenching .....	15,300	
Tuition .....	44,865	
Fees (Hospital) .....	90,940	
Rents .....	6,540	
Interest & Exchange .....	1,000	
Donations .....	15,420	
Reserves .....	17,705	
Transfers .....		\$468,665
		18,840
		<hr/>
		\$487,505

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SCHOOL OF THEOLOGY  
Budget 1934-35

EXPENDITURES

A. ADMINISTRATION		D. KUMLER CHAPEL .....	500
a. Office Expenses .....	75	E. MAINTENANCE:	
b. Printing .....	125	a. Furniture & Equip.	100
c. Copyist .....	240	b. Repairs & Upkeep	350
d. Stationery .....	25	c. Cleaning & Superv.	450
e. Postage, Telegrams ..	35	d. Heating .....	500
f. Travel .....	275	e. Lighting .....	225
g. Scholarship .....	150	f. Water .....	135
h. Contingent .....	150	g. Insurance .....	135
i. General Upkeep .....	175	h. Public Service ...	75
j. Office Help .....	60		
	<hr/>		<hr/>
	Total	Total	1970
	1310		
B. INSTRUCTION:		SUMMARY:	
a. Chin. sals. pd. by School	8520	A. ADMINISTRATION ...	1310
b. Mission Salaries .....	24000	B. INSTRUCTION .....	32620
	<hr/>	C. BOOKS & MAGAZINES	700
	32520	D. KUMLER CHAPEL ....	500
C. BOOKS & MAGAZINES .....	700	E. MAINTENANCE .....	1970
			<hr/>
		Total	37000

RECEIPTS

APMN Grant .....	800	
Sub. Salary .....	2400	3200
BMS Grant .....	1000	
On Salary .....	1120	
For. sals. & Allowances ...	6000	8120
UCCM Grant .....	1190	
For. sals. & Allowances ...	6000	7190
ABCFM Grant .....	1600	
For. sals. & Allowances ....	12000	13600
Student Fees .....	1000	1000
By cash in hand July 1st 1934 .....		1000
By 10 per cent cut on Chinese salaries ...		852
		<hr/>
		34962
By deficit to balance budget .....		2038
		<hr/>
TOTAL .....		37000

# SHANTUNG

Nov. 15-23, 1934

## MEETING OF ADMINISTRATIVE COUNCIL Nov. 15th to 23rd 1934

MINUTES  
PRESENT: Dr.P.R.Abbott, Mr.F.W.Liu, Mr.H.R.Williamson, Bishop Scott,  
Miss E.Studley, Mr.Z.V.Lee, Mr.Davies, Rev.H.L.Yee.

Note: The above were present during all or part of the sessions.  
At the beginning of the session on the morning of the 16th  
Rev.H.L.Yee withdrew. Mr. Liu was present during the sessions  
on the 15th and in the mornings of the 16th and 17th. Mr.Lee  
was present at sessions from the afternoon of the 20th until  
the Council adjourned.

The Committee appointed to interview Dr. Kung and Mr.  
Linn (D 1091) reported. The report was accepted for discussion.

### D 1095. THE PRESIDENCY

(AC0358)

Voted:- a. That in view of the report of the Committee sent  
to interview Mr. Linn that he has finally decided not to accept the  
presidency of this institution, we proceed to seek for some other  
person to assume that office.

b. That we approach Mr. Chu Ching-nung.

c. That we at once send Mr. Chu word, and arrange for a deput-  
tion to call on him. Bishop Scott was asked to be the delegate.  
The following telegram was despatched:- "Bishop Scott delegate from  
Cheeloo University Administrative Council will wait upon you Chang-  
na November twentyfive please wire confirmation. Davies"

d. That failing Mr. Chu others whose names have been suggested  
be approached.

### D 1096. DR. KUNG'S CHAIRMANSHIP

(AC0359)

Voted:- That a delegation be appointed to wait upon Dr. Kung  
and to assure him of the unshaken and unanimous desire of the  
Board of Directors that he should continue to be its chairman.  
His re-election at the Board meeting in June, a further resolution  
at the meeting in August, begging him to reconsider his resignation,  
and this present minute, are all evidence of our grateful apprecia-  
tion of his most valuable services and our earnest desire for their  
continuance.

That the delegation consist of Bishop Scott and the  
Rev. H.R.Williamson.

The delegation sent a telegram to Dr. Kung and a letter  
enclosing the above resolution, asking for an interview. A  
telegram was received in reply expressing willingness to see  
the delegation on the 27th November. This was acknowledged.

D 1097. RURAL PROGRAMME

(AC0360)

Voted:- That a Committee be formed for the purposes of formulating and furthering the Rural Programme of the University, in consultation and cooperation with other organizations interested in Rural Reconstruction.

That this committee be composed of the following:- Mr. Williamson, Mr. Z.V.Lee, the Dean of the Schools of Arts and Science, the Dean of Medicine, the Head of the Rural Institute, the Dean of the Cheeloo School the Theology, with the Associate-President.

D1098 FINANCIAL SITUATION

(AC0361)

Voted:- That the Council has received with serious concern the report of the Treasurer made at this meeting, that on the basis of present expenditures there will be a large deficit at the end of the year, therefore the Council directs that the expenditures in the various departments be rigorously curtailed so as to come as far as possible within the available receipts.

D1099. COMMUNICATION FROM STUDENTS

(AC0362)

A letter was received from the Student's Self-government Association of the Schools of Arts and Science relative to the present critical situation, and its receipt acknowledged.

D1100. REPORTS FROM ASSOCIATE PRESIDENT

(AC0363)

Reports were received from the Associate-President as follows:-

a. That toward the close of his furlough Dr. Thornton Stearns and Mrs. Stearns offered their resignation to the Board of Foreign Missions of the Presbyterian Church, thus automatically severing their connection with the Mission and with the University.

b. That the Rev. S. Lautenschlager and Mrs. Lautenschlager had accepted the invitation of the Mission to take up work under the direction of the Mission in Tsingtao and had retired from the University.

c. That the Rev. H. E. Chandler and Mrs. Chandler had accepted the invitation extended to them to take the place in the Presbyterian quota of Mr. and Mrs. Lautenschlager, and that Mr. Chandler had begun his work in the Department of Physics at the opening of the fall term.

D1101 LOAN

(AC0364)

Voted:- That the Treasurer of Cheeloo University be empowered to raise a loan of \$20,000 at 4 per cent for 6 months for the purpose of the new hospital building, on the security of the Hospital Building Fund deposit of \$60,000 at the National City Bank of New York, Shanghai.



Nov. 15-23, 1934

- 3 -

On Tuesday morning, Nov. 20th, a group of 200 or more students gathered outside the Administration Building and presented a letter. The Council received a delegation of 13 representatives of the Students Self-governing Association and listened to what they had to say. Members of the Council went out to the student group and Mr. Williamson addressed them on behalf of the Council.

D1102. DELEGATION TO INTERVIEW COMMISSIONER HO (AC0365)

Voted:- That a delegation be appointed to interview the Commissioner of Education, Mr. Ho, informally. Messrs Williamson and Abbott were appointed.

During the discussions Mr. Z. V. Lee tendered his resignation as Vice-chairman of the Board of Directors.

Mr. Lee also asked that the following protest be recorded on the minutes:-

"I desire to lodge a protest against the resolution reached at a previous session of the Administrative Council (AC0364) pertaining to the question of Mr. T. I. Linn's Presidency and the invitation issued to Mr. King Chu to serve as President of this University, as I feel that a question of such great importance should be referred to an extraordinary meeting of the Board of Directors for deliberation and decision."

During the meeting of the Council two members of the University staff were requested to serve as acting president but declined:-

D1103. ACTING PRESIDENT (AC0366)

Voted:- That we appoint Mr. Lo Shih-ch'i as acting-president.  
(Carried: 4 in favour, one not voting)

(Note: Mr. Lo afterwards signified his intention not to serve.)

The delegation appointed, with others, interviewed the Commissioner of Education and reported to the Council.

D1104. SPECIAL MEETING OF FULL BOARD (AC0367)

Voted:- That in view of the extreme difficulties which have arisen in connection with the question of the Presidency we feel it necessary that a special meeting of the Board be convened to consider the matter. We therefore resolve that such a meeting be called for December 5th. Carried unanimously.

D1105. REPORT ON ABOVE ACTION (AC0368)

Voted:- That the Faculties and students be informed of the above action and also that the Commissioner of Education be requested to report to the Ministry our difficulties and the reasons for delay in submitting the names of the students for registration.

Nov. 15-23, 1934

D1106. DORMITORIES FOR INTERNES

(AC0369)

Voted:- That the Administrative Council approves the construction of Dormitories for Women Internes on condition that this new building be erected within the limits of the money available for the purpose;

further - that the question of site and type of construction be referred back to the Medical Executive for reconsideration.

# SHANTUNG

Feb. 7-9, 1935

## MINUTES OF THE ADMINISTRATIVE COUNCIL

February 7th to 9th 1935

**INDEXED**

PRESENT: Mr. Z. V. Lee (in the chair), Dr. Abbott, Mr. F. W. Liu, Mr. H. Payne (alt. for Dr. Williamson), Bishop Scott, Miss E. Studley (alt. for Miss Tseng), Mr. T. H. Sun, and Mr. Davies.

Dr. Wynn C. Fairfield, a visiting member of the North American Section of the Board of Founders, was asked to sit with the Council as a corresponding member during the first day's sessions.

The Treasurer, Dr. H. P. Lair, was present by invitation during the sessions devoted to matters of a financial nature.

### D 1121 FINANCIAL STATEMENT

(AC 0368)

The Treasurer presented a financial statement as follows:-

"Before specifically taking up budget proposals for 1935-36 it seems necessary to make a few explanations regarding the critical financial situation in which the University now finds itself. This situation is not something that has arisen within the last few months, though the financial straits of the present year and the using up during the past few years of most of the available reserve funds have greatly accentuated our difficulties.

The most serious financial problem has for many years been that of financing the Schools of Arts and Science. The income of these schools has been entirely inadequate to carry on work on the scale which has been attempted. In July 1931 the Arts and Science Schools began with a credit balance of \$5,653.10. By July 1934 this had been converted into a debit balance of \$15,332.84, in addition to a deficit of \$10,909.43 which it was possible to pay off in 1932 by surplus receipts from the Hall Estate Funds. In other words, in these three years the expenditures exceeded the receipts by \$31,895.37, or an average deficit of over \$10,000 per year.

While the Harvard-Yenching Funds have been kept entirely distinct from funds allocated to the Schools of Arts and Science, they are closely related, due to the fact that members of staff paid by Harvard-Yenching funds do teaching in the Arts and Science Schools, and during this same three years the reserve of Harvard-Yenching funds has been reduced from \$24,626.96 to \$8,333.19, which represents an expenditure in excess of receipts of \$16,293.77. The present reserve will probably be entirely used up this year.

This mounting deficit has been due not simply to over-expenditure but to falling off of receipts, notably in the case of the Hall Estate funds. For example, in 1930-31 the

Feb. 7-9, 1935

Hall Estate funds produced an income of over \$30,000, while in 1933-34 they produced only \$3,700. Likewise the definite information as to the amount of income which could reasonably be expected has usually arrived after commitments were already made for the ensuing year, so it has been impossible to effect economies in any way comparable to the decrease in income.

In regard to the charge of "misuse of funds" which has been repeatedly made within the last few weeks, the treasurer has only this to say. If the University had in hand a sufficiently large operating balance to make it possible to keep all funds which stand to the credit of various accounts and departments carefully guarded by investing them, this would of course be done. Unfortunately this is not the case. Some grants come in late in the year, sometimes even after the close of the year. But salaries are expected to be paid on time and in full, and it has been necessary to use whatever funds have been available from whatever source in order to keep going from month to month.

The Treasurer has repeatedly suggested the payment of salaries on a percentage scale, has once made this formal proposition to the Executive Council, which turned it down, and in spite of this action of the Executive Council recommended it directly to the Board of Directors, which also turned it down. The same proposal was made two weeks ago to the Acting-President and under his instructions salaries were paid on time and in full, although it was necessary to borrow money from the bank. The Treasurer fully realizes that such an action as deferring payment of salaries or paying them on a percentage basis amounts to the breaking of written contracts but this is the only method by which any saving of reasonable sums can be effected, and the proposition is now again made to the Council for its consideration. It is quite impossible to finish the spring term and meet necessary payments of salaries and wages, together with a minimum of expenditure for general upkeep out of income which is reasonably certain.

The detailed monthly statements which are sent out to the president and deans at the end of each month are available, showing the standing of the various departments on February 2nd, the January account having been kept open for two days in order to be able to include receipts from fees for the spring term. To the expenditure already made for the seven months of this year - July to January - has been added in each case an estimate of the necessary expenditures for the remaining five months - February to June. These estimates have included the \$5,000 understood to be coming from the Provincial Government, but they have not included the \$2,500 a month from the Ministry of Education as this money is ear-marked for special purposes not within the current budget. Of this grant payments for four months have already been received. According to this estimate the General Administration will show a deficit by the end of the year of \$11,774.49, the Schools of Arts and Science, \$24,520.49, the Rural Institute, \$5,000, the Library, \$2,898.62, making a total anticipated deficit for these four departments of \$44,193.60, to which should be added an Arts Building Fund overdraft of \$17,031.07, making a total amount of \$61,224.67 which it would

Feb. 7-9, 1935

be necessary to receive in order to start the year 1935-36 with a reasonably clear slate. Of the \$44,193.60 anticipated deficit on current funds, \$21,895.55 represents accumulated deficits from previous years, so that about \$22,000 is the amount of the deficit for the current year, and mention should be made of the fact that the budget as passed by the Board of Directors includes an item of Donations amounting to \$21,735, so that if the Board of Directors were to produce this \$21,000 the current year would about break even.

In the estimates referred to above the Medical School and Hospital have been omitted for two reasons. One is the difficulty of predicting the amount of income from the hospital and the other is that even assuming a reasonable falling off of income for the remaining five months as compared with the seven months already past, the Medical School by the use of funds in reserve will be able to close the year without a deficit. According to the estimate prepared on the same basis as estimates for the other departments it will be necessary to draw on medical reserves to the extent of \$7,130.92 as compared with a budgeted figure of \$9,405, so that if this estimate is correct, in comparison with the budget of the Medical School will be closing the year with a credit balance of about \$2,300. However, the fact remains, as intimated in the note attached to the Medical School budget, that these reserve funds have of necessity been used to keep the whole University in operation. This situation of being able to close with a small credit balance will of course not apply to next year on account of the cessation of the Rockefeller Foundation grant, and the Medical School will be in urgent need of all its reserve funds to carry on current work next year.

On the assumption that this approximately \$60,000 referred to above as necessary in order to close the year is forthcoming from some source, the attached budgets are submitted."

After long discussion, it was Voted:-

a. That in accordance with D1118 f, the administrative officers be instructed to approach non-cooperating missions who have considerable numbers of students studying in the university, with a view to affording them an opportunity to contribute towards current expenses.

b. That similar instructions be given to the administrative officers to appeal directly to the Board of Governors and also to the missions who have had to reduce or discontinue their grants, to open the question whether in the light of our dire need they might not reconsider their actions.

c. That the following cable be sent to the Board of Governors:- "All current financial resources exhausted before May. Closure impending. 4,000 pounds needed to liquidate deficits. Budget balanced next year except £400 president's salary. Strong hope Mei accept presidency if deficits cleared. Relay Newyork. Administrative Council."

Feb. 7-9, 1935

d. That the Rev. J. C. Scott be asked during his furlough to work in connection with the British Section of the Board of Governors in an attempt to raise one-half of the salary of the President.

D 1122 BUDGET FOR 1935-36

(AC 0369)

Voted:- That in the light of the present financial situation of the University we feel it impossible to adopt any budget at this time. We have studied the budgets presented and feel their acceptance contingent upon liquidating our debts at an early date. We pledge our efforts to secure the needed financial aid and ask for the presentation of a balanced budget at the next meeting of the Board of Directors.

D 1123 REORGANIZATION OF THE BOARD

(AC 0370)

It was reported that an instruction had been received from the Ministry of Education in the following sense:-

"The organization of the Board (of Directors) is not entirely in accordance with the Revised Regulations for Private Schools. It should be reorganized without delay, and directors to the number designated in the Regulations should be elected who will fulfil their duties. After the Board is reorganized the Administrative Council and the newly elected Reorganization Committee should not continue to function; and copies of the revised Bylaws of the Board should be reported to the Ministry for consideration at an early date."

Voted:- That the Acting-president be requested to report to the Ministry of Education that the Council has deliberated carefully on the instructions of the Ministry regarding reorganization of the Board of Directors, and that the reorganization of the Board in accordance with the regulations for Private Schools will be accomplished without unnecessary delay. The procedure necessary to comply with these regulations will, however, take some time, and is a matter of such importance that it is referred to the next full meeting of the Board of Directors.

D 1124. REQUEST TO W.F.M.S.

(AC 0371)

Voted:- That the Administrative Council hereby authorises an appeal to the Women's Foreign Missionary Society of the Methodist Episcopal Church in U.S.A. for an annual grant of \$1,000 U.S. currency to be used in the Home-making Department of the Rural Institute; it being understood that this grant is in addition to the contribution which this Board now makes to the School of Medicine of this University.

D 1125. FURLOUGHS

(AC 0372)

Voted:- To approve furloughs as under:-

a. That in accordance with the rules of his mission Dr. R.T. Shields' furlough be approved, beginning in the spring of 1935, and that he be invited to return to the Medical School at the expiration of his furlough.

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b. That in accordance with the rules of her mission Miss E. F. Evans' furlough be approved, beginning in November 1934, and that she be invited to return to the School of Nursing after furlough.

c. That in accordance with the rules of her Mission Miss Brodie's furlough be approved, beginning in the spring of 1935 and that she be invited to return to her position on the Nursing Faculty at the expiration of her furlough.

d. Miss G.V.L. Nunn. That in accordance with the rules of her mission Miss Nunn's furlough be approved, beginning in the spring of 1935, and that she be invited to return to her position in the Hospital at the expiration of her furlough.

e. That in accordance with the rules of his mission Mr. J.C. Scott's furlough be approved, beginning in the summer of 1935, and that he be invited to return to his position on the Science faculty at the expiration of his furlough.

f. Voted:- That it be recorded on the minutes that Miss Myers is allowed to take furlough in 1935, with the understanding that the Y.W.C.A. pay her travel one way and her salary for three months of the furlough year; and that she be invited back to the Social Service Department of the Hospital at the expiration of her furlough.

DJOURNMENT.

Feb. 7-9, 1935

PROPOSED BUDGET 1935-36

GENERAL ADMINISTRATION

EXPENDITURES

Salaries paid by Missions .....	15,000
President (Sal. 3600, Ent. 680, Rent 720)	5,000
Dean of Women .....	2,940
Party Instructor .....	1,000
Administrative Board .....	500
Entertainment .....	600
Publicity .....	1,200
Office Assistance .....	3,600
Supplies .....	300
Printing & Stationery .....	1,000
Postage & Telegrams .....	550
Office Boys .....	400
Travel .....	500
Contingent .....	400
McCormick Repairs .....	150
Cleaning .....	50
Heating .....	400
Lighting .....	100
Water .....	26
Insurance .....	30
Religious Services .....	80
Athletics .....	1,344
Campus .....	1,000
Public Services .....	800
Taxes .....	265
Public Health .....	150
Model Village .....	100
Telephone .....	350

37,905

INCOME

A.P.M.N. Grant to gen. expenditure ...	6,500	(?)
For. sals. & allowances .....	12,000	
B.M.S. Grant .....	400	(?)
B.S.B.G. Grant .....	1,000	
For. sals. & allowances .....	3,000	
Women's Unit Hall Estate .....	1,500	
Hall Estate .....	1,500	
Rents .....	500	
Misc. Receipts .....	700	
Int. and Exchange .....	1,000	(?)
Transfer School of Medicine .....	1,500	

Deficit .....

8,305

37,905



Feb. 7-9, 1935

ARTS & SCIENCE SCHOOLS

EXPENDITURES

Office Expenses .....	400	
Business office .....	1,250	
Printing & Stationery .....	100	
Postage and Telegrams .....	100	
Travel .....	200	
Miscellaneous .....	300	
Salaries provided by missions .....	54,000	
Salaries provided by school .....	33,000	(a decrease of \$8,000 from 1934-35)
Dept. grants - Biology .....	1,200	
Chemistry .....	3,000	
Physics .....	1,500	
Radio .....	2,000	
Chinese .....	200	
Education .....	600	
Mathematics .....	150	
History .....	200	
For. Languages .....	200	
Sociology .....	200	
Pol. Sc. & Economics ..	200	
Furniture and Equipment .....	350	
Repairs .....	1,700	
Cleaning & Supervision .....	1,700	
Heating .....	1,600	
Lighting .....	2,000	
Water .....	1,200	
Insurance .....	330	
Women's Dormitories .....	700	
		108,380

RECEIPTS

A.P.M.N. grant to gen. expend. ....	9,500
"    for salaries & allowances	30,000
Sub. sal. ....	2,400
B.M.S. Grant to gen. expend. ....	1,500
For. sals. & allowances ....	12,000
S.P.G. Grant to gen. expend. ....	2,600
For. sals. & allowances ....	6,000
U.C.C.M. Grant to gen. expend. ....	1,100
For. sals. & allowances ....	6,000
Hall Estate .....	1,500
Rents .....	2,500
Fees .....	33,280
	108,380

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SCHOOL OF MEDICINE

EXPENDITURES

Administration .....	12,380
Instruction .....	130,400
Salaries paid by School ...	30,400
Travel Suspense .....	1,400
Missionary Salaries .....	99,000
Departmental .....	9,000
Maintenance .....	9,300
Transfer to Hospital .....	3,000

164,000

RECEIPTS

	<u>Salaries</u>	<u>Grants</u>	<u>Total</u>
A.P.M.N. ....	18,000	1,600	19,600
	(sub.sal.)	2,400	2,400
A.P.M.S. ....	12,000	-	12,000
B.M.S. ....	18,000	3,400	21,400
L.M.S. ....	6,000	1,500	7,500
U.C.C.M. ....	9,000	1,200	10,200
U.C.C.M. Women ..	3,000	2,600	5,600
S.P.G. ....	18,000	2,000	20,000
W.M.M.S. ....	3,000	6,000	9,000
W.F.M.S. ....	12,000	6,000	18,000
B.S.B.G. ....		2,000	2,000
A.F.M. Women .....		4,000	4,000
Student Fees .....			11,000
Reserves .....			8,000
Rents .....			4,000
Interest from Endowment .....			500
	<u>99,000</u>	<u>32,700</u>	<u>149,200</u>

HOSPITAL

EXPENDITURES

Administration .....	4,800
Purchase and Issuance .....	500
Housekeeping .....	6,000
Laundry .....	2,650
Heat, Light, Power & Water .....	7,000
Repairs & Maintenance .....	5,000
Pharmacy Supplies & Salaries .....	20,000
Medical Supplies .....	13,000
" Salaries .....	7,200
Doctors' food .....	2,600
Medical Records .....	1,800
Nurses' food and housing .....	15,500
" School .....	1,100
X-ray Department .....	4,000
Laboratories .....	3,200
Massage Department .....	1,200
Kitchens .....	17,600
Forward .....	

113,150

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Forward	113,150
Private Patient Clinic .....	1,300
Hou-tsai-Men Branch Clinic .....	800
Social Service Department .....	2,750
Evangelism .....	750
Charity .....	3,250
Miscellaneous (garage, etc.) .....	700

122,700

RECEIPTS

In-patient bed fees .....	24,000
In-patient food fees .....	14,500
Sale of drugs, hospital .....	7,000
" " O.P.D. ....	22,200
Surgical Operations, Hospital .....	7,500
" " O.P.D. ....	1,000
Deliveries (obstetrical) .....	4,500
Registration fees (O.P.D.) .....	8,400
Treatments, etc. in O.P.D. ....	4,100
X-ray fees .....	7,000
Laboratories, hospital fees .....	4,000
" O.P.D. fees .....	2,600
Massage department fees .....	2,200
Private Patient Clinic fees .....	4,500
Hou-Tsai-Men Branch Clinic Fees .....	1,200
Donations (Samaritan Fund, etc.) .....	1,000
Nursing School fees .....	2,000
Miscellaneous (Garage, etc.) .....	1,200
	<u>3,000</u>
Subsidy from Medical School .....	<u>122,700</u>

NOTES:

The combined budgets of the Medical School and Hospital show a deficit of \$14,880.

There is a good prospect of the continuance of the Government grant, which may relieve this to some extent, and there is a reasonable hope that the Rockefeller Foundation may recognize the critical state of the School of Medicine and make an emergency grant. Further, a generous response to our appeal for an endowment would give us material assistance. If all these sources fail to materialise by the end of the fiscal year, we shall need to reconsider the budget and cut drastically, either in personnel or departmental expenses, or both, in order to balance the budget.

The Hospital budget can only be tentative, as it is expected that the new hospital will come into use during the year. It calls for a subsidy from the Medical School of only \$3,000. Subsidies for the past 5 years are as follows:-

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1930-31	-	\$58,000
1931-32	-	39,000
1932-33	-	31,000
1933-34	-	23,000
1934-35	-	3,000 (estimated)

But it may well be that this subsidy is being reduced at a rate which cannot be maintained.

We shall probably end this fiscal year (1934-35) with a deficit of \$9,000. This should be amply covered by our reserves (Rockefeller Medical School Suspense Fund) but these, we have been informed, have been borrowed without our knowledge or consent, for other purposes. It is essential and only right that these reserves should be made available to us lest we start the new year with an additional deficit of \$9,000 as the first charge on our budget.

AUGUSTINE LIBRARY

EXPENDITURES

Salaries of Librarian and Assistants . . . . .	1,890
Books . . . . .	310
Periodicals . . . . .	200
Current Supplies . . . . .	200
Binding and Repairs . . . . .	100
Maintenance . . . . .	950
	<hr/>
	3,650

RECEIPTS

Augustine Church . . . . .	2,500
British Section Bd. of Governors . . . . .	600
Hall Estate . . . . .	250
Harvard-Yenching Fund . . . . .	300
	<hr/>
	3,650

This budget would involve the dropping of two men from the present library staff, one at \$34 a month and the other at \$12 a month.

RURAL INSTITUTE

EXPENDITURES

Public Health . . . . .	3,600
Agriculture & Cooperative Societies . . . . .	840
Community Education . . . . .	660
Subsidies - Yu Chang Chuang School . . . . .	100
Wang Chia Chuang & Chang Chia Chuang Schools	100
Home-making Department O Village worker	360
Clerk & Business Manager - Lungshan . . . . .	480
Lungshan - Repairs & Rents . . . . .	400
Travel . . . . .	100
Equipment & Supplies . . . . .	260
Administration . . . . .	500
Religious Education Worker . . . . .	1,000
	<hr/>
	8,400

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RECEIPTS

Public Health .....	3,600
Extension Grant, Univ. of Nanking .....	740
A.P.M.N. ....	1,000
Hall Estate .....	500
W.U.Hall Estate .....	500
Lungshan Cooperative Societies .....	400
* Special Grant for Religious Education ..	1,000
* Special Grant for Community Education ..	660
	<hr/>
	8,400

\* The Board of Directors is asked to take no responsibility for these grants beyond authorizing the Director of the Rural Institute to make a special appeal for them. The funds will not be drawn from the University Treasurer unless they are secured from such special sources.

SINOLOGICAL RESEARCH INSTITUTE

Assuming that Gold \$6,315.79 equals Mex.\$17,500

EXPENDITURES

General University Administration .....	nil
Teaching Staff .....	8,000
Book Purchases .....	2,000
Library Administration .....	1,056
Research grants or projects .....	3,000
Publications .....	2,000
Museum Purchases .....	300
Museum Administration .....	200
Technical Equipment .....	500
Miscellaneous .....	444
	<hr/>
	17,500

RECEIPTS

Balance July 1, 1935 .....	nil
New York Treasurer (H.Y.I. Fund) .....	17,500