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Shantung / Cheeloo
Administrative
Board of Directors - Minutes
1930-1934

Full page

March 5-7, 1930

TRANSFER

MINUTES OF THE MEETING OF
BOARD OF DIRECTORS SHANTUNG
CHEELOO UNIVERSITY
TSINAN

March 5-7 1930.

INDEXED

882(a) PRESENT:-

Rev. P.R. Abbott (Alt.APMN), Rev. T.Cocker Brown, (LMS), Rev. E.W. Burt (Alt.EBM), Mr. T.C. Chang (Alumni), Rev. C.Y. Ch'eng (Co-opted), Rev. L.J. Davies (Alt.Co-opted), Rev. F.S. Drake (Alt.EBM), Dr. C.H. Han (Alumni), Rev. R.A. Mitchell (Alt.UCCM), Dr. R.T. Shields (Vice-President), Bishop T.A. Scott (SPG), Miss S.C. Ting (ABCFM), Rev. H.L. Yee (Alumni).

883(a) CHAIRMAN: Rev. C.Y. Ch'eng.

884a MINUTE SECRETARIES: Mr. Chang Ta Ch'en and Mr. F.S. Drake were appointed Minute Secretaries.

During the discussion on the Rural Programme, the following members of the Faculties were also asked to attend:

Dr. P. Fugh, Dr. J.J. Heeren, Dr. P. Kiang, Mr. S.C. Lo, Rev. S. Lautenschlager, Dr. L. Miner, Dr. C.A. Stanley, Mr. Chou Kan Ting, Mr. Wang Hsi En.

885a SUBSTITUTES FOR ABSENT MEMBERS:

- (1) That Rev. R.A. Mitchell be invited to serve on the Board in place of Rev. H.A. Boyd.
- (2) That Rev. L.J. Davies be invited to serve on the Board in place of Rev. R.C. Wells.

886a REPORT OF VICE-PRESIDENT:

The Report of the Vice-President was read and accepted.

887a SUB-COMMITTEE FOR RE-ORGANIZATION OF BOARD OF DIRECTORS:

That Rev. H.L. Yee, Dr. R.T. Shields, Rev. E.W. Burt and Dr. C.H. Han, form a Sub-Committee to bring in at this meeting of the Board, suggestions for the Re-organization of the Board of Directors in accordance with Minute 878 of the Administrative Council.

888a SUB-COMMITTEE FOR EXAMINATION OF THE BUDGET:

That Bishop Scott, Mr. Abbott and Dr. Ch'eng be a sub-Committee to examine, along with the Vice-President and Treasurer of the University, the Budget, and report to the Board.

889a SUB-COMMITTEE TO EXAMINE REPORT ON EMPLOYEES' WELFARE:

That Miss Ting, Mr. Drake and Mr. Brown, be a Sub-Committee to examine the Report on Employees' Welfare, and to report to the Board.

890a MR. LIN CHI CH'ING.

That the Chairman nominate two members of the Board to consult with Mr. Yee, and with members of the Rural Programme Committee, as to the advisability of inviting Mr. Lin Chi Ch'ing to be Dean of Arts and Science Schools, with special reference to his attitude to the Rural Programme.

891a SENATE MINUTE NO. 1435:

That in Senate Minute No. 1435 the word "CHINESE" be omitted.

892a EMPLOYEES' WELFARE:

That the Report of the Employees' Welfare Committee, as passed by the Senate, be approved, with the following suggestions offered for the consideration of the Committee:

- (1) That a note be added to the word "employees", showing that the meaning is "workers" as distinct from members of the teaching and administrative staff.
- (2) That in I (d), in place of "Retiring allowance" read "Retiring Bonus"...
- (3) That III. 1, read as follows:-

(1)

"1. The following Holidays are granted:

- | | | |
|-----|------------------|----------------------|
| (a) | Christmas | 1 day |
| (b) | New Year | 1 day |
| (c) | Spring Festival | 2 days |
| (d) | National Holiday | 1 day (October 10th) |

"The granting of any other holidays will be considered on its merits by the University authorities".

- (4) That Section VI. be omitted, and the following sentence added to Section V:- "but it is not open to them to bring in outside workmen's organizations for meetings except by special permission of the School authorities".

893a REGISTRATION OF THE UNIVERSITY OR ITS SCHOOLS:

- (1) That a Committee be appointed to proceed with the Government in the matter of the Registration of the University in all its Schools - Medical, Arts, and Science.
- (2) That in the event of its proving impossible to register the University as a whole, the Committee investigate the conditions under which it might be possible to register individual Schools separately, and report to the Administrative Council of the Board.
- (3) That the Committee consist of:-

Mr. Lin Chi-ch'ing
 Dr. Herman Liu
 Dr. Peter Kiang

March 5-7, 1930

894 a DEAN OF SCHOOLS OF ARTS AND SCIENCE.

(1) That a deputation be appointed to meet Mr. Lin Chi-ch'ing in person, and discuss with him the possibility of his appointment as Dean of the Schools of Arts and Science. Should Mr. Lin be prepared to consider this appointment, the Deputation shall have power to convey to him the unanimous and urgent invitation of the Board to accept such appointment, and conclude an agreement.

(2) Should it prove impossible to secure Mr. Lin's service, the Administrative Council is authorized to secure such other appointment as it may deem advisable.

(3) That the Deputation consist of:-

- Dr. C.Y. Ch'eng
- Mr. L.J. Davies
- Mr. R.C. Wells

(4) That the allowance for the Dean of Arts and Science Schools be as follows:-

Salary	\$3600.	a year
Rent for House	600.	a year
Entertainment	240.	a year

895 a RURAL PROGRAMME:

That the recommendations of the Senate for the Re-organization of the Schools of Arts and Science on the lines of the Rural Programme be approved in general, on the understanding that the Senate, and especially the Dean, continue the work of formulating the programme in detail. It is essential to the final acceptance of such a Programme that the University standard of the subjects taught be maintained.

896 a RESIGNATION OF DR. SHIELDS FROM THE VICE-PRESIDENCY:

(1) That the resignation of Dr. Shields from the Vice-Presidency be accepted, but that he be asked to continue to act as Vice-President until the end of the summer term, and that the Executive Committee appointed by the Administrative Council in December, 1929, continue in existence and be prepared to act when called on by Dr. Shields.

(2) That the question of appointing another Vice-President be left over until a further meeting of the Board.

897 a COMMITTEE FOR NOMINATION OF THE PRESIDENT:

That the Nomination Committee for the President, appointed at the Meeting of the Administrative Council, be requested to act, with the addition of the name of Dr. Shields as a member and convener.

898. THE BUDGET:

- (1) That the sum of \$6000.00 be added to the Budget for President's Salary, House Rent and Entertainment; and the sum of \$2000.00 for salaries of Military and Party Instructors.
- (2) That the Budget be referred back to the University Finance Committee, so that provision be made for the salaries of the President and the Military and Party Instructors, and that the Budget so revised be brought before the next meeting of the Board.
- (3) That the services of a Chartered Accountant, or a representative of the Associated Missions Treasurers, be employed to investigate the condition of the University finances; and that Dr. Shields be requested to see that this is carried out.

899. RE-ORGANIZATION OF BOARD OF DIRECTORS:

That the Board of Directors be reorganized as follows:

- | | |
|-----------------------------|-------------|
| (1) Mission representatives | (8 foreign |
| | (2 Chinese |
| Alumni | 5 |
| Co-opted | <u>10</u> |
| Total .. | 25 |

- (2) That the following be asked to serve as Co-opted Members

Dr. C.Y. Ch'eng
 Dr. Y.Y. Tsu
 Dr. C.P. Cheng
 Gen. Chang Chin Chiang
 Dr. H.H. K'ung
 Dr. F.C. Yen
 Dr. J. Heng Liu
 Dr. C.L. Hsia
 Dr. S.T. Wang
 Mr. Li S. Fan

Honorary

- (3) That the following be asked to serve as Honorary Members of the Board:

Chairman Provincial Government
 Commissioner of Education
 Chairman Chamber of Commerce
 British Consul
 American Consul
 Dr. Chang Po Ling

900. THE INSTITUTE:

Seeing that the Registration of the Institute as a Department of the University is considered inadvisable, we suggest, subject to the approval of the English Baptist Mission, that the Institute revert to Mission control, on the understanding that for all practical purposes full co-operation of the Institute with the various Schools and Departments of the University be maintained as before.

March 5-7, 1930

901. INVITATION TO REV. F.S. DRAKE TO JOIN THE THEOLOGICAL SCHOOL:

That we request the English Baptist Mission to allocate Rev. F.S. Drake to the School of Theology.

903. DORMITORY FEES ARTS AND SCIENCE SCHOOLS:

That in connection with the Schools of Arts and Science, the dormitory fees in future be \$12.00 per term for upstairs rooms and \$10.00 per term for ground floor rooms.

904. BREAKAGE FEE IN SCIENCE SCHOOL:

That in the Science School (including Pre-Medical) the Breakage Fee be \$10.00 per Academic Year.

905. LETTER FROM MR. F.C. CHENG:

(1) That the letter received from Mr. F.C. Cheng regarding the future policy of the University, be referred to a sub-Committee for consideration, and for reporting to the next Meeting of the Board; and that the Vice-President be asked to write a letter to Mr. F.C. Cheng, and also to interview him, explaining the purpose of the Rural Programme adopted by the University:

(2) That the Sub-Committee consist of the Vice-President, together with the Committee on Rural Programme.

906. THE RURAL PROGRAMME AND THE ALUMNI:

That the Committee on Rural Programme be asked to prepare a letter to be sent to the Alumni, explaining the purposes of the Rural Programme.

907. ALTERNATE MEMBERS OF ADMINISTRATIVE COUNCIL:

That during the absence of Dr. C.Y. Ch'eng and Bishop Scott in England, Dr. Han and Mr. Brown be asked to sit on the Administrative Council in their places until the next Annual Meeting.

908. VOTE OF THANKS:

Votes of thanks were passed in favour of the ladies of the Community for their kind entertainment and hospitality, and in favour of the Chairman and Secretaries.

March 5-7, 1930

R E C O M M E N D A T I O N S
OF THE
ORGANIZATION COMMITTEE
OF THE SENATE COMMITTEE ON THE RURAL PROGRAM

1. Connotation of "Rural Program".

That we adopt Dr. Paul Monroe's interpretation of the word "rural", which, according to his idea, denotes "non-urban places". This interpretation is in harmony with the recommendation of the Council on Christian Higher Education in 1928, which asked CHEELCO to train students for "rural and unindustrialized town districts".

2. Implication of a Unified Rural Program.

That the adopted rural program should be a unified one, by which we mean that all the schools of Cheeloo University are concerned.

3. Different Types of Rural Leadership.

(a) That this unified rural program should aim to train the following types of rural leadership:

- (1) Rural Normal and Middle School Teachers.
- (2) Rural School Supervisors.
- (3) Rural Mass Education Promoters.
- (4) Rural Pastors, Evangelists and Supervisors.
- (5) Rural Religious Education Directors.
- (6) Rural Physicians.
- (7) Rural Community Nurses.
- (8) Rural Public Health Organizers.
- (9) Rural Community Organizers and Social workers.
- (10) Rural Home Demonstrators (Piao Gen Yuan)
- (11) Rural Y.M.C.A. and Y.W.C.A. Secretaries.
- (12) Rural Junior Extension Workers.
- (13) Agricultural Demonstrators.

(b) That the different Schools of the University should offer courses by the autumn of 1930 for the training of the first eight of the above-mentioned types of rural leadership. Other types will be added as soon as sufficient funds and teachers are available.

4. Extent of Ruralization.

That the Schools of Arts and Science should take immediate steps for Re-organization, so as to be able to adopt a fully ruralized program beginning from the Fall Term 1930, and further, that the School of Medicine and School of Theology should likewise re-adjust their program so as to provide special rural subjects, and to ruralize other correlated subjects for those who wish to prepare themselves to go into the rural field.

(By a fully ruralized program we mean that the Courses provided are limited to those needed for the training of the types of workers listed above).

5. Coordination and Cooperation.

That in carrying out the Rural Program towards the training of the different types of rural leadership as suggested in the foregoing recommendations, the Four Schools of the University should so adjust and utilize their courses, teachers, funds, and equipment as to bring out about an effective system of co-ordination and a 100 per cent spirit of co-operation.

6. Standing Committee on Rural Program.

For the purpose of directing the Ruralisation of the University Program and of co-ordinating the work of the different Schools, a Standing Committee on the Rural Program be constituted, consisting of the following members; viz., President (or vice-President) and Treasurer (ex-officio), two representatives of the School of Arts, two representatives of the School of Science, one representative of the School of Medicine, one representative of the School of Theology, the Director of the Rural Extension Department, and the Superintendent of the School of Nursing. It is understood that in electing the representatives of the different Schools due regard be given to ensuring a measure of continuity in the representation and that the representatives of the different Schools be elected by the Faculties concerned.

7. New Names for Schools of Arts and Science.

That the Schools of Arts and Science be changed into "School of Education and Arts" and "School of Applied Science"

8. Experimental Nature of the following Recommendations.

That the following recommendations be considered to be of a tentative and experimental nature.

9. Departments of the Schools of Education and Arts, and of Applied Science.

- (a) That the School of Education and Arts shall have the following departments in the Autumn, 1930.
Chinese; English; Education and Psychology; History, Geography and Political Science; Sociology and Economics; Philosophy and Ethics.

March 5-7, 1930

- (b) That the School of Applied Science shall have the following departments. Biology; Chemistry; Physics; Mathematics, Astronomy and Geology.
- (c) That a Department of Home Economics of Agriculture, and Rural one of Rural Engineering shall be organized and allocated to the School of Applied Science as soon as funds and teachers are available.
- (d) That as the present rules of the Board of Education do not permit offering Religious Education or Religious instruction as a major, Religious Courses should be offered in several of the Departments (e.g. Philosophy, Education and Psychology, English, History and Sociology), and those wishing to specialize in Religious Education should register in the School of Theology.

10. Courses To Be Offered By the Schools of Education & Arts, (Chao Yu Wen Hua) and Applied Science (Ying Yung K'o Hsueh Yuan).

- (a) That both the School of Education and Arts, and the School of Applied Science, shall offer four-year course, and that the first years of the two years of these courses shall be open to students in the Autumn of 1930- the entire four-year course to be completed in 1932 or 1933. Further, that the offering of other short special courses of less than four years' duration shall be considered later.
- (b) That each of the Departments, mentioned in 9 ("a", "b") thru their faculties shall be required to submit to the Standing Committee on the Rural Program before March 15, 1930, a list of the Courses to be offered in the next two years, and, in addition if possible a skeleton major course of study for four years, with a statement as to which of these courses will require additional teaching staff and finance.

11. Field Work and Practice.

That at least one term shall be open for students to do field work and practice as per arrangement in the new Curricula for different types of training, and that such a term so arranged must come, not before the third year, and not after the first term of the last year.

12. Fundamental First Year Courses (Chi Pen Hsing Chih).

That the first year courses of both the School of Education and Arts, and the School of Applied Science, shall be of a fundamental nature, and be so adjusted that not more than two credit hours for electives shall be allowed each term.

13. Freshmen Advisors for Major and Minor Subjects.

That all freshmen students shall be required to select their major and minor subjects during the Spring Term of the first year school year, under the guidance of advisors de-

designated by the schools concerned, and that at most fifteen (15) students be assigned to one advisor.

14. Distribution of Credit Hours.

That in the School of Education and Arts, and in the School of Applied Science, 128 credit hours be required for graduation. This gives the student an average of 16 credit hours each term, or 32 credit hours each year. The distribution of credit hours, according to subjects, will be as follows:

	Credit Hours
1 Major subject	24
2 Minor subjects (12 each)	24
17 Required subjects	44
Field Work and Practice	16
Electives	20
	128

Credit hours may be hereafter standardized as follows:

1 credit hour equals 1 hour of classroom work plus 2 hours of preparation, or 3 hours of laboratory work.

2 credit hours (equal 2 lecture hours plus 4 hours prep. or 2 lecture hours plus 1 recitation hour plus 2 hours of preparation.)

3 credit hours equal 3 hours of classroom work plus 6 hours of preparation, or 4 hours of classroom work plus 4 hours of preparation.

15. Major and Minor subjects and other Requirements.

That the major and minor subjects for students preparing to pursue the different types of rural service be prescribed as follows:

Type of Service	Major Subject	Minor Subject
Rural Normal and Middle School Teachers	Teaching Subject#	Allied Subject and Education.
Rural School Supervisor	Education	Sociology & another one subject.
Rural Mass Education Promoters.	Education	Sociology & another one subject.
Rural Pastors and Evangelists & Supervisors		
Rural Religious Education Directors	According to the revised curriculum of the School of Theol., plus 2 credit hours in rural education courses.	
Rural Physicians Rural Public Health Organizers.	According to the revised Curriculum of the School of Med.; with the addition of more hours in Public Health, if possible, and the inclusion in it of Rural Public Health; Further, the organization of a special one year course for for the D.P.H. as soon as possible.	

March 5-7, 1930

1930

EMPLOYEES' WELFARE.
CHEFLOO UNIVERSITY.
TSINAN, SHANTUNG.

I. GROUP BENEFITS:

(A) Allowance in case of Death.

1. This Allowance is granted to any employee who has worked for the University consecutively one year or more.
2. The total amount of benefit is equal to one year's wage of the employee.
3. The University will carry its own benefit funds thru a sinking Fund.
4. When an employee is sick, and he should consult the Welfare Doctor at once, and follow his directions as closely as possible, otherwise the University cannot guarantee this benefit.
5. Whether the allowance is paid in a lump sum or in instalments will rest with the University Welfare Committee.
6. Funeral expenses, if advanced, are to be paid out of the allowance.

(B) Sick Benefit.

1. When an employee is sick, he should consult the Welfare Doctor at once. Leave of Absence may be given him (in writing) if the doctor considers it necessary. Such Leave of Absence should not exceed one month, except by special arrangement with the University Welfare Committee.

(C) Care in Case of Disablement.

1. In case a doctor of the University Hospital staff certifies that an employee has been permanently disabled while working in the University - thru no gross negligence of his own - the University will give him a monthly allowance, to be fixed by the University Welfare Committee. This allowance is to be limited only to those who cannot work subsequently.

(D) Retiring Allowance.

1. An employee who has served the University faithfully for fifteen successive years or more, and has reached the age of 45 or more, and whose retirement is approved by the proper authorities of the University, may receive a retiring Bonus equal to one-half his year's salary.
2. An employee who has reached the age of 60, and has served the University faithfully for twenty successive years or more, and, because of sickness or decline in health, as certified by one of the University authorities, and whose retirement is approved by the proper authorities of the University, may receive a Retiring Bonus equal to one year's salary.

III. TREATMENT OF SICK EMPLOYEES:

1. The University Hospital will appoint one doctor, with as many assistants as are necessary for the medical care of the employees.
2. A complete physical examination is given to each employee. The University will not employ any one who has tuberculosis, syphilis or trachoma.

3. Regular vaccinations and injections of antityphoid vaccine are given to the employees.
4. The employees and their wives and children can apply to the O.P.D. and to the Hospital in case of illness, without paying registration fee. They, however, must pay for medicine used.
5. There will be a nurse especially appointed to advise the families in case of illness.
6. The University gives free treatment in the Hospital and O.P.D. to those employees whose salaries are below \$50.00 (their wives and children included). Drug fees and food fees, however, are charged.

III. HOLIDAYS AND VACATIONS.

1. Holidays will include National Holidays, as promulgated by the National Government, and Holidays as fixed by the University authorities.

The following holidays are granted:

- | | |
|----------------------|----------------------|
| (a) Christmas | 1 day |
| (b) New Year | 1 day |
| (c) Spring Festival | 2 days |
| (d) National Holiday | 1 day (10th October) |

2. As this is a Hospital and an educational institution, at no time can all the employees be off duty, either for holidays or vacations. A sufficient staff, as designated by the heads of departments; must always be on duty. Those, and only those, designated by the University authorities remaining on duty on regular holidays, will receive an extra day's pay (approximately 1/30th of the a month's salary).

3. All employees who have served the University consecutively for one year or longer, are entitled to a two weeks' vacation with regular pay. The date at which the vacation begins and the date on which it closes must be authorized by the head of the department and reported to the Business Office, as, after two weeks, the salary ceases until the employee reports back for duty.

4. Holidays falling on a Sunday will be given on Monday.

IV. NIGHT SCHOOL.

1. A Night School is provided for employees who desire to further their education. If ten or more employees desire a class in any subject, as far as the school is able, it will attempt the organization of the class.
2. No tuition will be required, but a security fund of \$.50 will be asked of each employee for each class he enters, and will be returned only if he faithfully attends the class thruout the entire term. Books will be provided by the University.

V. LIBRARY, READING ROOM AND SOCIAL HALL.

1. An Employees Library, a newspaper reading room and social hall is provided by the University for the use of the its employees.

March 5-7, 1930

8.

Type of Service	Major Subject	Minor Subjects
Rural Community Nurses	Two years of College work in School of Education and Arts, or in School of Applied Science, be added to 3 years of Nursing Course; With the possibility of later adding other types of course in accordance with the program of the N.A.C.	
Rural Community Organizers & Social Workers	Sociology	Education & another one subject
Rural Home Demonstrators	Home Economics	Education or Sociology & another one subject.
Rural Y.M.C.A. & Y.W.C.A. Secretaries		
Junior Extension Workers	Agriculture##	Education or Sociology and another one subject
Agricultural Demonstrators		

English ## To be taken in Nanking University by arrangement excepted.

16. Required Subjects in the School of Education and Arts, and School of Applied Science.

That following subjects shall be required in the Schools of Education and Arts, and Applied Science:

Subjects	Credit Hours.
Chinese	10
English#	2
Introduction to Education	2
Fundamentals of Rural Education	2
General Psychology	2
Introduction to Sociology	2
Rural Sociology	2
Contemporary Civilization	2
Geography-of-Shantung	2
History and Geography of Shantung	2
Philosophy of Life	2
Advanced Nature Study	2
Rural Science	2
Applied Mathematics	2
Rural Hygiene and Sanitation	2
Elementary Agriculture	2
San Min Chu I	no credits
Physical Education	no credits
Total	44

#Emphasis should be held on silent reading.

17. Entrance Examination and Tests.

That all applicants for admission to the University shall take an entrance examination, and that at the beginning of their first year each student be given an Intelligence and Vocational Test. Further, that the Standing Committee in consultation with the Department concerned, be asked to work out details of the above.

18. Future Status of Pre-Medical Department.

That we desire to draw attention to the need of deciding, at an early date, the future status of the Pre-medical Department, in order to clarify questions of personnel and finance in the School of Applied Science.

DEFERRED

19. Extension, Experiment and Research.

A. That extension work at Lungshan shall be continued; that it shall be considered as an Experiment Center, from which a number of Demonstration Centers shall radiate, and that one of such demonstration centers shall be near to the University, for students' observation and practice.

B. That in addition to these centers, another one of a different type, and near Tsinan, in a typical rural village, be opened, with little or no expenditure except the salary of one or two workers, as an experiment to open up work which will develop mainly with local resources.

20. Financial Prospects.

That the Financial Committee of the University be asked to report as soon as possible, to the Standing Committee on Rural Program, on the financial prospects of the University in 1930, 31, 32, 33.

21. Invitation to Dr. Butterfield.

That a cordial invitation be extended to Dr. Butterfield to make Cheeloo University his residence headquarters during his coming visit to China.

22. Invitation to Mr. Carson.

That Mr. Carson be reinvited to teach in the Autumn of 1930, and that the Field Board of Managers and the Mission Board concerned be impressed with our most urgent need of his services.

23. Preparation on the Part of Faculty Members.

That all faculty members of the University should avail themselves of every possible opportunity, during or between University terms, to obtain actual knowledge and experience by visiting certain rural experiment centers of this University or of other organizations, and that lectures, discussion groups, prayer and reading circles be organized, in order to obtain vision and inspiration for the service which the University hopes to render to Rural China.

RECEIVED
UNIVERSITIES
APR 9 - 1930
JOINT OFFICE

MINUTES OF MEETING OF BOARD OF DIRECTORS
SHANTUNG CHRISTIAN UNIVERSITY

INDEXED

TRANSFER

June 4th, 1930.

PRESENT- Rev. P.R. Abbott, Rev. T. Cocker Brown, Mr. T.C. Chang, Rev. L.J. Davies, (Substitute for Mr. Wells), Rev. F.S. Drake, Dr. C.H. Han, Rev. R.A. Mitchell, (Substitute for Mr. Boyd), Dr. R.T. Shields, Rev. H.R. Williamson, (Substitute for Mr. Burt), Rev. H.L. Yee.

CHAIRMAN- Rev. H.L. Yee.

909. MINUTE SECRETARIES: Mr. Chang Ta Ch'en and Mr. F.S. Drake were appointed Minute Secretaries.

910. REPORT OF ADMINISTRATIVE OFFICERS:

The following reports were read and accepted:-

Report of the Dean of Women

Report of the Vice-President

Report of the Acting Dean of the Colleges of Arts and Science.

Report of the Director of the Extension Department

Report of the Acting-Registrar

Report of the Dean of the School of Medicine

Report of the Medical Director of the University Hospital and Out-patient Department

Report of the Medical Director of the Tsinan Leper Hospital.

911. CO-OPTED MEMBERS:

Resolved- That the Vice-President and Chairman prepare a recommendation regarding the co-opted members of the Board.

912. MISS FLORENCE F. EVANS:

Resolved- That Senate Minute 1461 be approved:-

That Miss Florence F. Evans be appointed to the Nursing Staff of the University Hospital.

913. REV. J.C. KEYTE:

Resolved- That Senate 1450 be approved:-

That the Rev. J.C. Keyte, M.A., be invited to join the staff of the Arts School.

914. APPOINTMENTS TO MEDICAL FACULTY:

Resolved- That Senate Minute 1466 be approved:-

That the following appointments be made to the Medical Faculty:

(a) Dr. M.P. Gell, as Associate in ^{the} Department of Obstetrics and Gynecology.

(b) Dr. Esther Peh, as Associate in the Department of Obstetrics and Gynecology.

JUN 4 1930

2

- (c) Dr. Lang Kuo Chen, as Associate in the Department of Ear, Nose and Throat.
- (d) Dr. Hou Pao Chang, as Associate Professor of Pathology and Acting Head of the Department of Pathology.
- (e) Dr. Julia Morgan, as Associate Professor of Medicine.
- (f) Dr. Pa Ta Chih, as Associate Professor of Ophthalmology, and Acting Head of the Ophthalmological Division of the Department of Surgery.
- (g) Dr. Wang Hui Wen, as Associate Professor of Anatomy.

915. DR. THORNTON STEARNS:

Resolved- That we approve Senate Minute 1466 that Dr. Thornton Stearns be appointed Professor of Surgery and Head of the Department of Surgery.

916. DEAN OF WOMEN:

Resolved: That Senate Minute 1471 be approved:-
That Mrs. Liu Lan Hua Yui be appointed Dean of Women for the ensuing four years.

917. DR. D.L. YANG:

Resolved- That Senate Minute 1463 be approved:-
That Dr. D.L. Yang's resignation be accepted, the same to take effect at the end of the present school year, June 30th, and that we express our appreciation of the work he has done this past year as Acting Head of the Department of Chemistry and Chairman of the School of Science.

918. MR. H.F. SMITH:

Resolved- That Mr. Williamson and Mr. Brown be a sub-committee to prepare a resolution regarding the Senate Minute on Mr. Smith and to report to the Board.

919. OFFICE OF REGISTRAR:

Resolved- That this matter be laid on the table until reorganisation be settled.

920. DEGREES:

- (a) Resolved that in accordance with Senate Minutes 1449, 1465, 1424 and 1469 degrees be granted as follows:-
 - B.Sc. for Ts'ui Yung Fu
 - M.B. for Chang En Hsiang (Med. Class of 1929)
 - M.B. for former medical graduates:
 - Chang Kuo Shih and
 - Chang Hsueh Chien.
 - B.A. for Chang Li Chih.
 - B.Sc. for Sung Teng En (Science College).
- (b) That, in accordance with Senate Minutes 1464, 1469 and 1479, the following students be granted degrees on the recommendation of the Senate:-

(I) Arts College Graduates June 1930.

B.A. for Miss Wang Li T'ien, of the Department of Education.

B.A. for Miss Yang Chü I of the Department of Education.

" " " Li Tsung Shun of the Department of History

" " " Liu Hsueh Min " " " " "

" " " Lu Chih Shan " " " " "

" " " Wang Wen T'an " " " " Education.

(II) Science College Graduates, June 1930.

An Kwang Hsia of the Department of Mathematics

Chang Shu Pei " " " " Physics

Chao Hung Ch'ang " " " " Mathematics

Chou P'eng San" " " " Physics

Kao Hsueh Chung " " " " Chemistry

Lan Chien Tung " " " " "

T'ao Ching Po " " " " Mathematics

Wang Yung Hsu " " " " Chemistry

Yu Hung Ao " " " " "

(III) School of Medicine.

Chang Chung Te Ch'en Jui Tsu

Chang Hai Han Ch'en Shu Wo

Chao Chang Lin Ch'en Wen Chieh

Ch'en Chin P'ang Chu Pang Jen

Chin P'ei Wen Chiang Chung Fen

Chou Cheng Hsun kung Li P'ing

Li P'ei kuang Wang T'ung An

Yeh Yen Ch'ing.

921. REORGANISATION OF BOARD OF DIRECTORS:

With a view of ensuring a two thirds majority of Chinese on the Board of Directors, according to the requirements of the Government Regulations, we recommend:-

(a) That the Board of Directors be reorganised as follows:-

(1) Mission Representatives (of which 9 at most shall be foreigners)	12
(2) University Alumni (Chinese)	5
(3) Co-opted Members (all of whom may be Chinese if necessary to ensure the two thirds Chinese membership)	10
	27

(b) That the co-opted members be appointed by the elected members of the Board of Directors.

922. CO-OPTED MEMBERS:

That the following be asked to serve as co-opted members of the Board of Directors:-

- Dr. C.Y. Ch'eng
- Dr. Y.Y. Tsu
- Dr. C.P. Ch'eng
- General Chang Chih Chiang

Dr. H.H. K'ung
 Dr. J.H. Liu
 Mr. S.F. Li
 Mr. Li Chin Lun
 Mr. Sun K'e

That in case of vacancies occurring in the above list, the following be invited to take their places:-

Dr. S.C. Ch'uan
 Dr. S.T. Wang
 Dr. C.I. Hsia

923. MR. H.F. SMITH:

The Board of Directors recognises that the action taken by the Senate (Minute 1456) revising its former resolution (Minute 1216) inviting Mr. H.F. Smith to return to the University was unduly delayed, and that the distress and inconvenience thereby caused to Mr. Smith might have been avoided.

They feel, however, that this later action was rendered necessary by changes that have occurred in the educational situation since Mr. Smith left China.

So, after full consideration of all the facts, the Board of Directors finds itself compelled to concur in the Senate's action. At the same time the Board of Directors puts on record its appreciation of Mr. Smith's past services to the University.

In this connection, the Board of Directors would emphasise the necessity that any such actions in the future should be taken in time for the necessary adjustments to be made by the mission and individual concerned, as failure in matters of this kind is liable to have serious effects in alienating support, both in money and men, from the University.

924. PRESIDENT'S SALARY:

Resolved- That the sum of \$6000 be added to the Budget for the General University to provide for President's salary.

925. BUDGET:

- (a) The General University Budget was approved as follows:
- (b) The budget of the Schools of Arts and Science was approved as follows:
- (c) The budget of the Library was approved as follows:
- (d) The budget of the School of Medicine was approved as follows:

(Attached)

926. NOMINATING COMMITTEE:

Resolved: That Dr. Shields and Mr. Williamson be a Nominating Committee to bring in suggestions for Officers and Committees.

927. DEAN OF SCHOOLS OF ARTS AND SCIENCE.

Resolved: That the Board of Directors accepts the report of the Special Committee appointed to interview Mr. Linn Chi Ch'ing and notes with pleasure Mr. Linn's willingness to undertake the duties of the Deanship of the Schools of Arts and Science and presents his name to the Board of Governors for appointment.

At this point word was received from Mr. Y.H. Wang, representative of the Hung Li Hwei (A.B.C.F.M.) stating that on account of war conditions at Tenchow he was unable to be present.

928. INTERNAL RE-ORGANIZATION.

As it had become apparent that present day conditions, both within and outside the University, require re-organization of the internal administration of the University, the following plan for re-organization was prepared.

The plan is based on government regulations, and modified in accordance with practice of certain private Universities.

The plan was referred to a Committee of the Board of Directors, composed of Mr. Chang Ta Chen, Rev. L.J. Davies, Dr. C.H. Han, and Rev. R.A. Mitchell.

After careful consideration and revision by the Committee, the plan was considered in detail by the whole Board, and was approved by unanimous vote, as given below:

(Attached) See Exhibit E.

929. METHOD FOR APPOINTMENT OF PRESIDENT AND VICE-PRESIDENT:

It was further voted that we recommend to the Board of Governors that they delegate to the Board of Directors the duty of appointing the President and Vice-President, on the understanding that nominations for appointment be first submitted to the Governors.

930. REGISTRATION:

A letter from Cheeloo Medical Alumni Association was read; also a letter from the Medical Students Association. The Committee appointed in Min. 803 of last meeting reported no action taken.

JUN 4 1930

RESOLVED: That with reference to Min. 893 of the last meeting of the Board referring to the registration of the University or its Schools, we hereby request the University Executive Council to continue negotiations with the Government on the lines laid down in that Minute. Further, we request the Executive Council to commence formal negotiations with the Government within two months.

931. INVITATION TO REV. L.J. DAVIES TO ACCEPT THE OFFICE OF VICE-PRESIDENT:

Resolved: That in accordance with the action of the Senate (1467) we extend to Rev. L.J. Davies the cordial invitation of the Board of Directors to accept the position of the Vice-Presidency of the University, and present his name to the Board of Governors for appointment.

Resolved: Further, that because of the pressing needs of the University, we request Mr. Davies to assume his duties as early as possible.

932. CORRECTION IN "INTERNAL RE-ORGANIZATION OF THE UNIVERSITY"-DEAN OF WOMEN:

Resolved: That in the Regulations for Internal Re-organization of the University, Art. 5, on the "Dean of Women" (Sec.2.) the words "on the recommendation of the University Executive Council" be made to read "on the recommendation of the President".

933. VOTE OF APPRECIATION OF DR. SHIELDS' SERVICES AS VICE-PRESIDENT:

Resolved: That this Board places on record its sincere appreciation of Dr. Shields' service to the University during the past two years in the capacity of Vice-President. It recognizes that he has guided the University with ability and credit through one of the most difficult times in its history, and expresses to him its gratitude for the spirit of willingness and devotion which has characterized all his work.

Voted to lay No.11 of Agenda-Revised Salary Scale for members of Staff - on the table.

Voted to delete No. 12 "Entrance Regulations" from the Agenda.

934. ANNOUNCEMENT OF NOMINATIONS AND OF THE INTERNAL RE-ORGANIZATION OF THE UNIVERSITY:

Resolved: That we request the retiring Vice-President to announce to the members of the Academic Board the nomination of Rev. L.J. Davies as Vice-President, and of Mr. Linn Chi Ch'ing as Dean of Arts and Science Colleges, and the

arrangement for the Re-organization of the Internal Administration of the University, as approved by the Board of Directors at the present meeting.

935. FINANCIAL STATUS OF THE UNIVERSITY:

The Report of the Committee to examine Mr. C.M. Myers' Statement on the Financial Status of the University, was approved as follows:

R E P O R T:

"It was reported that, in accordance with Minute 898 (3), The Rev. C.M. Myers of the Associated Missions Treasurers had made a careful analysis of the 1929 balance sheet. His report showed that within the limits of its chartered resources, the financial position of the University is sound. Owing, however, to the absence of reserve funds or sufficient floating balances, the Treasurer is compelled to use funds designated for specific purposes, some of them in the nature of Trust Funds, to meet periodic and temporary deficiencies, a practice which, while it is to be deprecated, is at present unavoidable. There appears to be no serious case of the misuse of funds at the present time, and much has been done during the last two years in clearing off deficits of long standing.

It was Resolved,

(1) That there be a periodic examination into the accounts by a professional accountant if possible, say once in three years.

(2) That Mr. Adam Black of the A.M.T. be asked to visit Cheeloo and undertake such examination on his return from furlough in 1931.

(3) That the Finance and Property Committee of the Administrative Council be instructed thoroughly to scrutinize the balance sheet annually, and make report to the Board.

936. COMMITTEE TO NOMINATE PRESIDENT:

Resolved: That a Committee consisting of Rev. L.J. Davies, Rev. Yee Chen Ch'ing, Rev. H.R. Williamson, Dr. C.H. Han, and Rev. T. Cocker Brown be appointed, for the Nomination of a President for the University.

937. CORRELLATED PROGRAMME:

It was reported that the Faculty of the Arts and Science Schools, with the Senate, were developing and elaborating the details of the draft scheme presented at the last Meeting of the Board of Directors for the "ruralization" of the Curriculum of the University.

The Board of Directors notes the opposition to the scheme from several quarters, due mainly to misunderstanding of its aims and methods. In view of this, and the need for careful investigation at every step, it will be neces-

JUN 4 1930

8.

sary for the University to develop the scheme cautiously, while, in the very nature of the case, it will be necessary for the principles already laid down to be applied professionally, if the University is to render the particular service allocated to it under the Correlated Program. The latter, it should be noted, the Board of Directors has approved in so far as that Programme refers to itself.

The Board of Directors therefore instructs the University Executive Council to continue the development of the accepted Programme, and to take steps to promote a better understanding of the aims and methods of the Programme in and out of the University.

The Board of Directors further welcomes the action of the Board of Governors in securing that Dr. Butterfield shall spend a suitable proportion of his time in China at Cheeloo, and hopes to receive great help from him in the closer definition and practical application of the so-called Rural Programme.

938. THE INSTITUTE:

Seeing that the British Joint Board and the English Baptist Mission have concurred in the action of last Meeting of the Board of Directors advising the withdrawal of the Institute (Extension Department) from organic union with the University on the grounds stated in their Minute, and seeing that the decision of the American Joint Board seems dependent upon the attitude of the English Baptist Mission already determined in favor of withdrawal:

Resolved: That the University Executive Council be requested to make the arrangements necessary for the withdrawal of the Institute at the end of the current financial year.

939. INTERNAL RE-ORGANIZATION OF THE UNIVERSITY:

Having in view ~~of~~ the present critical conditions, both within and outside the University, the Board of Directors authorizes the members of the University staff to organize the University Executive Council, and to re-organize the Senate along the lines laid down in the plan for re-organization passed by the Board of Directors at this session, and to proceed for the future in accordance with the new regulations. It is understood that these new regulations are being put into immediate operation as an emergency measure, subject to revision on further experience, and pending the approval of the Board of Governors.

940. APPOINTMENTS TO FACULTY OF THE ARTS SCHOOL:

Resolved that the following appointments be made:
Dr. Paul Fugh to be Associate Professor of Education
Rev. J.W. Hunter Professor of Fine Arts
Rev. S. Lautenschlager Associate Professor of English

Mr. E.L. Phillips	Associate Professor of Mathematics
Mr. Wei P'ei Hsiu	Instructor in Physics
Mr. Liu Dsai Hsuan	" " Chemistry
Mr. Luan Tiao Fu	Assistant Professor of Chinese
Mrs. Lan Hua Yui	Assistant Professor of Education.

941. REGISTRAR:

Resolved: That, for the present the responsibility for the Registrar's office be invested in the University Executive Council and that Mr. Fu Wei Fang be invited to continue as Assistant Registrar at a salary of \$70 per month.

942. REQUEST FOR CONTINUANCE OF DR. SHIELDS IN VICE-PRESIDENCY:

Resolved: That the Vice-President, Dr. R.T. Shields, be asked to continue in this office until June 30th.

943. LETTERS FROM ALUMNI AND MEDICAL SCHOOL STUDENTS:

Resolved: That letters having been received from the alumni and the medical student body, with regard to registration of the University, we request the Vice-Chairman to reply in the name of the Board of Directors.

944. BOARD OF DIRECTORS:

Recommended that the following adjustment in and additions to the Roster of the Board of Directors, be made as follows:

To retire 1931.

Rev. H.A. Boyd, (U.C.C.M.)
 Rt. Rev. Bishop T.A. Scott, D.D., (S.P.G.)
 Mrs. M.D. Grier, M.D., (S.P.M.)
 Rev. Yee Chen Ch'ing, (Alumni)
 Miss Mary Scott, (Women's Unit.)
 One E.B.M. Representative (Chinese) to be elected by E.B.M.
 One Women's Unit Representative (Chinese)
 Mr. R.C. Wells, (Co-opted)
 Mr. Lin Dao Yang, (Co-opted)

To retire 1932.

Rev. T.C. Brown, (L. M. S.)
 One A.P.M.N. Representative (Chinese)
 Miss Elsie Knapp, (Women's Unit)
 Mr. H.T. Chiang, (Wesleyan Mission)
 Mr. Chang Ta Chen, (Alumni)
 Dr. C.Y. Ch'eng, (Co-opted.)
 Dr. Y.Y. Tsu, (Co-opted.)
 Mr. Li Chin Lun, (Co-opted)
 Mr. Z.V. Lee, (Co-opted)

To retire 1933.

Gen. Chang Chih Chiang, (Co-opted)
 Dr. H.H. K'ung, (Co-opted.)
 Mr. Sun Fo, (Co-opted)

JUN 4 1930

10.

Dr. C.P. Ch'eng, (Co-opted.)
Three Alumni to be elected by Alumni Association.
One E.B.M. Representative to be elected by E.B.M.
One A.P.M.N. Representative to be elected by A.P.M.

945. OFFICERS AND COMMITTEES OF THE BOARD OF DIRECTORS:

Chairman, Dr. H.H. K'ung
Vice-Chairmen- Bishop Scott, Rev. Yee Chen Ch'ing
A.P.M.N. representative
E.B.M. representative
Han Li Min
One Alumnus
Dr. Y.Y. Tsu
Mr. Z.V. Lee

Finance and Property Committee:

Rev. Yee Chen Ch'ing
A.P.M.N. Representative
E.B.M. Representative

Council of Women's Unit:

To be constituted according to By-Laws of Board of Directors.

946. SPECIAL FINANCIAL AND FORCE REQUESTS:

- A. President's Salary:
- | | | |
|-----------|----------|----------------|
| Salary | \$4,800. | |
| Rent | 720. | |
| Allowance | 480. | Total \$6,000. |
- B. Arts and Science:
Two fellowships for study abroad at \$1500. G. \$3,000.
- C. Pre-Medicine:..... \$5850.Mex.
RESOLVED: That, inasmuch as the Annual Grant of \$5850. Mex. made by the Rockefeller Foundation for a period of five years ceases with the current year's grant, we request the Board of Governors to attempt to raise a fund of at least an equivalent amount to enable the Pre-Medical School to maintain the efficiency of its work.
- D. A fund of G.\$200. annually for prizes awarded to pupils to high standing.
- E. A Plane Table Outfit.
- F. A 14.in. Telescope.
- G. A qualified English Teacher as Head of the Department of English.

JUN 4 1930

H. School of Medicine:

1. Department of Public Health:	
Head of Department- Salary	\$5000.
Two Assistants	4000.
One Nurse	2000.
Departmental expenses	2000.
	Total
	\$13,000.
2. Increase of Present Salaries:	11,000.
3. Library	2,000.
4. Hospital:	
Increase of salaries, residents and interns	5,000.
	Total
	\$31,000.

I. ROCKEFELLER GRANT REQUEST:

Whereas the present situation in China, and its effect on possible donors in the U.S.A. makes it inadvisable to make an effort to raise an endowment at this time, RESOLVED, That the Board of Governors to ask the Rockefeller Foundation to continue their generous support of the School of Medicine of Cheeloo University by a further annual grant of \$40,000. Mex.

947. FINANCIAL NEEDS:

The Board of Directors in considering its Budget for the ensuing year, finds itself in great difficulties. The Budgets of the several Departments and Schools have been framed on the basis of minimum requirements. The financial resources of the University do not provide for the normal increases in its Budgets due to rise in costs, rising standards calling for a more highly paid type of teacher and development of new lines of work. The situation has moreover been complicated by the upheavals of the current year.

The University aims to provide an education adequate to the needs of the youth of modern China, and fulfilling the standards of the best modern universities, and the Budget for 1930-31 fails by a considerable margin to come up to the minimum requirements for achieving this end.

Further, an increase in Staff and Budget is necessary if the University is to secure Government recognition, and failure to secure this imperils the very existence of the University.

It was found, for instance, impossible to provide in the Budget for a President's salary, and allowances, \$6000., which is an essential item if the University is to perform efficiently the functions for which it was established.

Further, it was reported that the English Baptist Mission had reduced its grant to the University amounting in the case of the Arts and Science Schools to a cut of 60%, while a reduction in the amount of the grant from the U.C.C. (United Church of Canada) was foreshadowed, and also the number of salaries for substitute workers provided by the American Presbyterian Mission North has been reduced.

It was therefore:

RESOLVED: (1) To ask the Board of Governors to take up with the co-operating Missions the question of increased grants in aid, and guaranteeing such grants as a minima for a period of years. (2) To urge the E.B.M. to restore its grants at least to the figure at which it previously stood; (3) To urge the U.C.C. to make no reduction of its grant; (4) To ask the Board of Governors to call the attention of the A.P.M.N. to the fact that, due to the rising scale of salaries throughout China, its maximum allowance for a substitute worker will no longer cover the salary of such a worker,-- (the minimum required to secure a returned student with the necessary degree and experience is \$250. per month, plus 20% for house rent). We therefore ask the A.P.M.N. to increase the substitute worker's allowance to \$300. Mex. a month, or to allow the University a part of the benefit of the present high rate of exchange, to cover our deficit on the substitute worker's salary. (5) That, Whereas, the grants made by Mission Boards to the University are usually made in Mexican Dollars, according to the usual rate of exchange of One Dollar Gold to Two Dollars Mexican, and That, Whereas the present rate is approximately One Dollar Gold to Three Dollars Mexican, or One Pound to Fifteen Dollars Mexican, and most of our medical and educational supplies, being foreign, must be bought at this rate; We request the Home Boards to increase their grants in accordance with the increased rate of \$3.00 mex. to \$1. Gold, or One Pound Gold to Fifteen Dollars Mex., so long as this condition in the silver market continues. Otherwise we shall find ourselves in a very difficult financial condition, and will have to curtail our work.

948. STATUS OF THE SCHOOL OF THEOLOGY:

Resolved: That we approve the Recommendations of the Board of Directors of the School of Theology, as follows:

4. RECOMMENDATIONS;
(1) (2) (3)

3. REVISION OF BY-LAWS --(C)

and instruct the Executive Council of Cheeloo University to prepare the plans for Re-Organization.

ADJOURNED.

BUDGET FOR THE FISCAL YEAR
JULY 1st, 1930-JUNE 30th, 1931.

GENERAL UNIVERSITY

	<u>Foreign</u>	<u>General</u>
	<u>Salaries</u>	
A. ADMINISTRATION		
1. Officers of Administration	\$8352	
a. President6000		6000
b. Treasurer (APMN) (F) 4360		
2. New York Central Office	800	800
3. University Administrative Bodies	800	800
4. University Entertainment Fund	400	400
5. Publicity.....	1100	1100
a. Sub. Nat. Assoc. Adv. Education....	200	
b. Sub. S'ung Bd. Chr. Education	100	
c. Sub. C.A.C.H.E.	100	
d. University Magazine	100	
e. Advertising	100	
f. Gen. Univ. Bull. Minutes, Reports..	400	
g. Photography	50	
h. Travel Middle Schools	50	
6. Office Expenditure		
a. Sec. to President3352		
i. Salary & Allowances. 1852		
ii. Travel	1500	
b. Salaries of Chinese	3000	3000
i. Chinese Secretary.....	360	
ii. Typist, Pres. Office. .	720	
iii. " Reg. & Treas. Off.	360	
iv. Asst. to Registrar...	340	
v. Asst. to Treasurer...	720	
c. Equipment & Renewals	150	2340
d. Current Supplies	200	
e. Printing & Stationery	850	
i. President's Office....	500	
ii. Treasurer's Office ..	100	
iii. Registrar's Office..	250	
f. Postage & Telegrams	500	
g. Office Boys	360	
h. Travel	250	
i. Audit	30	
(B.C.D. Transferred to other budgets)		
E. MAINTENANCE OF BUILDINGS	F.	1600
1. McCormick Administration Hall	900	
2. Kumlér Memorial Chapel	700	
3. A.P.M.N. House Repairs ... 540(F)		
	8352	16049

BUDGET FOR ARTS & SCIENCE COLLEGES
1930 - 1931.

COMBINED INCOME

<u>Missionaries & Sub. Salaries</u>	
APMN	19380.00
CMB	5850.00
BMS	1550.00
	2500.00
SPG	2600.00
UCCM	1000.00
Rents	1656.00
Hall Estate	6000.00
Tuition	8000.00
H.Y.I.	<u>16000.00</u>
	<u>\$64536.00</u>

TOTALS

A.	11060.00
B.	37876.00
C.	7950.00
D.	<u>7880.00</u>

\$64766.00

Chinese Salaries in Detail

Science

Chemistry	3480.00
Biology	3720.00
Physics	2520.00
Mathematics. .	<u>2160.00</u>
	<u>\$11880.00</u>

EXPENSES.

A. Dean's Salary (incl. rent)	4200.00
Office Expenses	400.00
Printing & Stationery	200.00
Postage & Telegrams	50.00
Travel	200.00
Miscellaneous	100.00
Share of Gen. Univ.	5910.00
	<u>\$11060.00</u>
B. Chinese Regular Sal.	
& Rents (Details	
(in Column 2) ..	21876.00
H.Y.I. Salaries ..	<u>16000.00</u>
	37876.00
C. Departments (details in	
Column 2)	7950.00
D. Upkeep & Running Expenses .	
Furniture & Equip	150.00
Repairs Upkeep ..	1200.00
Special for Teachers	
Rooms	200.00
Cleaning & Super-	
vision	2000.00
Heating	2000.00
Lighting	1100.00
Water	900.00
Insurance	<u>330.00</u>
	7880.00

Arts

Chinese	1800.00
History	420.00
English	1000.00
Rural Soc. ...	1200.00
Education	1200.00
Rent	720.00
Teacher of	
Rural Subjects	
& Expenses. .	<u>2000.00</u>
	8340.00

Model Village

Rent	1656.00
------------	---------

Total Budget

Regular Sal.	21876.00
H.Y.I.	<u>16000.00</u>
	37876.00

Departments in Detail

Biology	1200.00
Chemistry ...	3000.00
Physics	1500.00
Chinese	200.00
Education ...	800.00
Mathematics ...	200.00
History	400.00
Relig. Instr.	
(Incl. Backgrounds)	
	250.00
English & Mod.	
Languages. .	250.00
Sociology	<u>250.00</u>
	7950.00

SKELETON BUDGET - SCHOOL OF MEDICINE
1930-1931

<u>EXPENDITURES.</u>	2
A. ADMINISTRATION	10,288
B. INSTRUCTION	39,741
Salaries & Allowances provided by Med. Sch.	
1.....	29,316
Departmental Expenditures	10,425
C. MAINTENANCE	10,000
D. TRANSFER TO HOSPITAL	22,183
Total	<u>82,152</u>

<u>RECEIPTS.</u>	
Mission Grants	20,452
Grant from Rockefeller Foundation	40,000
Grant from Women's Committee	11,360
Students' Fees	6,500
Pharmacy School Fees	720
Technicians' fees	120
House Rentals	3,000
Total	<u>82,152</u>

SKELETON BUDGET - HOSPITAL.
1930 --- 1931

EXPENDITURES	70,000
RECEIPTS	52,000
TRANSFER FROM MEDICAL SCHOOL	22,000 1/2
Total Receipts	<u>74,384</u>
Deficit	<u>4,617</u>
	<u>79,500</u>

Deficit to be met by subscriptions or from Special Suspense,
School of Medicine.

UNIVERSITY LIBRARY BUDGET, 1930 - 1931.

INCOME FOR 1930-1931.

Augustine Church	2,000
British Section of Joint Board	1,500
Hall Estate	1,000
	<u>\$ 4,500</u>
Overhead Expense Tax	405
(From Arts School Harvard-Yenching Funds for Chinese Books)	<u>\$ 4,995</u>
	<u>(1,000)</u>
Total Receipts	<u>\$ 5,095</u>

EXPENDITURE FOR 1930-1931.

Librarian's Salary @ \$100 (\$1,500 last year)	\$1200
Assistant	550
Books, General	695
Periodicals (\$110 ± \$110 ± \$40 ± \$40)	300
Current Supplies	200
Binding and Repairs	100
Maintenance	1050
Upkeep & Repairs	80
Cleaning & Supervision	250
Heating	400
Lighting	200
Water	50
Insurance	70
1,050	Total
	\$4,095
(Chinese Books with Arts Funds)	<u>1,000</u> \$ 5,095

EXTENSION DEPARTMENT. ESTIMATE.

	<u>1930-1</u>	<u>1929-30.</u>
<u>SALARIES.</u>	7084.00	6,550.
1. Director	3,850.	
2. Wang Tau Chung	1,200.	
3. Chao Hsi Hsiu	549.	
4. Sun P'eng Hsiang	570.	
5. Ch'i Te Hsiang	480.	
6. Wang Pei Nien	284.	
7. Mrs. Liu	180.	
<u>WAGES.</u>	2700.00	2,130.
1. Museum Attendants 3.	420.	
2. Gatemen 3.		
Watchmen 1.	594.	
3. Artists & Modellers		
2 Apprentices.		
Eight in all.	1,686.	
Rent.	240.00	240.
Travel.	200.00	200.
<u>GENERAL EXPENSES.</u>	2,500.00	2,510.
1. Lighting	300.	
2. Heating	250.	
3. Office requirements	75.	
4. Repairs	300.	
5. Requirment	300.	
6. Magazines & Papers	100.	
7. Printing	100.	
8. Social Service	350.	
9. Entertainment	75.	
10. Insurance	150.	
11. General University	400.	
12. Sundries	100.	
	<hr/>	<hr/>
	\$12,724.00.	11,630.
<u>RECEIPTS.</u>		
1. Foreign Salary E.B.M.	3850.	
2. General Expenditure.E.B.M.	7230.	
3. Hall Estate	1000.	
4. Local Receipts	644.	
	<hr/>	
	\$13,724.00.	
	<hr/>	

EXHIBIT E.

REGULATIONS FOR THE INTERNAL RE-ORGANIZATION
OF CHEELOO UNIVERSITY

ARTICLE I. THE PRESIDENT.

- Sec. 1. The University shall have a President, who shall be appointed by the Board of Directors, and who shall be responsible for the general administration of the University.
- Sec. 2. The President shall be ex-officio a member of the Board of Directors, without vote, and shall represent the teaching and administrative staff in all official relations with the Board of Directors.
- Sec. 3. The President shall have the power, on approval of the University Executive Council, to engage, promote or discharge members of staff.
- Sec. 4. The President shall be responsible for the execution of the actions and Resolutions passed by the Board of Directors and the University Executive Council; and shall be responsible for the general discipline of the students.
- Sec. 5. The President shall be ex-officio a member of the University Executive Council and the Senate, and shall be Chairman of each.
- Sec. 6. The President shall be, ex-officio, a member of all standing committees of the University.
- Sec. 7. The President shall be Chairman of all formal meetings of the University, and shall represent the University in all its relations and dealings with the outside public.

ARTICLE II. VICE-PRESIDENT.

- Sec. 1. In harmony with the regulations of the Board of Education that all private schools established by foreigners shall have a Vice-President, a Vice-President shall be appointed by the Board of Directors. He shall assist in the general administration of the University.
- Sec. 2. In the absence of the President, the Vice-President shall assume his duties.
- Sec. 3. The Vice-President shall be, ex-officio, a member of the Board of Directors, without vote, of the University Executive Council, and of all standing committees of the University.

ARTICLE III. THE UNIVERSITY EXECUTIVE COUNCIL.

- Sec. 1. Composition of the Council:
The University Executive Council shall consist of the following members, a majority of whom shall be Chinese:

- (a) The President,
The Vice-President,
The Dean of each College or School,
The Dean of Women and
One Representative elected by the Senate.
- (b) The President shall be the Chairman of the University Executive Council. In the case of his absence the Vice-President shall take his place.

Sec. 2. Powers and Duties of the Council:

The powers and duties of the University Executive Council shall be as follows:

- (a) It shall carry out the decisions of the Board of Directors which deal with the internal affairs of the University, and may make recommendations to the Board of Directors concerning these affairs.
- (b) In consultation with the Treasurer, the Council shall prepare the Budgets for the different Colleges and Schools, and an annual financial statement for presentation to the Board of Directors.
- (c) It shall be the duty of the Council to see that the Treasurer expends the University Funds according to the Budget.
- (d) The Council shall act on the engaging, dismissal and promotion of teachers and officers. It shall decide all questions of salaries, housing accommodations, etc. In case any of the above fall within the scope and powers of the Board of Directors, the matter shall be presented as a recommendation to the Board for approval.
- (e) The Council shall have the power to assign the duties and work of the teachers and officers of the University.
- (f) The Council shall prepare the University Calendar, and shall issue all University announcements.
- (g) The Council shall have power to execute the recommendations of the Senate, or to refer them back to the Senate for recommendation, or to suspend or disallow any such recommendations.
- (h) The Council shall be responsible for carrying out the orders of the educational authorities.
- (i) The Council shall meet fortnight. The President may call special or emergency meetings, and shall do so on the written request of two members of the Council.
- (j) The Council shall have both a Chinese and an English Secretary, who shall be appointed by the Chairman.

ARTICLE IV. DEANS OF THE COLLEGES.

- Sec. 1. There shall be a Dean for each of the Colleges.
- Sec. 2. The Deans shall be appointed by the Board of Directors, on recommendation of the President.
- Sec. 3. The Dean of each College shall have oversight of all the affairs of the College.
- Sec. 4. The Dean of each College shall be ex-officio a member of the University Executive Council.
- Sec. 5. The Dean of each College shall be ex-officio a member of the Senate.
- Sec. 6. He shall be Chairman of the Faculty of his College or School, and ex-officio, member of all Committees in that College.
- Sec. 7. He shall have power to recommend to the University Executive Council the engaging and dismissal of Department Heads in his College, and the assigning of their duties.
- Sec. 8. He shall have power to recommend to the University Executive Council, the engaging, dismissal and promotion of the professors, associate professors, lectures and assistants, with the approval of the Head of the Department concerned.
- Sec. 9. He shall have charge of engaging or dismissing clerks and employees of his College.
- Sec. 10. He shall have oversight of all the teaching and the work of the staff, and shall be responsible for the efficiency and the co-ordination of the work of his College.
- Sec. 11. He shall be responsible for the discipline and conduct of the students in his College. In consultation with the Heads of the Departments, he shall also look after student activities outside of class hours, and shall work out plans for the development of a wholesome student life.
- Sec. 12. He shall represent the teaching and administrative staff in all official relations between them and the student body.
- Sec. 13. The offices of the Deans shall employ clerks necessary for the work to be done in each office.

ARTICLE V. DEAN OF WOMEN.

- Sec. 1. There shall be a Dean of Women.
- Sec. 2. The Dean of Women shall be appointed by the Board of Directors on the recommendation of the University Executive Council.

- Sec. 3. She shall be ex-officio a member of the University Executive Council.
- Sec. 4. The Dean of Women shall be responsible under the President for the discipline of all women students, shall supervise arrangements in the women's dormitories, shall look after the activities of women students outside of class hours, and shall work out plans for the development of a wholesome student life among the women.

ARTICLE VI. THE SENATE.

- Sec. 1. The Senate shall be composed of the President, Vice-President, the Deans of the Colleges, the Dean of Women, the Head of each Department, and one representative elected by each Faculty, the Treasurer, the Registrar and the Business Manager.
- Sec. 2. The President shall be the Chairman of the Senate. In his absence the Vice-President shall take his place.
- Sec. 3. In case it is found advisable, on special occasions, the Senate or the President shall have power to invite special experts to sit with this body, without vote. These specially invited experts shall at no time exceed one-fifth of the regular membership of the Senate.
- Sec. 4. The Senate, either upon its own initiative, or upon recommendation from any Faculty, or upon request of any three members of the Staff, may make recommendations to the University Executive Council regarding any matter affecting the internal affairs of the University.
- Sec. 5. The Senate shall hold two regular meetings each semester. The President may call special or emergency meetings, and shall do so at the written request of five members of the Senate.
- Sec. 6. The Senate shall elect from its members one Chinese and one English Minute Secretary, whose term of service shall be one year, but who are eligible for re-election at the end of that period.

ARTICLE VII. THE FACULTIES:

- Sec. 1. The Faculty of each School shall be composed of the Dean, the Professors, Associate Professors, Assistant Professors and Instructors.
- Sec. 2. The Faculties shall meet once a month, or at the call of the Dean.
- Sec. 3. The powers and duties of the Faculties shall be as follows:

5.

- (a) To be responsible for the instruction in the subjects of the curriculum.
 - (b) To have charge of all examinations in accordance with the rules and regulations of the University.
 - (c) To be responsible for the conduct of the students in their respective schools in accordance with the regulations of the University.
 - (d) To make recommendations to the Senate or University Executive Council concerning (1) entrance requirements, (2) courses of study, (3) granting of diplomas and degrees to their respective Schools, (4) cultivation of College spirit, (5) educational policies, (6) equipment, (7) or other matters affecting the school.
 - (e) To draft the annual budgets of their respective departments, and to recommend the same to the University Executive Council for adoption.
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SHANTUNG

File

SHANTUNG CHRISTIAN UNIVERSITY

BOARD OF DIRECTORS

INDEXED

MINUTES OF THIRTEENTH ANNUAL MEETING

held in Tsinan, June 16th to
18th, 1931

Mailed to N.A.S. 7/21/31

Membership of the Board

Elected Mission Representatives

APMN	Mr. R. C. Wells	EBM	*Rev. H. R. Williamson
	(Alt. Rev. P. R. Abbott		*Mr. W. B. Djang
	(Sub. *Rev. R. A. Torrey		
	Dr. C. Y. Cheng	LMS	*Rev. T. Cocker Brown
APMS	*Mrs. N. D. Grier, M. D.	SPG	*Bishop T. A. Scott
UCCM	*Rev. G. K. King	WIMS	Dr. H. T. Chiang

Women's Boards

APMN	*Dr. C. Bash	SPG	*Miss Joan Ch'ang
WFMS	Miss H. H. Tsang		

Elected Alumni Representatives

*Rev. H. L. Yee (in the chair)	Dr. C. H. Han
Mr. Chang Ta-chen	*Dr. Ch'ai Tzu-lung
Dr. Ch'en Ch'eng	Alt. *Mr. Cheng Fang-ch'iao

Members by co-option

Dr. Y. Y. Tsu	Dr. H. F. K'ung
Gen. Chang Chih-kiang	Mr. Z. V. Lee
Dr. S. C. Ch'uan	Dr. C. L. Hsia

Ex-officio Members

The President
*Rev. L. J. Davies (Vice-president)

The members whose names are starred above were present during the whole or part of the sessions.

Dr. King Chu was also present during part of one session by invitation.

The Meeting opened with prayer by Mr. King

A letter of apology for absence from Dr. Ch'en Ch'eng was presented.

JUN 16 1931

962. Recording Secretaries

Mr. Williamson was appointed English Recording Secretary; Mr. Cheng Fang-ch'iao was appointed Chinese Recording Secretary.

963 Reports of Administrative Officers

Voted:- That the Reports of the President, the Deans of the schools, the Dean of Women, the Hospital Superintendent, the Registrar, and the preliminary report of the Treasurer, which had previously been circulated to the members of the Board, be accepted after opportunity for discussion of the same.

Voted:- That the report of the Rural Institute, as presented by Dr. Stanley, be accepted.

964. Memorial Minute

Voted:- That the following Memorial Minute to Dr. Johnson, who passed away on May 12th, 1931, be placed upon our records:-

As the Board of Directors convenes for its annual meeting it is deeply conscious of the vacancy left by the recent death of Charles F. Johnson, M.D. For more than twenty years he has been vitally associated with the work of the Shantung Christian University. As a teacher and lecturer in the Medical Department of the institution, and in serving year after year on the various Boards and Committees responsible for the administration and reorganizing of the University, he has made a lasting contribution to its life and development. Probably no other man has been more closely related to the interests and progress of the school for a longer period of years.

Dr. Johnson's unwavering loyalty to the vision of Christian service to the Chinese nation through higher education, his breadth of view, his patient but persistent adherence to the main issue throughout the years of change, his kindly spirit and genuineness of sympathy towards all, made him a counsellor of rare value and one who was endeared to all who knew and worked with him.

While mourning his loss from our number, we praise God for the many years of constructive help he rendered to the University in such varied capacities. A written expression of our appreciation and an expression of our sympathy to Mrs. Johnson shall be forwarded by the secretary of this body.

965. Administrative Officers: Vote of Appreciation

Voted:- That the Board put on record its profound sense of thankfulness to God as it reviews the events of the past year and the present condition of the University. The danger of entire dissolution has been obviated, the life of the University has been restored to its normal course, serious disturbances have been absent, the staff of the University has been strengthened and the enrolment of students, though not yet normal, is surprisingly high in view of the conditions, while Government registration appears to be within sight of achievement.

The Board recognizes, too, that the courage, resourcefulness and unstinted hard work of the administrative officers of the University have contributed largely to this happy outcome. On Mr. Linn, the Dean of the Schools of Arts and Science, has fallen the heaviest burden in reorganising the Schools under his charge, and to him the Board tenders its special thanks for the very successful results that he has achieved.

966. Registration

Voted:- That the Board accept the Report of the Rev. H. L. Yee regarding developments in connection with the Registration of the University, and empower the Executive Council (when the official reply of the Government to the application for registration is received) to make such adjustments in the application as shall bring it into conformity with the Government requirements, in so far as these adjustments are in accordance with the views of the Board as already expressed.

967. Appreciation of Mr. Yee's services

For some months the Vice-Chairman of the Board of Directors has, without remuneration, given first place in his thought and time to the interests of the University. In the difficulties met with students and workmen in 1930 the Rev. Yee Hsing-lin bore heavy responsibilities, and contributed largely to the happy adjustments secured. In working out and bringing to pass the reorganization of the internal administration of the institution he has made a large contribution. Also, to a great extent, it is due to Mr. Yee's untiring efforts that the prospects for completing the registration of the University are now so bright.

Therefore, it is moved that a special vote of thanks be extended to Mr. Yee for his unstinted labours in behalf of the Directors and the University.

968. Dr. H. H. K'ung

Voted:- That the Vice-President be instructed to convey to Dr. H. H. K'ung the thanks of the Board for his invaluable help in promoting the negotiations for Registration.

969. Nominating Committee

Voted:- That Bishop T.A. Scott, Mr. Yee, Mr. W.B. Djang and the Vice-President be appointed a Nominating Committee

970. Officers and Committees

Voted:- That the report of the Nominating Committee be accepted as follows:-

JUN 16

1931

(a) Officers for the ensuing year

Chairman: Dr. H. H. K'ung
Vice-chairmen: Rev. H. L. Yee
Bishop T. A. Scott

(b) Administrative Council

Dr. H. H. K'ung (Chairman)
Mr. R. C. Wells
Rev. H. R. Williamson
Bishop T. A. Scott
Rev. H. L. Yee
Dr. C. H. Han
Dr. T. L. Ch'ai
Mr. Z. V. Lee
Mr. W. B. Djang

together with the President and Vice-President of the University ex-officio.

(c) Finance and Property Committee

Rev. H. L. Yee
Mr. R. C. Wells
Rev. H. R. Williamson

together with the President and Treasurer of the University ex-officio.

971. Reappointment of Dean of the Medical School

Dr. Shields having completed the five-year period of his appointment and handed in his resignation -

Voted:- That Dr. Shields be reappointed Dean of the Medical School and that the Board express its hearty appreciation of his services in that post during the past five years.

972. Dr. Yu Chia-chun

Voted:- That on the recommendation of the Executive Council Dr. Yu Chia-chun be appointed Associate in Dermatology and Syphilology.

973. Candidates for Degrees

Voted:- That in accordance with the recommendation of the Executive Council and of the respective Faculties, degrees be granted as follows:-

B.A. Chou Shu-cheng, Chao Tzu-hsiang, Ch'i Hsien-wei, Li Shu-hsiu.

B.Sc. Ch'en ^{Lan-fang} ~~Yin-cheng~~, Yu Hsiang-ch'ing, Sun Chen-pao, Liu Hsu-chi, Meng Ch'ing-hua, Ch'ang Feng-chi.

M.B. Chang Yin-hsien, Miss Chin Pao-chen, Hsu Hsien-ming, Kao Ch'eng-hsien, Kao Hsueh-ch'in, Liu Hsiao-liang, Wang Hui-ch'un, Yeh Lu-ming.

JUN 16

1931

974. Degree for Alumnus

Voted:- That the M.B. degree be granted to Lang Kuo-chen, he having presented a satisfactory thesis.

975. Amendment to regulations regarding Alumni & Degrees

Voted:- That for students who graduated before the securing of the University Charter authorizing the granting of degrees and whose records would entitle them to a degree on the presentation of a satisfactory thesis, the requirement of a thesis may be waived in the cases of those students who are now doing satisfactory work in colleges of recognized standing in Europe or North America.

976. M.D. Degree

Voted:- That pending the issue of negotiations on Registration the question of conferring the M.D. degree instead of the M.B. degree be laid on the table.

977. Diploma for Yu Nai-jung

Voted:- That on the recommendation of the Executive Council Yu Nai-jung, of the Medical School class of 1919, who was prevented by illness from taking his final examination at that time and who was given a practical examination in February 1931, be granted a diploma as from 1919.

978. Admission to the School of Medicine

Voted:- That the present method of admitting students into the School of Medicine by examination only be abolished and that the Executive Committee of the Medical Faculty act as a Committee on Admissions with power to admit or reject any applicant either by examination or by investigation of his records.

979. Amendment to Regulations re Executive Council

Voted:- That the Treasurer of the University be an ex-officio member of the University Executive Council.

980. Reconsideration of Minute re Accounts

The Board finds that its action No. 935 of June 4th 1930 is open to the interpretation that certain funds had been misappropriated and hastens to state that such an implication was never in its mind. In so far as this implication exists in the said minute the Board offers its unqualified apologies to the Treasurer.

Further, the Board is satisfied that the Treasurer's contention is true, that at the time of its action no monies "in the nature of trust funds" were being improperly used in the daily financing of the University.

Therefore -

Voted:- That the Board instruct the Secretary to delete Minute 935, and restate the matter as follows:-

1. The present practice should be rigorously maintained of segregating anything in the nature of trust funds from the current accounts of the University.

2. That funds held for specific purposes may be temporarily used at suitable rates of interest for the current financing of the University's work, provided that this is within the limits of the University's immediate resources. In case of an objection being raised to such use of any fund the matter shall be referred to the Executive Council or to the Board.

3. The Accounts shall be audited annually, by a professionally qualified person whenever possible. They shall be scrutinised by the Finance and Property Committee, report being made to the subsequent meeting of the Board of Directors.

Further, the Board puts on record its high appreciation of the services of its present Treasurer in putting the finances of the University on a far sounder basis, both as regards method and economy in administration.

981. Audit for 1929/30

Voted:- That the Treasurer be requested to have the accounts for 1929/30 audited with those for 1930/31.

982. Dormitory Fees

Voted:- That the recommendation of the Executive Council be approved as follows:-

(a) That the dormitory fees be fixed for the Arts, Science and Medical Schools, including the women students, at \$20 a school year, to be paid at the beginning of each term with the other fees. In the Arts & Science men's dormitories \$4 a year extra shall be charged for upstairs rooms. (b) The present light fee of \$4 a year in the Arts & Science men's dormitories, and for all students in Leonard Hall shall be continued. (c) That dormitory fees during the summer vacation be \$2 per month per student.

983. Bonus from the American Presbyterian Mission (North)

Voted:- That the \$12,350 Mex. bonus from the A.P.M.N. be assigned to the General University Administration, displacing as far as possible the assessments on the budgets of the various Schools and Departments.

984. A.P.M.N. Grant

Voted:- To confirm the following minute of the Administrative Council, passed by circulation:-

"That the Administrative Council, acting for the Board of Directors, hereby formally requests the Board of Foreign Missions of the Presbyterian Church in the U.S.A. to grant its appropriation to the Shantung Christian University for the year 1931/32 and thereafter in gold."

985. Ruralization Programme

The Board of Directors and the University Board of Governors have accepted in good faith the proposal of the Council of Higher Education that Cheeloo should specialize in the training of leaders for the work of reconstruction in "rural and unindustrialized town districts."

Having in mind this purpose and with the desire to clarify and make more definite the thinking and planning for its attainment, the Board makes the following statement:-

1. The precarious condition of the University during the past year has absorbed the thought of its administrative heads. They have necessarily been concerned first with preserving the existence of the University. It is a matter of profound thankfulness to God that the life of the University has been restored to its normal condition; casual observers might easily fail to realize how narrowly the University has escaped extinction during the past eighteen months.

To this struggle for existence has been added the very laborious and indispensable task of registering the University with the Government, on the successful outcome of which many developments must of necessity wait. The attention of the administrative heads of the University has been rightly concentrated on this objective. Having achieved its present favourable position the University can now proceed to develop in a normal fashion the programme that has been already adopted.

2. The Board recognizes the fact that in promoting this "Ruralized Programme" it is not departing from but rather further developing the purposes of those who founded the University. It is also recalled that considerable numbers of former graduates of the institution have served and are now serving their people in the villages and smaller cities of many provinces.

3. The Board purposes that in the development of this programme all schools of the University shall be included.

4. In accordance with the suggestion of the Council of Higher Education and following what the Board regards as sound policy, the scholastic standards of the three schools are to be maintained at Collegiate grade.

5. Speaking generally, the attainment of the rural bias or emphasis in the work of the institution is to be evolutionary rather than revolutionary.

6. The scope of the results aimed at is the reconstruction of the religious, intellectual, economic and social

JUN 16 1931

- 8 -

life of the rural population. All that is sound and good in the traditions and habits of the past is to be preserved and no thought of attempting to westernize the culture of the people enters in the least into this programme. While it is not anticipated that every graduate of Cheeloo will give himself to this work, yet it is intended to use means calculated to lead an ever-increasing proportion of Cheeloo graduates to do so.

7. The question whether the accomplishment of the above purpose requires the setting up of additional departments, such for instance as an agricultural institute, is, for the present, left in abeyance.

8. It is believed that the theory that it is possible so to coordinate the work of Christian Higher Educational institutions in China that there shall be no overlapping in their work is not practical. The wide geographical distribution of these schools, the marked differences in the customs and habits of the people, would seem to suggest an application of this principle of complete segregation of function so modified as to meet the actual conditions of life.

9. The Board of Directors heartily approves the steps already taken toward the realization of the programme for rural reconstruction, such as the Lungshan centre, the opening of the farm work to the south of the general campus, — both made possible by the cooperation of the Theological Seminary and the University under the leadership of Dr. Stanley and with the aid of a grant from the International Famine Relief Society — the introduction of rural courses in the Arts College, the work in near-by villages by certain teachers and students along health and educational lines, and the public health work being undertaken by the Medical College. The Board requests the Faculties of the Colleges to go forward in such ways as may be possible to increase the emphasis on the practical accomplishment of rural reconstruction.

10. Rural service has been the guiding principle of the work of Cheeloo from the beginning, but to extend and develop the scope of such service the supreme need is of more men and women with the necessary qualifications and a vision of the practical implications of the present-day programme. The Board requests the active cooperation of the Governors in securing the necessary personnel and funds in America and Great Britain and further instructs the Executive Council to secure suitable additions to the Chinese staff as this becomes possible.

986. Hospital Accommodation

The Board gave special consideration to the question raised in the reports of the Dean of Medicine and the Hospital Superintendent on the need of providing increased hospital accommodation. It recommends that the proposal to modify the existing plant so as to meet this need be abandoned, and that the Medical Faculty and the University Executive Council recon-

JUN 16 1931

sider the question of proceeding with the erection of the new hospital, either in whole or in part; as the better solution of the problem. It is of course understood that the plans made for extended accommodation would be dependent upon the resources available for current expenditure.

This recommendation is made with due recognition of the fact that there are certain elements of instability in the political situation, but in the conviction that extended hospital accommodation is necessary in order to afford the requisite facilities for teaching work, the Board considers that such risks as may be involved should be taken in faith and courage. ~~✓~~

ADJOURNMENT.

SHANTUNG CHRISTIAN UNIVERSITY

BOARD OF DIRECTORS

MINUTES OF FOURTEENTH ANNUAL MEETING

held in Tsinan, June 16th to
18th 1932

Membership of the Board

Elected Mission Representatives

APMN	*Dr.R.C.Wells (Alt.Rev.P.R.Abbott Dr.C.YlCheng (Alt.Mr.ku Dzi-Yuen	E.B.M.	* Rev.A.G.Castleton * Mr.W.B.Djang
APMS	Dr.A.A.McFadyen	L.M.S.	Rev.T.Cocker Brown *(Alt.Dr.J.B.Taylor
UCCM	*Rev.G.h.King	S.P.G.	* Bishop T.A.Scott
		WMMS	Dr.H.T.Chiang

Women's Boards

APMN	*Dr.C. Bash	S.P.G.	Miss Joan Ch'ang
WFMS	Miss H.H.Tseng *(Sub. Miss E.Studley		

Elected Alumni Representatives

* Rev.H.L.Yee	Dr.C.H.Han
Mr. Chang Ta-ch'en	Dr.Ch'ai Tzu-lung
Dr. Ch'en Ch'eng	(Alt.)Mr.Cheng Fang-ch'iao

Members by co-option

Dr.Y.Y.Tsu	Dr.H.H.K'ung
Gen.Chang Chih-kiang	Mr.Z.V.Lee
Dr.S.C.Ch'uan	Dr.C.L.Hsia

Members ex officio

*President King Chu
*Associate President L.J.Davies

The members whose names are starred above were present during the whole or part of the sessions.

The Rev.H.L. Yee was in the chair except on the 16th when it was occupied by Bishop Scott.

The meeting opened with prayer led by Bishop Scott.

Letters of apology were read from some absent members.

1001. Recording Secretaries

Mr. Castleton was appointed English Recording Secretary; Mr. Djang was appointed Chinese Recording Secretary.

1002. Reports of Administrative Officers

The Reports of the President, the Deans of the Schools, the Dean of Women, the Medical Director of the Hospital, the Registrar, the Director of the Rural Institute, and the preliminary Financial Report, which had been previously circulated to members of the Board, were accepted, and a Committee was appointed to present any matters in these reports which seemed to call for special consideration.

1003. Regulations for the Treasurer's Office

Voted:- To approve the following regulations for the Treasurer's Office:-

1. The Treasurer shall be, ex officio, a member of the University Executive Council, and of the Finance and Property Committee of the Board of Directors, and, in general, shall be responsible for the finances of the University.
2. The Treasurer, in consultation with the other administrative officers of the University, shall prepare the University budget for action by the Executive Council, which shall present the same to the Board of Directors; whenever possible the Treasurer shall be present when the Board of Directors considers the budget or other major financial matters.
3. The Treasurer shall be the custodian of all funds of the University held in China, and with the approval of the University Executive Council, is authorized to carry such bank accounts in China or abroad as shall seem desirable for efficiency and convenience.
4. The Treasurer shall disburse all funds in accordance with the following general regulations: (a) Funds designated to special uses shall be disbursed in accordance with the purposes for which they were given; (b) Current funds shall be disbursed in accordance with the annual budget approved by the Board of Directors; (c) Funds budgeted for use in any given year shall be paid out on vouchers signed by the President, the Deans of the several Colleges, the business manager, or others, according to plans of procedure approved by the University Executive Council; (d) In case of difference of opinion regarding disbursement of funds within the budget the question at issue shall be referred for decision to the University Executive Council; (e) When expenditures outside the budget seem to be required, they shall be made only upon approval of the University Executive Council, and the Treasurer shall have the right, if he deems it necessary, to defer payment until the matter has been referred to the Administrative Council or the Board of Directors.

5. The Treasurer shall prepare, as soon as possible after the close of each fiscal year, a full report showing the financial condition of the University. Copies of this report shall be sent to each member of the Board of Directors and to the secretaries in London and New York. The Treasurer shall also present to the Board at its annual meeting in June a preliminary report showing the anticipated financial status of the different schools and of the General Administration at the close of the year.

6. The Treasurer shall have his books audited annually by persons approved by the Board of Directors.

1004. Audit.

Voted:- That the Board of Directors heartily thank Mr. J. S. Harris for his efficient and thorough audit of the treasurer's accounts during the last two years; further, that the Board of Directors invite Mr. Harris to audit the accounts of the University for the present year.

1005. Lease of Property

In order to meet the requirement of the government that the property of the University be formally under the control of the Board of Directors -

Voted:- That the President be authorized to lease from the Board of Governors in the name of the Board of Directors, the property now in use by the University, under the following conditions, or under such conditions as may be mutually agreed upon, namely:-

1. The lease to be for five years.
2. The Board of Directors not to sell, lease, or otherwise dispose of any property without the approval of the Board of Governors.
3. Any important alterations to the plant, and/or erection of new buildings to be only by consent of the Board of Governors and the Board of Directors.
4. The lease to expire automatically in case the University for any reason ceases to function.
5. The monetary consideration to be Mex. \$1.00 per year.

1006. New Hospital Building.

Voted:- That the questions asked by the North American Section of the Board of Governors (NAS 302) be answered by the University Executive Council, in the hope that that Section may see its way to authorize the erection of the entire plant at an early date, and to approve the arrangements for operating the new hospital as a whole.

(Note: It is understood that the answers asked for include a clear statement of the cost of operating the new hospital and out-patient department).

Further,

Voted:- That pending action by the North American Section on the answers submitted, the building of the Power Plant and West Wing of the new hospital be proceeded with, in accordance with NAS 284, in such a way that they shall become integral units of the whole hospital plant when completed.

1007. Hospital Administration

In view of (i) the changes in internal organization resulting from the registration of the university, and (ii) the necessity of expanding the hospital with the utmost economy in expenditure for maintenance --

Voted:- To request the University Executive Council (a) to define the policy of the hospital in relation to medical service, training, and research; (b) to consider its internal administration and the responsibilities of the various officers with a view to the greatest effectiveness and economy in operation; and to report its findings to the Administrative Council at its November meeting.

1008. Council of the Women's Unit

The following report of the Council was received, with the recommendation that Minute 2, Revision of Bylaws of the Women's Unit, Article IV (c) be referred to the University Executive Council with a request to report to the Administrative Council of the Board of Directors:-

Minutes of the Council of the
Women's Unit

Tsinan, June 16th 1932

Present:	Mr. King Chu	President of the University
	Mr. L. J. Davies	Associate President
	Mrs. L. H. L. Yui	Dean of Women
	Rev. H. L. Yee	Chairman of the Board of Directors
	Dr. C. Bash	Presbyterian Mission
	Miss F. M. Studley	W. F. H. S.
	Dr. M. I. Ting	Coopted
	Miss Y. H. P'ang	Coopted

The Rev. H. L. Yee presided.
The meeting was opened with prayer led by Mr. Davies.
Dr. L. Miner, former Dean of Women, was invited to sit with the Council in an advisory capacity.

Dr. C. Bash was elected secretary.

1. Revision of Constitution

Resolved:- To revise the constitution to conform to the new organization of the University and Board of Directors, and

JUN 16 1932

the new constitution of the Women's Committee of the North American Section of the Board of Governors, as follows:-

Article I. NAME.

The name of this Committee shall be the Women's Committee of the Board of Directors of Shantung Christian University, hereinafter usually referred to as the Cheeloo Women's Committee.

Article II. BASIS OF AUTHORITY.

The Cheeloo Women's Committee is constituted in accordance with the constitution adopted by the Administrative Council of the Field Board of Managers, November 4th, 1925, and subsequently approved by the N.A. Section of the Board of Governors.

Article III. MEMBERSHIP.

This Committee shall be composed of the following members:

- (a) Women members of the Board of Directors.
- (b) The Chairman of the Board of Directors, the President of the University, and the Dean of Women, members ex officio.
- (c) The representative and ex officio members may coopt members not to exceed one-half of their number.

Article IV. FUNCTIONS.

a. To promote the interests of the women of the University.

b. To serve as a liaison group between the University and the Women's Committee of the North American Section of the Board of Governors.

c. To report to the Board of Directors in behalf of the interests of the women of the University.

d. To make recommendations to the Board of Directors in regard to the use of -

1. The money appropriated by the Women's Committee of the N.A. Section of the Board of Governors;

2. The interest accruing from the Hall Estate Endowment of Gold \$50,000 for the women's section of the Schools of Arts and Science;

3. Any special funds which may be received by the Women's Unit of the University or by this Cheeloo Women's Committee.

e. To send a full report of the use of the above funds to the Women's Committee of the N.A. Section.

2. REVISION OF BYLAWS OF THE WOMEN'S UNIT

Resolved:- To revise the Bylaws of the Women's Unit of the University to conform to the new organization of the University as follows:-

JUN 16 1932

Article I. NAME

The name of this committee shall be the President's Committee for Women Students.

Article II. MEMBERSHIP

a. All permanent women members of the three faculties of the University.

b. The President of the University, the Dean of Women, and the Superintendent of the Nurses' Training School ex officio.

Article III FUNCTIONS

The function of the committee shall be to make such recommendations to the Cheeloo Women's Committee of the Board of Directors or to the University Executive Council as it may deem desirable regarding the welfare of women students.

Article IV: THE DEAN OF WOMEN

a. The Dean of Women shall be chairman of the Committee.

b. The Dean of Women shall be ex-officio a member of the Executive Council of the University and of the Cheeloo Women's Committee of the Board of Directors.

c. The Dean of Women shall be ex officio a member of each faculty or executive committee of any faculty, without vote.

3. DORMITORY ACCOMMODATION

The need for more dormitory accommodation for women students was presented by Dean Yui.

4. NEW HOSPITAL BUILDING

The Committee went on record as being unanimously in favour of the immediate erection of the new hospital building.

5. FINANCE

The financial statement was examined and commented upon.

6. COOPTED MEMBERS

Coopted members were invited as follows:-

Miss Y.H.P'ang	for one year
Miss Studley	for two years
Dr. M. I. Ting	for three years

1009. Staff

The President of the University reported concerning staff as follows:-

Miss K. Russell is invited to join the staff as a member of the Rural Institute. She has been appointed by the Methodist Women's Board. She has been in Peking for some time studying

the language and expects to come to Cheeloo before the new term begins.

Mr. Gerald F. Winfield is invited to join the Biology Department and is appointed by the American Presbyterian Board North in place of Mr. Jacot. He and Mrs. Winfield expect to arrive in China this autumn and go to the Language School.

Miss Martha W. Penn is invited to the English Department of the Schools of Arts & Science. She is appointed by the American Presbyterian Board and will be coming to China this autumn. She will have a year in the Language School before coming to Cheeloo.

Miss Rosa Bell is invited to join the staff of the School of Nursing under appointment by the American Presbyterian Board.

Furloughs

Dr. A. V. Scott's leave is granted from July 1st 1932. She is invited to return after furlough to her present position on the Medical Faculty.

Mr. W. P. Pailing's leave is granted as from March 1932. He is invited to return after furlough to his present position.

Dr. S. S. Waddell's leave is granted from July 1932. She is invited to return after furlough to her present position.

1010 English Diploma for Medical Graduates

Voted:- That we recommend to the Board of Governors that on completion of the medical course graduates of this University be granted the degree of M.D.

1011. Candidates for Degrees.

a. Arts Graduates

Voted:- That the list of Arts students recommended for graduation be approved as follows:-

Chiang Tze-heng	Wang Mo-Yuan
Ch'iang I-ching	Feng Yuan-fu
Li Hui-ying	Wang Wen-ts'ai (Miss)
Lin Chih-tuan	Yao Tzu-hui (Miss)
Wang Chieh-chen (Miss)	Chen Shan-ming

b. Voted:- That since Miss Lin Hui-ch'iang's work in college has been very satisfactory, and since she has been prevented by serious illness from taking her final examination, she be allowed to take this examination at any time before leaving the University, and be considered as graduating with this year's class if her papers are satisfactory.

c. Science Graduates

SPECIAL MEETING OF ADMINISTRATIVE COUNCIL

August 19th 1932

A special meeting, called by President Chu, of the Administrative Council convened at 8 P.M. in the Board Room, August 19th 1932.

PRESENT: Rev. H.L.Yee
Bishop T.A.Scott
Mr. Z.V.Lee
Dr. C.H.Han
Rev. R.A.Torrey, Jr., (alternate for Dr.R.C.Wells)
Mr. KingChu
Mr.L.J.Davies

Rev. H.L.Yee presided.

Rev. R.A.Torrey led in the opening prayer.

Dr. Han and Mr. Torrey were elected minute clerks.

Mr. Chu stated the purpose of the meeting to be the consideration of the efforts being made by the Government of Hunan Province and by the Central Government at Nanking to persuade him to go to Hunan to act as Provincial Commissioner of Education. Mr. Chu stated that he had several times refused to consider this proposal that he did not wish to leave Cheeloo but that the approach of the Nanking Educational authorities had become so insistent that he felt compelled to call the Administrative Council to advise with him. Mr. Chu added that the exact form in which the request was being presented to him was that he should go to Hunan for six months or a year to set up the new educational system for the Province.

President Chu then withdrew and an informal discussion of the situation followed. Two letters from General Chang Chih Chiang, writing as a member of the University Board of Directors were read. General Chang urged the temporary release of Mr. Chu.

After long and detailed consideration of all the questions involved, the following actions were taken unanimously:

D 1013. LEAVE OF ABSENCE FOR PRESIDENT CHU.

(A.C.M. 0327)

"Whereas, the Government of Hunan Province has repeatedly and earnestly requested President King Chu to go to Hunan for six months or a year to serve as Provincial Commissioner of Education, and

Whereas, the representative of the Hunan Government, when present in Tsinan, asked definitely for the loan of Mr. Chu for a period of six months with the understanding that he would be released from service in Hunan to return to his duties in the University at the end of that period, and

8 19-32

Whereas, it appears very difficult for the Government Educational authorities to secure a suitable Commissioner, and

Whereas, the University is willing to make any reasonable sacrifice of its private interests to assist the general educational work of the country, and to show its sympathy and desire for cooperation with the Ministry of Education in the stupendous work which it is undertaking, Therefore,

Resolved,

I. That President King Chu be granted, and hereby is granted, leave of absence for a period of six months to one year, at his discretion, to assist in educational reconstruction in the Province of Hunan;

II. That Mr. Chu be requested to confirm in writing, to the University Board of Directors the promise just made verbally to the Administrative Council that he will return to the University within one year;

III. That his salary and use of residence be continued to Mr. Chu during his absence; (see Mr. Chu's letter below)

IV. That, pending the possible appointment of an acting President the University Executive Council shall administer the affairs of the University in the name of President Chu.

V. That numbers "I" and "II" of the above actions be communicated to the Hunan authorities and to the Nanking Ministry of Education.

The members of the Administrative Council expressed to President Chu individually and collectively their high appreciation of his services, so loyally and effectively given to the University during the past year, and assured him that only the seeming necessities of the situation brought them reluctantly to agree to this leave of absence, and wished him a successful period of service in Hunan.

The meeting was closed with the benediction pronounced by Bishop Scott.

Copy of letter from Mr. Chu replying to actions noted above:

August 22nd, 1932.

The Board of Directors,
Shantung Christian University.

Ladies and Gentlemen,

An invitation to go to Hunan Province to serve temporarily as Commissioner of Education has been repeatedly presented to me by the Hunan Government. I have several times declined to accept this invitation. However the Central Government insists on my going and has made the actual appointment. As soon as I received the news of the appointment I immediately informed the Central Government that I could not leave the University without the consent of the Board of Directors.

Since my coming to the University I have enjoyed the hearty support of every member of the faculties and staff. It is due to this cooperation that we were able to carry the University work without break through the last academic year in the midst of great national anxiety. I have no intention to leave this institution. The unfailing persistency of the Hunan people reveals their great need for help. I feel that their call for assistance should not be ignored.

At its meeting held August 19th, the Administrative Council has agreed with me that, in the circumstances, a favorable reply should be made to the request of the Government and has kindly granted me temporary leave of absence. Allow me to say that my heart is always with the University and that my family will stay on the University Campus during my absence. I shall seek opportunity to come back as soon as possible and in any case I will return to the University before the end of August, 1933.

In regard to the resolution of the Council continuing my salary and the use of my house during my absence, though I thank the Council for its kind consideration, I must decline to accept any salary, as the government regulations do not allow me to do so, but I shall be glad to use the house. Hence I will draw no salary after August 31st, and the University is free to use this money for other purposes.

In closing allow me to express my hearty appreciation of the loyal support given me by both the Board of Directors and the faculties of the University.

Sincerely Yours,

King Chu

SHANTUNG

SHANTUNG CHRISTIAN UNIVERSITY

BOARD OF DIRECTORS

MINUTES OF FIFTEENTH ANNUAL MEETING

held in Tsinan, June 15th to
18th 1933.

Membership of the Board

Elected Mission Representatives

APMN *Dr. R. C. Wells
Vacancy

EBM *Rev. A. E. Greening
*Mr. W. B. Djang

APMS * Dr. A. A. McFadyen

LMS *Rev. T. Cocker Brown

UCCM *Rev. G. K. King

SPG *Bishop T. A. Scott

WFMS Dr. H. T. Chiang

Women's Boards

APMN Dr. C. Bash
WFMS *Miss H. H. Tseng

SPG Miss Joan Chang
UCCM Vacancy

Elected Alumni Representatives

* Rev. H. L. Yee
Mr. Chang Ta-ch'en
Dr. Ch'en Ch'eng

* Dr. C. H. Han
Dr. Ch'ai Tau-lung

Members by co-option

Dr. Y. Y. Tsu
Gen. Chang Chih-kiang
Dr. S. C. Ch'uan

Dr. H. H. K'ung
Mr. Z. V. Lee

Members ex officio

* President King Chu
* Associate President L. J. Davies

The members whose names are starred above were present during the whole or part of the sessions.

A telegram was received from Dr. H. H. Kung apologizing for absence.

Each session was opened and closed with prayer.

JUN 15 1933

D1021. Recording Secretaries

Mr. Djang was appointed Chinese Recording Secretary.
Mr. King was appointed English Recording Secretary.

D1022. Reports of Administrative Officers

The Reports of the President, the Deans of the Schools, the Dean of Women, the Medical Director of the Hospital, the Registrar, the Director of the Rural Institute, and the Preliminary Financial Report, which had previously been circulated to members of the Board, were accepted, matters arising out of them being dealt with in their place on the agenda.

D1023. Report on Property

Mr. Davies reported on the progress made in assembling the deeds of the property held by the University. All deeds are now in the possession of the University administration or their location known. They are both recorded in the local land office and registered in either the American or British Consulate. A survey of all the land held by the University has been made and maps are being prepared.

This report was adopted.

D1024. Finance & Property Committee Report

Recommendations of the Finance & Property Committee were received and adopted as follows:-

Revised Budget: Whereas the tabulated report of the anticipated receipts for 1933-34 shows a shortage as compared with the budget as passed by the Administrative Council of over \$38,000, and with a view to balancing the budget -

Voted:- A. 1. That we urge upon the administrative officers and the heads of departments the necessity of exercising every possible economy, and with a view to keeping the departmental expenditures within the budget we direct their attention to the resolution adopted by this Board June 16 - 18, 1932, item D1003, Regulations for the Treasurer's Office, # 4 e: "When expenditures outside the budget seem to be required, they shall be made only upon approval of the University Executive Council, and the Treasurer shall have the right, if he deems necessary, to defer payment until the matter has been referred to the Administrative Council or the Board of Directors."

2. That we authorize the University administrative officers to make appeals in China for funds for the support of the University and that a determined effort be made to obtain contributions toward the 1933-34 budget to the extent of \$25,000; also that an appeal be made to the alumni for contributions toward the current budget.

3. That the proposed expenditure for the work of the Harvard-Yenching Institute be reduced, making such decreases in staff as may be necessary to insure that the total expenditures will not exceed the receipts which can be reasonably anticipated.

4. That the Arts & Science deficit for this year be carried forward as a first charge against the new budget of that school.

JUN 15 1933

4. That these proposals be made effective at once and that at the next meeting of the Administrative Council reconsideration be given to the financial status of the University.

B. Adjustments within the Budget: 1. That the budgets of the Library and the Rural Institute, which have suffered more than other departments from reductions in income, be made up to 80% of the total as originally approved, i.e. \$5,200 and \$3,600 respectively. the \$2,620 necessary for this being charged against General Administration, thereby making the probable deficit on General Administration \$7720.

2. That the transfer from the School of Medicine to General Administration be increased from \$1,500 to \$3,000.

3. That, if permissible the present balance on the Hall Estate Funds be considered as available to meet the certain deficit on General Administration and that no other allocation of this money be made.

D1024. Audit

Voted:- That the report of the auditor as under be received and adopted and that the Board of Directors tender its hearty thanks to Mr. J. S. Harris for his efficient services.

21st July, 1932

To the Board of Directors
Shantung Christian University.

Report of Audit

Ladies and Gentlemen,

I have today completed the audit of the University Treasurer's accounts for the fiscal year July 1st 1931 to June 30th 1932, and have found them correct. The work done may be summarized as in previous years:-

1. Full checking and scrutiny of the Treasurer's Financial Statement and Balance Sheet.
2. Verification of Bank and Cash Balances.
3. Verification of Fixed Deposits and other securities held.
4. Checking of additions of Cash Book and Ledger.
5. Examination of selected payment vouchers.

The Treasurer's report has already called attention to certain ~~marked differences~~ between the budget and actual expenditure.

The Treasurer has satisfactorily answered all questions that have arisen in connection with the audit.

Respectfully submitted,

(Signed) J.S.Harris.

JUN 15

D1025. Request for Release of President King Chu

Whereas a telegram has been received from the Chairman of the Hunan Provincial Government, a rough translation of which reads as follows:- "Board of Directors, Cheeloo University: Since Mr. Chu Ching Nung's coming and serving as Commissioner of Education for this Province he has entered heartily into the reconstruction of educational work and it is now on a very satisfactory basis. We cannot permit him to leave the province. We beg your sympathy with the needs of our provincial education and ask you to release Dr. Chu from the duties of Cheeloo University and let him devote himself to his present service in order that he may complete our programme of educational reconstruction. We send this telegram and are appointing Mr. Liu T'ing Fang to present the matter to you in person. We beg your sympathetic consideration.

Ho Chien
Chairman of Hunan Provincial Gov."

Voted:- That a Chinese translation of the following letter be sent to the Chairman of the Hunan Government:-

"Dear Sir,

We have received your telegram asking that the Board of Directors of Cheeloo University release President Chu for service in Hunan for an indefinite period. A year ago at this time, with great reluctance, we acquiesced in the request of the Hunan Government that President Chu should be released for a period of six months to assist in the organization of the educational work of the Hunan Province. We felt at the time that the University was decidedly sacrificing its own interests in releasing Mr. Chu for this temporary work, but we were anxious to do all in our power to give assistance in the important work of developing the Hunan educational system. The request of the Hunan government was quite definitely that we grant Mr. Chu a six months' leave of absence. The action of the Board of Directors extended the possible leave to one year. This fact was clearly stated to the Hunan Government at the time and was understood by the Ministry of Education. When the action of the Board was communicated to Mr. Chu he gave the Board a definite statement in writing that he would return to his duties as President of this institution not later than the end of the year for which leave had been granted.

"The absence of our President has been detrimental to the work of the University and now his presence is more urgently needed than ever. We have already shown by our action that we are by no means indifferent to the needs of the educational work in Hunan, but we are convinced that Mr. Chu's return to his work here is essential to the welfare of the University.

"We therefore with respect and regret find ourselves unable to accede to the request of the Hunan government."

Further: that the Rev. H. L. Yee and Mr. Davies be appointed as representing the Board of Directors to meet any delegation which may come from Hunan in regard to this matter.

JUN 15 1938

D1026. New Hospital Building

A letter was read from Mr. Z. V. Lee expressing regret at his absence from the meeting of the Board and outlining his considered judgment on the hospital building problem.

A recommendation was received from the Cheeloo Women's Committee expressing its approval of the immediate erection of the new hospital.

Dr. R. C. Wells reported for the Committee appointed to prepare a resolution regarding the plans for increased hospital space. This report was received and adopted as follows:-

1. As a Board we feel that the time has come when a definite start should be made on the construction of the new hospital in order to make adequate provision for inpatients and outpatients, for clinical teaching, and for additional space for the Medical School.

2. Both the American and British Sections of the Board of Governors have given their approval and placed the responsibility for going forward on the Board of Directors and we consider that we have authority to proceed within the limits of the available funds, making necessary provision for increased running expenses:

Therefore:-

Voted:- a. That the Board reiterate its previous decision that the new Hospital be built in general in accordance with the accepted plan, known as the Black & Wilson plan. In spite of certain advantages in the suggested scheme to adapt the present hospital building and make it the basis for an enlarged hospital, the Board does not approve the scheme. This building will continue however for some time to serve as a hospital.

b. That in view of the urgency of the need for early action a Building Committee be appointed to undertake the construction of the new hospital. This Committee shall be directly responsible to the Board of Directors, and before beginning construction shall submit final plans to the Administrative Council of the Board of Directors. It shall consist of the following members:-

President Chu
Dr. C. H. Han
Bishop Scott
Rev. P. R. Abbott
Mr. Sam M. Dean
Mr. Z. V. Lee

The Dean of the Medical School
The Med. Director of the Hospital
Dr. P. C. Hou
Dr. Annie V. Scott
Dr. P. B. Price
The Treasurer of the University
(Convener)

c. In view of the present financial depression and the state of exchange, and the more accurate estimates that have been prepared, the Building Committee is instructed to work out

JUN 15 1933

a definite plan for the erection of as large a portion of the new Hospital plant as shall be possible after setting aside U.S.\$40,000 from the effective total. The plant is understood to include the main building, the O.P.D., equipment, and such adjuncts as are essential to the effective working of the Hospital.

d. The Building Committee is instructed to proceed immediately with the erection of such unit or units of the scheme approved by the Administrative Council as can be completed by the use of funds now in China.

e. The sum of U.S.\$40,000 shall be retained in the U.S.A. for the time being, the interest accruing therefrom being applied to meeting the increased running expenses of the new hospital. Whenever the Board of Directors or the Administrative Council is satisfied that resources available for the running expenses of the Hospital are reasonably sufficient, the balance of the funds in hand shall be applied to further building with a view to completing the whole scheme. Attempts should also be made to raise funds in China to supplement those now available.

f. In view of the uncertainty as to the amount actually available for the building of the Hospital, the Board of Directors requests the Board of Governors to transmit to China the funds available for building purposes (less the U.S.\$40,000 reserved) as soon as conditions warrant this. It is impossible for any definite steps to be taken in preparation for construction dependent upon funds in the U.S.A. until the exact amount of local currency available is known. It is understood that this money might be held in Shanghai in the name of the Governors until such time as they see fit to release it for building purposes.

D.1027. Letters of Resignation

A letter from Dr. L. F. Heimburger was read, tendering his resignation from the office of Medical Director of the Hospital. A letter was also read from Dr. Peter C. Kiang tendering his resignation from the office of Director of Studies of the Medical School. These two letters were referred to the President for action.

D1028. Hospital Administration

Some time was spent discussing problems raised by rules of procedure followed in administering the medical work of the University. Dr. Wells, Dr. Han, Miss Tseng, Bishop Scott and Mr. King were appointed a committee to act with President Chi and to consult with Dr. Shields, Dr. Kiang and Dr. Heimburger on this matter. Dr. Wells reported that agreement was reached by the committee that by conforming to the Regulations for Internal Organization as approved for the University many of the present problems would disappear. A Committee consisting of Bishop Scott, Dr. MacFadyen, Dr. Han, Dr. Wells and

JUN 15 1933

- 7 -

Mr. Brown, was appointed to draw up a statement re hospital administration to be recorded in the minutes. The report of this committee was received and adopted as follows:-

REORGANIZATION OF THE UNIVERSITY HOSPITAL ADMINISTRATION

WHEREAS for the more efficient working of the hospital there should be direct responsibility to the university through the Executive Council and the President

THEREFORE this Board adopts the following reorganization of the Hospital administration and directs that it be put into effect forthwith:-

- I. Superintendent of the Hospital. There shall be a hospital superintendent who shall be appointed by the President.
- II. Duties of the Superintendent.
 1. He shall have oversight of all the affairs of the hospital.
 2. He shall be ex officio member of the Executive Council.
 3. He shall be chairman of the Hospital Committee and ex officio a member of all committees in the hospital.
 4. He shall recommend to the President the appointment and the dismissal of department heads, the superintendent of nursing and the business manager.
 5. He shall in consultation with the head of the department concerned, recommend to the President the appointment, promotion or dismissal of the attending and nursing staffs.
 6. He shall appoint or dismiss all house staff, clerks and employees of the hospital.
- III. Hospital Committee.
 1. There shall be a Hospital Committee composed of the Superintendent of the Hospital, the Dean of the Medical School, the head and one other representative each of the Surgical, Medical and Laboratory Departments, elected by the department concerned, the Superintendent of Nursing and the Business Manager.
 2. Powers and Duties of the Hospital Committee.
 - a. To formulate policies and general plans for carrying on the clinical teaching and general internal working of the hospital and O.P.D.
 - b. To make recommendations to the University Executive Council concerning new policies, additional equipment and other matters affecting the hospital.
 - c. To draft the annual budgets of the Departments of the Hospital and to recommend the same to the University Executive Council for adoption.
 - d. To ensure the carrying out of the dual purpose of the hospital - the healing of the sick and the provision of clinical instruction - and to promote the esprit de corps of the hospital staff.
 3. Meetings. The Hospital Committee shall meet once a month and at other times on the call of the superintendent.

IV. Relation between the Hospital and the Medical School.

Since the University Hospital is organized primarily for the healing of the sick, and secondarily for providing clinical instruction for medical students:

1. The Dean of the Medical School and the Superintendent of the Hospital shall be jointly responsible for the coordination of the teaching and clinical work within the hospital;

2. The Dean of the Medical School and the Superintendent of the Hospital shall make recommendations to the University Executive Council as to adjustments in the apportionment of the budget between the Medical School and the Hospital, it being understood that the Medical School accepts the same responsibilities as it has hitherto carried in this respect.

Voted:- That we request the President to make a report at the November meeting of the Administrative Council on the effectiveness of these regulations.

D1029. By-laws Revision

Voted:- That the Executive Council be asked to examine the newly-drafted By-laws of the Board of Governors in connection with the Chinese Government regulations covering registered Universities, the By-laws of the Board of Directors, and the Regulations for Internal Organization of the University, with a view to harmonizing these several sets of regulations, and to report to the Administrative Council at its next meeting.

D1030. Transfer of Mr. Sam Dean

Voted:- That the Board heartily approves the action of the University Executive Council (ol80 May 1st 1933) regarding the proposed transfer of Mr. Sam Dean to Tsinan with a view to making this the headquarters of his work in connection with rural industries. The Board urgently requests the Presbyterian China Council to give sympathetic consideration to the question of Mr. Dean's transfer to work either in direct connection with Cheeloo University or in an affiliated relationship.

D1031. North China School of Engineering Practice

Voted:- That we request the President and the Executive Council to enter into negotiations with the proper authorities and endeavour to secure the transfer of the North China School of Engineering Practice to Cheeloo, together with its present personnel.

D1032. North China Industrial Service Union

Voted:- That we request the President and the Executive Council to explore the possibility and desirability of making Cheeloo the administrative headquarters of the North China Industrial Service Union.

JUN 15 1933

D1033. Rural and Industrial Institute

Voted:- That we request the President and the Executive Council to explore the possibility of setting up a Rural and Industrial Institute along the lines of the report of the Director of the Rural Institute as a Department of the University.

D1034. Diploma in English for Medical Graduates

Voted:- That authority be hereby given to grant a diploma in English with the degree of Doctor of Medicine to all graduates who now hold the degree of Bachelor of Medicine from this University.

D1035. Candidates for Degrees

a. Arts Graduates

Voted:- That the list of Arts graduates recommended for graduation be approved as follows:-

Hsia Te-cheng	Kiang Kuang-chei
K'ung Hsiang-lin	Kuo Yün-ken
Liu Yu-chen	Wang Wen-chia
	Yü T'ing-chih

b. Science Graduates

Voted:- That the list of Science graduates recommended for graduation be approved as follows:-

Chang Tun-chen	Chao Hsi-ch'i
Ch'en Chu-kuang	Ch'en Te-yün
Chuang Peng-chu	Liu Ching-p'ing
Liu Hsien-tseng	T'ang Wen-chih
Wang Yu-chu	Wu Chen-chung

c. Medical Graduates

Voted:- That the list of Medical graduates recommended for graduation be approved as follows:-

Chang Hsi-chen	Chang Mei
Ch'en Fang-I	Ch'en Kuei-chih
Cheng Huan-chang	Chu Ching-min
Chu Chih-ho	Chu Shih-piao
E Chih-min	Hsu Shih-chu
Hou Tao-chu	Kao Che-ping
Jen Ping-chen	Feng Yen-chen
Kiang Cheng-hsin	Kung Chen-tung
Kuo Ch'uan-ching	Lan Hsi-chun
Li Lu-chia	Li Hsi-min
Li Teh-p'u	Lo Hsi-chuang
Miao Fu-sheng	Pi Chin-chao
Sung Han-chieh	Tuan Chia-pin
Wu Hsueh-chung	Yeh Chia-hsin

JUN 15 1933

D1036. Pharmacy & Nursing Graduates

It was reported to the Board for information that sixteen students (13 men and 3 women) had this year completed the two-year pharmacy course and had been granted certificates, and that five students had this year completed the Nurses' Training course.

D1037. Correspondence

Voted:- To draw attention to the fact that the official channel of correspondence between the University and the Board of Governors is through the President's office.

D1038. Officers and Committees

The report of the Nominating Committee was approved as follows:-

a. Officers for the ensuing year

Chairman	Dr.H.H.Kung
Vice-chairman	Rev.H.L.Yee and Dr.C.H.Han

b. Administrative Council

Dr.H.H.Kung (Chairman)	
Rev.H.L.Yee	Dr.C.H.Han
Miss H.H.Tseng	Mr.W.B.Djang
Mr.Z.V.Lee	Bishop T.A.Scott
Rev.P.R.Abbott	Rev.A.E.Greening (or suc- cessor)

together with the President and Associate President of the University ex officio.

c. Finance & Property Committee

Bishop T.A.Scott (Chairman)
Mr.W.B.Djang
Rev.P.R.Abbott

d. Co-opted Members

The following to be asked to serve as co-opted members of the Board of Directors:-

Mr. Wang Hsueh-ch'en	Mr. T.H. Sun
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In case either of the above is unable to serve Mr. Frank Gwoh is to be invited.

D1038. Mr. T. Cocker Brown

On behalf of the members of the Board the Chairman expressed our appreciation of the services of Mr. Cocker Brown and our good wishes as he leaves to take up his duties in England.

ADJOURNMENT.

SHANTUNG
CHEELOO UNIVERSITY

June 15-19, 1934

BOARD OF DIRECTORS

MINUTES OF SIXTEENTH ANNUAL MEETING

held in Tsinan, June 15th to 19th, 1934

INDEXED

Membership of the Board

Elected Mission Representatives

APMN	*Dr. F. R. Abbott	EBM	*Dr. H. R. Williamson
	*Mr. S. K. T'an		Mr. W. B. Djang
			(alt. *Mr. Liu Fei-wen)
APMS	Dr. A. A. McFadyen	IMS	*Rev. Alexander Baxter
UCCM	*Rev. G. K. King	SPG	*Bishop Scott
WMMS	Dr. H. T. Chiang		

Women's Boards

APMN	*Dr. C. Bash	SPG	*Miss Joan Ch'ang
WFMS	*Miss H. H. Tseng	UCCM	*Miss M. Shipley

Elected Alumni Representatives

*Rev. H. L. Yee	*Mr. Chang Ta-ch'en
Dr. Ch'en Cheng	Dr. C. H. Han
Vacancy	

Members by co-option

Dr. Y. Y. Tsu	Dr. H. H. K'ung
Gen. Chang Chih-kiang	Dr. S. C. Ch'uan
*Mr. Z. V. Lee	*Mr. T. H. Sun
Mr. H. C. Wang	

Members ex-officio

The President
*The Associate-President (Mr. L. J. Davies)

The members whose names are starred above were present during the whole or part of the sessions.

Each session was opened and closed with prayer.

D. 1056. Minute Secretaries

Mr. T. H. Sun was appointed Chinese Minute Secretary
Miss Hickson was appointed English Minute Secretary

June 15-19, 1934

D. 1057. Reports of Administrative Officers

The Reports of the President, the Deans of the Schools the Dean of Women, the Superintendent of the Hospital, the Registrar, the Director of the Rural Institute, and the Preliminary Financial Report of the Treasurer, which had previously been circulated to members of the Board, were referred to a Reports Committee, which at a later stage in the proceedings submitted to the Board matters in the Reports which called for special attention.

D. 1058. Presidential Committee

The Committee appointed by the Administrative Council presented its report, recounting its efforts to secure a permanent president and presenting a proposal. During the ensuing discussion the name of Mr. T. C. Chang was added to the Committee to replace Dr. L. M. Han who is now in Kansu. On vote the Board found itself unable to accept the proposal of the Committee which then requested to be relieved from further responsibility. After further discussion it was

Voted:- To appoint a new Presidential Committee consisting of Bishop Scott (Chairman), Mr. W. B. Djang and Mr. T. H. Sun, together with the Associate President, and to refer to them the appointment of two of their number to interview the two gentlemen whose names had been brought before the Board, and in the order mentioned, with full powers to offer them the presidency of the University. In case of failure in both these cases the Committee is requested to present other names to the Administrative Council for approval before a definite offer is made.

D. 1059. Resignation of Acting-President

Voted:- That the Board accepts with regret the resignation of Mr. F. F. Linn from the Acting-presidency of the University as from the middle of August 1934. It cannot do so however without placing on record its sincere appreciation of the services he has rendered during his two years of office as acting-president. In enlisting the cooperation of provincial government officials and securing financial and moral support from Chinese sources he has made a conspicuous contribution to the maintenance and development of the University. This contribution, made at much personal sacrifice, is most gratefully recognized.

D. 1060. Acting-President

Voted:- That if by the time of Mr. Linn's retirement from office a president has not been secured, the Committee on the Presidency be given power to act for the Board of Directors to select, in consultation with the Executive Council, of the University, some person or persons to assume responsibility for all the duties of the President.

June 15-19, 1934

D. 1061. Dean of Arts & Science - Notice of Resignation

Mr. Linn having given notice of his intention to resign from the Deanship of the Colleges of Arts and Science at the termination of five years, namely, March 1935,

Voted:- That it is the unanimous opinion of this Board of Directors that Mr. Linn should continue in his capacity as Dean of the Colleges of Arts and Science and that we believe that his leaving that position would be a very serious loss to the institution as a whole. We therefore urge Mr. Linn to withdraw his resignation.

D. 1062. Preliminary Financial Report

After an interview with the Treasurer in regard to the financial situation the following actions were taken:-

Voted:- (1) That any outstanding deficits on current accounts be a first charge on the budget for 1935-36.

(2) That the University Administration take effective steps to secure the cooperation of the alumni and students in raising current funds, and also make an appeal to the British Boxer Indemnity Board for funds for special rural development.

D. 1063. Medical School Funds

In response to a request from the Medical Faculty relative to raising funds

Voted:- (1) That the Treasurer send a covering letter with his report to the Board of Governors to apprise them of the threatening financial situation in the Medical School;

(2) That the Board of Governors be urged to authorize immediately erection of the O.P.D. and west wing of the new hospital as recommended by the Hospital Building Committee;

(3) That the Executive Council recommend to the Board of Directors how any undesignated funds received by the University should be apportioned among the various schools and departments;

(4) That the Dean of the Medical School be authorized to solicit contributions in the name of the University for the use of the Medical School, and that we urge the Arts and Science Colleges to initiate some similar scheme;

(5) That a percentage of all funds collected be assigned to General University administration in accordance with the scheme envisaged in D 1047.

D. 1064. Graduation Fees.

Voted:- That the graduation fee for all colleges be increased to \$6 as an inclusive fee, covering diplomas, tax

June 15, 1934

and rental of academic costume, and that hereafter this fee be collected in advance at the beginning of the student's final academic year.

D. 1065. Report of Audit

Voted:- That the report of the auditor as under be received and adopted and that the Board of Directors tender its hearty thanks to Mr. J. S. Harris for his efficient services.

11th July 1933

To the Board of Directors,
Shantung Christian University

Report of Audit

Ladies and Gentlemen,

I have today completed the audit of the University Treasurer's accounts for the fiscal year July 1st 1932 to June 30th 1933 and have found them correct. The work done is similar to previous years, viz:-

1. Full checking and scrutiny of the Treasurer's Financial statement and Balance Sheet.
2. Verification of bank and cash balances.
3. Verification of Fixed Deposits and other securities held.
4. Checking of additions of cash book and ledger.
5. Examination of selected payment vouchers.

I am bound to add my conviction of the necessity which exists for exercising all possible economies, as well as for discovering fresh sources of revenue, in line with the Treasurer's and the Directors recent proposals.

Respectfully submitted,

(Signed) J. S. Harris.

D. 1066. New Hospital Building

Voted:- That this Board of Directors, convinced of the soundness of the Building Committee's recommendations, which are supported by the united vote of the whole Medical Faculty, hereby reaffirms its approval of the building of the O.P.D. and the west wing of the new hospital. (Passed unan.)

D. 1067. Dr. Morgan's Furlough

Voted:- That in accordance with the rules of her mission Dr. Julia Morgan's furlough be approved, beginning in June 1934, and that she be invited to return to her present position on the Medical Faculty at the expiration of her furlough.

June 15-19, 1934

D. 1068. Miss Townsend's Furlough

Voted:- That in accordance with the rules of her mission Miss Mollie Townsend's furlough be approved, beginning in November 1934, and that she be invited to return to her present position on the hospital staff.

D. 1069. Dr. Greene's Appointment

The Board received a report of the appointment of Dr. Greene to the University with a view to work in the Medical School and cordially welcome him to the staff.

D. 1070. Dr. Wm. McClure

Having received from the Associate-President a report of the resignation of Dr. Wm. McClure from the headship of the Department of Internal Medicine the Board took the following action:-

Voted:- That in recognition of his long and valuable service Dr. William McClure be hereby made Professor emeritus of the Department of Medicine.

Dr. William McClure joined the staff of the School of Medicine in February 1917, as Professor and Head of the Department of Medicine. Except for furloughs, Dr. McClure has given 17 years of continuous service to this institution. His wide professional knowledge, his broad sympathies, his wise counsels and his strong religious convictions have earned for him a unique place among his colleagues and have given him great influence over successive generations of students in the School of Medicine. While we cannot but acquiesce in Dr. McClure's desire to retire from active responsibilities at this time, yet we earnestly hope that he may continue to live among us and exert his helpful influence in the affairs of the Medical School and of the community in general.

D. 1071. North China Rural Service Union

The Board is glad to know that the North China Rural Service Union has decided to locate the office of its paper, The Christian Farmer, in Tsinan and welcomes the editorial staff to a place on the University campus.

D. 1072. North China School of Engineering Practice

Voted:- That following up the Board's actions of last year, Nos. D 1030 and 1031, we cordially invite the North China School of Engineering Practice to join the University, becoming the School (or College) of Applied Science; it being understood that registration with government is ultimately necessary, and also the consent of the Board of Governors. Furthermore we ask the Associate President to assure Mr. Dean and Mr. Creighton together with the staff of the School of Engineering Practice of our hearty welcome to Cheeloo. We ask Mr. Williamson to approach the English Baptist Mission with a view to securing temporary use of certain buildings in Tsinan for the School.

June 15-19, 1934

D. 1073. Mr. J. B. Tayler

The Board learns with gratification that Professor J. B. Tayler is likely to be in a position to take up residence at Cheeloo while still associated with the North China Industrial Service Union. The Board welcomes Professor Tayler and would be pleased if developments bring about a closer association. They would extend a cordial invitation to Professor Tayler to render such assistance as he may find possible in the work of the Rural Institute.

D. 1074. Rural Institute

Voted:- That this Board cordially welcomes the proposals made in the report of the Director of the Rural Institute and refers them to the Executive Council with a view to their defining the scope of the Rural Institute and relating it to all the general extension activities of the University.

The proposals referred to are as follows:-

1. That we conceive of the Cheeloo Rural Programme as including two aspects:-

a. Unspecialized. A general university program, in close touch with practical life problems and dedicated to the service of the common people.

b. Specialized. A special contribution to village improvement through the fields of Rural Education and Rural Health and Sanitation, with Rural Industries a possible addition.

2. That the Rural Institute be responsible for organizing and directing the Cheeloo Rural Extension Service in cooperation with the various departments of the University and with appropriate outside institutions.

3. That an experimental and research center be maintained at Lungshan which shall be used as a laboratory for deriving and testing materials and methods, in close relationship to the University curriculum: the work to be organized under the headings of Education, Health, Home-making, and Agriculture and Economic Organization, cooperation being maintained with the University of Nanking in the latter department, and with the Cheeloo School of Theology and the local churches in religious and character-building activities.

4. That in order to support this programme, special financial appeals in the name and by the authority of the University be made in order to bring the Rural Institute budget up to the amount approved by the Board of Directors.

D. 1075. Bylaws of the Board of Governors

Voted:- That the following changes in the draft Bylaws passed by the Board of Governors (NAS 368) be approved:-

- 7 -

Art. IV, Sec. 4 (f) add: "Separate seals, in Chinese and in English, for Cheeloo University and for the Cheeloo School of Theology shall be held in Tsinan in the custody of the President of Cheeloo University and the Principal of the Cheeloo School of Theology respectively."

Art. VI, Sec. 3. Change first "The" to "Each".

Art. VI, Sec. 4 a(4) add: "The financial responsibility of the Board of Governors for any given year shall be limited to the budget which it approved."

Art. VII, Sec. 1 to read as follows: "Each officer and teacher shall be distinctly Christian in profession and character and shall be in cordial sympathy with the purpose and programme of the institution. In an exceptional case where no qualified Christian is available for a particular post this requirement may temporarily be waived."

(N.B. The opinion was expressed by the Board of Directors that report should be made each year by the Dean of each School as to the proportion of Christian and non-Christian members of the staff of that School.)

Art. VII, Sec. 3. Change to: "The various ranks in the teaching staff shall be as designated in the By-laws of the Boards of Directors."

D. 1076. Lease

The Directors have examined the form proposed for the lease of property and note that the North American Section of the Board of Governors had adopted the proposed lease with the explanation of the phrase "alter the said premises without the consent of the lessor" that this should apply only to structural changes involving expenditures in excess of one thousand Yuan dollars, and that the Board of Directors are authorized to go forward with minor alterations without requiring the explicit consent of the Board of Governors, which interpretation the Board of Directors accepts.

In addition it should be understood that the sixth item in the conditions named in the lease, which is "at all times to maintain the premises in as good a state of repair as the same are now in" is understood by this Board to mean "to maintain the premises in a good state of repair."

D. 1077. Candidates for Degrees

a. Arts Graduates

Voted:- That the list of Arts graduates recommended for degrees be approved as follows:-

Chu Pao-Shen	Hsieh Ching-Yeh
Hsing Chao-Chun	Chang Hsi-Hsing
Ch'i En-Fang	Chia Huan-Chang
Fu Ch'ang-Hu	Hsiao She-Tao
Liang Mao-Chu	Wang Hsi-Sheng
Yeh Chien-Hsun	Chang Shu-Wei
Hsu Shao-Keng	

June 15-19, 1934

b. Science Graduates

Voted:- That the list of Science graduates recommended for degrees be approved as follows:-

- | | |
|------------------|----------------|
| Chao Ch'uan-Hsin | P'an Tien-Yu |
| Chao Chi-Shan | Chao En-Shun |
| Ch'iao Tso-Tung | Fan Ch'i-Ch'un |
| Hu Lo-Teh | Kuo Ch'i-Kuang |
| Liu Chao-Ho | Niu Jen-Yen |
| Shih Shu-Hsiang | Sun Sheng-Wu |
| Tsui Hung-Chang | Ma Teh-Ling |

c. Medical Graduates

- | | |
|------------------|------------------|
| Chang Yao-Teh | Chang Lu-Chien |
| Hsieh Ching-kuei | Li Hsi-Ying |
| Li Hsi-Sheng | Tu Pei-Tao |
| T'u Ch'uan-Chieh | Wei Hsing-Ch'ien |
| Wu Huei | Yang Huan-Wen |
| Chu Yu | Li Mei-Ch'ing |
| Ch'en Hsueh-Yuan | Lin Yu-Ying |

D. 1078. Dental Department

Voted;- That we ask the Medical School to explore the possibility of starting a Department of Dentistry.

D. 1079. Officers and Committees

The report of the Nominating Committee was approved as follows:-

a. Officers for the ensuing year

- | | |
|----------------|-----------------|
| Chairman | Dr. H. H. K'ung |
| Vice-chairman: | Rev. H. L. Yee, |
| | Mr. W. B. Djang |

b. Administrative Council

- | | |
|----------------------------|----------------------|
| Dr. H. H. K'ung (Chairman) | Mr. W. B. Djang |
| Rev. H. L. Yee | Mr. T. H. Sun |
| Mr. Z. V. Lee | Bishop T. A. Scott |
| Dr. P. R. Abbott | Dr. H. R. Williamson |
| Miss H.H. Tseng | |
- together with the President and Associate-President

c. Finance & Property Committee

- Bishop Scott (Chairman)
 Mr. W. B. Djang
 Dr. P. R. Abbott

June 15-19, 1934.

- 9 -

D. 1080. Dr. Ch'ai Tzu-Lung

Voted:- That the Board records its sense of loss sustained by the death of Dr. Ch'ai, a former member of this Board and also of the Administrative Council, and request the Associate President to convey their deep sympathy to Dr. Ch'ai's relatives.

D. 1081. Alumni Representatives

Voted:- To ask the Administrative Council to investigate the matter of the appointment of representatives of the alumni on the Board of Directors.

D. 1082. Medical Reorganization & Ranking of Faculty

Voted:- To refer these matters back to the Executive Council for investigation as to whether an infringement of the Government regulations would be involved.

D. 1080. Dr. Chas. Taylor

Vote: That the Board records the name of John ...
by the death of Dr. Chas. Taylor, a former member of the Board and
also of the Administrative Council, and request the Associate
President to convey their deep sympathy to Dr. Taylor's relatives.

D. 1081. Alford Robertson

Vote: To ask the Administrative Council to investigate the
matter of the appointment of representatives of the Board to
the Board of Trustees.

D. 1082. National Association of Teachers of Music

Vote: To refer their report back to the Executive Council
for investigation as to whether an investigation of the matter
and relations would be involved.

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D. 1080. Dr. Chas. E. Johnson

Voted: That the Board records be amended to show that by the death of Dr. Chas. E. Johnson, a former member of the Board and also of the Administrative Council, and request the Associate President to convey their deep sympathy to Dr. Johnson's relatives.

D. 1081. Alford Nepperson

Voted: To ask the Administrative Council to investigate the matter of the appointment of Nepperson as the student on the Board of Directors.

D. 1082. Medical Registration & Practice of Pharmacy

Voted: To refer these matters back to the Executive Council for investigation as to whether or not the management of the Government regulations would be improved.

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MINUTES OF A SPECIAL MEETING
OF THE BOARD OF DIRECTORS OF CHEELOO UNIVERSITY

Tsinan, Aug. 16-18, 1934

MEMBERS PRESENT: Mr. H.L.Yee (Vice-chairman), Mr. Chang Ta-chen, Mr. W.B.Djang, Dr. McFadyen, Mr. G.K. King, Mr. Z.V. Lee, Bishop Scott, Miss Shipley, Miss Studley, Mr. T.H.Sun, Mr. S.K.T'an, Mr. Van Deusen, Dr. Williamson, and Mr Davies

D.1083. REPORT OF PRESIDENTIAL COMMITTEE

The Presidential Committee reported that they had approached the first of the two gentlemen whose names had been brought before the Board at its annual meeting and that he had refused. In view of conditions which had arisen since the Committee was appointed the Committee was not prepared to approach the second person named.

Voted:- That the Board receive the above report.

D.1084. THE PRESIDENCY

After long discussion --

Voted:- a. That the Board reconsider the question of the Presidency.

b. That the Board reconsider Minute D1058.

c. That Mr. Linn be offered the Presidency forthwith, as from August 15th, the date of his resignation from the acting-Presidency.

d. That the Board assure Mr. Linn that it will loyally support him if he accepts the position of President.

e. That a committee consisting of Messrs. Lee, Williamson and Van Deusen wait on Mr. Linn and report to the Board tomorrow morning.

D.1085 DR. H. H. KUNG

A telegram having been received from Dr. Kung resigning his position as chairman of the Board --

Voted:- That we ask Dr. Kung to reconsider his resignation.

AUG 16

1934

- 2 -

D.1086. INTERIM ARRANGEMENTS

The Committee appointed in D.1084 above having reported that Mr. Linn refused the invitation to the presidency after considerable discussion, the following actions were taken:-

Voted:- a. That we request Mr. Linn to continue as acting president for a period of two months, from August 16th, 1934, and that the same committee of three again present the Board's invitation to Mr. Linn to become president, this committee to keep in touch with Mr. Linn during the two months period and report to the Administrative Council before October 1st.

b. That in case Mr. Linn still declines, the Executive Council is authorized to appoint someone to act for the time being as president, to carry out those duties for which Mr. Linn has been responsible since November 1933.

D.1087. LETTER FROM MR. W. B. DJANG

A letter having been received from Mr. W. B. Djang resigning from the Vice-chairmanship of the Board, from the Administrative Council, and from the Finance & Property Committee --

Voted:- That Mr. Djang's resignation from the vice-chairmanship of the Board and from the Finance & Property Committee be accepted, but that his resignation from the Administrative Council be not accepted.

D.1088. VICE-CHAIRMAN

Voted:- That Mr. Z. V. Lee be elected a vice-chairman of the Board of Directors in place of Mr. W. B. Djang resigned.

ADJOURNMENT.

SHANTUNG

Dec. 5-8, 1934

SPECIAL MEETING OF THE BOARD OF DIRECTORS
CHEELOO UNIVERSITY
Tsinan, December 5 - 8, 1934

PRESENT: Alumni Representatives: Mr. Chang Ta-ch'en, Dr. Han Lee-min, Mr. Cheng Fang-ch'iao, Dr. Ch'en Teng (for one day, then Dr. C.S. Teng, alternate)
Mission Representatives: Dr. P.R. Abbott, Mr. H.D. Ts'ui (alternate for Mr. S.M. Fan), Dr. H.R. Williamson, Mr. F.W. Liu, Bishop Scott, Miss J. Ch'ang, Dr. C. Bash, Mr. G.K. King, Miss M. Shipley, Mrs. Grier, Miss Studley, Dr. H.T. Chiang
Co-opted: Mr. Z.V. Lee, Mr. T.H. Sun, Dr. Y.Y. Tsu, Mr. H.C. Wang
Ex officio: Mr. Davies, Associate-President.

D1107. CHAIRMAN

Voted:- That we ask Mr. Z.V. Lee to serve as chairman.

D1108. CORRESPONDING MEMBER

During the course of a statement of the events which had led to the calling of this special meeting of the Board, Dr. Hume, a member of the North American Section of the Board of Governors, was introduced and it was

Voted:- That Dr. Hume be invited to sit with the Board as a corresponding member.

The Chairman extended a hearty welcome to Dr. Hume.

D1109. COMMUNICATIONS

The Chairman reported the receipt of two communications from the Commissioner of Education. The first transmitted a telegram from the Ministry of Education, urging early settlement of the question of the Presidency and quoting for information Sec. 2, Art. 19 of the Regulations for the Registration of Private Universities. The second transmitted a copy of the students' petition to the Board of Directors, with the recommendation from the Commissioner that the question of the presidency be solved at the earliest possible moment. Many unofficial communications were also received.

D1110. PUBLICATION OF INFORMATION

Voted:- (a) That a special information committee of three be elected to disseminate such information as is consonant with the deliberations of this Board; (b) that pending such dissemination members of the Board make no statements to the outside world.

D1111. REPORT OF DELEGATION TO DR. KUNG

Bishop Scott read a report, which had previously been submitted to Dr. Kung and approved by him, of the interview

Dec. 5-8, 1944

- 2 -

which he and Mr. Williamson had had with Dr. Kung on November 27th, as follows:-

"In accordance with a resolution of the Administrative Council that Dr. Williamson and myself should interview Dr. Kung, Minister of Finance, with a view to urging him to withdraw his resignation from the chairmanship of the Board of Directors, we beg to report that the delegation proceeded to Nanking on Nov. 26th. On the 27th Dr. Kung granted us two interviews, the first, a very short one, immediately after his arrival by aeroplane from Shanghai, the second, much longer, in the evening after he had invited the delegation to dinner.

"At the first interview nothing of importance transpired. At the second, on our presenting the Council's request about the chairmanship, Dr. Kung expressed his determination not to withdraw his resignation. He gave as his reasons; first, the ~~time~~ urgent need of a chairman who could attend meetings, and spend time at Cheeloo gaining first-hand acquaintance with local conditions; and secondly the impossibility of himself fulfilling these proper duties of a Chairman, with so many other still more important duties demanding his attention. But Dr. Kung intimated his willingness to continue to be a member of the Board, and to help Cheeloo in any way that might be in his power.

"Dr. Kung had, on his own initiative, invited Mr. Wang Shih-Chieh, Minister of Education, to meet us in the evening; and in answer to the questions of both Ministers we were led into a general discussion of the situation at Cheeloo. Mr. Wang informed us that he had telegraphed to Tsinan, bidding those students who had stopped work to resume it, and await the decision of the Board. Both Ministers insisted on the urgent need that the Board at its meeting on December 5, should come to a definite decision on the question of the presidency. Mr. Wang further urged the extreme importance of securing a majority of Chinese to come to a definite decision. Mr. Wang said that he might have to summon the Board to meet with him at Nanking to consult together with a view to finding a satisfactory solution.

"The interest of both Ministers in Cheeloo, and their anxiety to understand our difficulties, and to help us to reach a speedy and peaceful settlement, were very manifest, and finally took practical form in Mr. Wang's decision to telegraph to Mr. Chu Ching-nung, requesting him to attend the meeting of the Cheeloo Board on Dec. 5, as the special representative of the Minister of Education.

"Both Ministers spoke in praise of Mr. Linn's energetic efforts on behalf of Cheeloo, especially his success in promoting friendly relations with the Provincial authorities. Dr. Kung further expressed his opinion that Mr. Linn had shown a very good spirit in his attitude towards the question of the Presidency as it affected Mr. Linn himself."

D1112. THE PRESIDENCY

Voted:- That an invitation be extended to Dr. Mei Yi-pao, Director of Studies at Yenching University and acting-principal of Mingsien College, Taiku (Oberlin-Shansi), to become president of Cheeloo University.

The vote was taken by ballot and was unanimous.

Dr. Y.Y.Tsu and Mr.T.C.Chang were asked to present the invitation officially to Dr. Mei who happened to be in Tsinan. The delegates later reported that Dr. Mei had stated that he would give the invitation his sympathetic consideration.

Dr. Y.Y.Tsu and Dr. Williamson were asked to interview the authorities at Yenching with regard to Dr. Mei's release, and Dr. Tsu and Dr. Hume to see Dr. Kung with regard to the Mingsien position.

D1113. DR. KUNG'S CHAIRMANSHIP

Voted:- That it is the considered and unanimous opinion of this Board that in the interests of the University Dr.H.H.Kung be urged to remain as Chairman of the Board of Directors.

Dr. Y.Y.Tsu and Dr. Hume were asked to convey this unanimous invitation to Dr. Kung.

D1114. ACTING-PRESIDENT

Voted:- That Mr. Z.V.Lee be elected as temporary acting-president of Cheeloo University.

Mr. Lee accepted the post subject to permission being received from the Minister of Finance and the chief inspectors of Salt Revenue.

D1115. PROVINCIAL OFFICIALS

Voted:- That a written expression of appreciation of their interest in the University be sent to the Provincial Governor, the Commissioner of Education and Mayor Shen of Tsingtao.

These telegrams and despatches were drafted by Mr. Chang and approved by the Board.

D1116. GENERAL CHANG CHIH KIANG

A letter having been received from General Chang, resigning his membership of the Board of Directors -

Voted:- That General Chang be asked to withdraw his resignation.

Dec. 5-8, 1934

D1117. RECONSTRUCTION COMMITTEE

After a prolonged discussion of the reorganization of the Board of Directors, and the educational policy of the University in the light of the present-day needs of the nation, it was

Voted:- That a committee of three members of this Board, including the vice-chairman, with the future President as an ex officio member, be elected as a reconstruction committee.

Mr. Z.V.Lee, Mr. T.C.Chang and Dr. Williamson were elected, with Mr. Lee as Convener.

To this committee was also referred the question of revision of regulations governing the College of Medicine (see Executive Council Minute No. 231)

D1118. FINANCIAL SITUATION

The Treasurer having presented to the Board a report on the serious financial situation of the University, involving a probable deficit at the end of the financial year of over \$42,000, it was

Voted:- To appoint a committee consisting of Mr. Lee, Dr. Lume and Dr. Tsu, with the Associate President, to discuss with the Treasurer the question of retrenchment, and report to the Board.

As a result of the report of this Committee and further discussion, the following actions were taken:-

- a. That the members of the Board of Directors, as a lead in a general campaign for funds and retrenchment measures, undertake to subscribe or raise a total sum of \$2,500, or at least \$100 each.
- b. That the alumni of the University be appealed to contribute or raise within the next six months an average of \$50 per person towards a Sustentation Fund, with a view to meeting the present deficit and strengthening the future financial condition of the University.
- c. That in order to meet the extraordinary financial difficulty of the University an appeal be made to the faculty and administrative staff of the whole University to contribute voluntarily 5 per cent of their salary each month, from January to June 1935, an exception being made in the case of those members of staff who have already contributed as much as 5 per cent, and those whose salary is below \$50 per month.
- d. That attention is called to Minute D1062, directing that a renewed appeal be made to Board of Trustees for the Administration of the Indemnity Funds Remitted by the British Government.

e. That the Board reaffirms the action taken at the last meeting of the Administrative Council (D1098) calling for rigorous curtailment of expenditures in all departments.

f. That non-cooperating missions who have considerable numbers of students studying in the University be given an opportunity to contribute towards the current expenses.

D1119. ALUMNI ASSOCIATION

Voted:- That the alumni now present at this Board meeting be invited to form themselves into a committee to consider the whole question of the Alumni Association, with a view to making it function more effectively as an auxiliary of the University.

This committee later presented a report to the Board and it was

Voted:- That a Standing Committee of three be appointed to promote the interests of the Alumni Association in close relationship with the University, to seek the cooperation of the alumni in all matters connected with the University; that other matters presented in the report be referred to this committee, including the suggestion of a full-time secretary.

Messrs Chang Ta-ch'en, Sun T'ien-hsi and Cheng Fang-ch'iao were appointed.

D1120. DR. HUME

The Board expressed its appreciation of Dr. Hume's presence and counsel during its meetings.

During the course of the meetings an official visit of inspection was paid to the new hospital building.

ADJOURNMENT

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