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Shantung / Cheeloo
Administrative
Board of Directors - Minutes
1935-1946

SHANTUNG

ANNUAL MEETING OF THE BOARD OF DIRECTORS

TSINAN, April 23-26, 1935

April 23-26, 1935

INDEXED

PRESENT: Dr. P. R. Abbott, Rev. A. Baxter, Mr. T. C. Chang, Mr. F. C. Cheng, Mr. G. K. King, Mr. Z. V. Lee, Bishop T. A. Scott, Dr. Y. Y. Tsu, Mr. Williamson, Mr. H. L. Yee and Mr. Davies.

Dr. W. C. Fairfield was invited to sit with the Board as a corresponding member.

CHAIRMAN: Mr. Z. V. Lee was asked to take the chair.

1126. TREASURER'S REPORT

Voted:- That the Treasurer's report be accepted as follows:-

This report is based on the standing of the various schools and departments on March 31. The income and expenditures for the remaining three months of the financial year, April to June, have been estimated, not on a percentage basis, but by adding known necessary payments, for example, salaries and wages, charges for light and water etc. to the actual expenses to March 31, so it is probable that these estimates err in being too low rather than in being too high. On the basis of these estimates the standing of the various departments at the end of the year will be as follows:-

GENERAL ADMINISTRATION

Deb. bal. July 1, 1934	4,968.90	Receipts to date	12779.48
Expend. to Mar. 31, 1935	15,524.34		
Est. exp. to June 30	4,535.00	Est. Receipts	3900.00
	<u>25,028.24</u>		<u>16679.48</u>
		Est. Deficit	8348.76

Note: the Budget as approved carried an item of "Donations" of \$10,120. Of this a total in contributions of \$1933.78 has been received, of which \$1815.03 has been from members of the Board of Directors, including one gift of approximately \$1,000.

ARTS & SCIENCE

Deb. bal. July 1, 1934	15,332.84	Receipts to date	69256.02
Exp. to Mar. 31, 1935	61,863.33		
Est. exp. to June 30	14,785.00	Est. Receipts	4600.00
	<u>91,981.17</u>		<u>73856.02</u>
		Est. Deficit	18125.15

This is at present the most serious financial problem, with a mounting deficit for the last five years. It is manifestly impossible to continue the present scale of expenditure unless very substantial increases in income are secured.

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MEDICINE

Exp. to Mar.31,1935	51,472.60	Receipts to date	53979.46
Est.exp.to June 30	26,655.00	Est.receipts	14100.00
	<u>78,127.60</u>		<u>68079.46</u>
		Est.Deficit	10048.14

The Medical School has a reserve fund of \$11,342.79 to cover this so it can be disregarded in reckoning the net deficit at the end of the year .

HOSPITAL

Exp. to Mar.31,1935	83,960.96	Receipts to date	76461.04
Est.exp.to June 30	28,000.00	Est.receipts	28500.00
	<u>111,960.96</u>		<u>104961.04</u>
		Est.Deficit	7000.00

A deficit of \$10,920 is provided for in the budget. This \$7,000 is reckoned in the estimated expenditure of the Medical School.

LIBRARY

Deb.bal. July 1,1934	1,023.62	Receipts to date	1929.27
Exp. to Mar.31,1935	4,289.23		
Est. xxxxxxx exp.	767.00	Est.receipts	1500.00
	<u>6,079.85</u>		<u>3429.27</u>
		Est.Deficit	2650.58

RURAL INSTITUTE

Debit balance July 1	570.19	Receipts to date	2317.82
Exp. to Mar.31,1935	5,364.53		
Est.exp.to June 30	1,500.00	Est.receipts	1000.00
	<u>7,434.72</u>		<u>3317.82</u>
		Est.Deficit	4116.90

HARVARD-YENCHING INSTITUTE

Exp. to Mar.31,1935	18,566.70	Est.receipts	16857.50
Est.exp. to June 30	5,500.00		
	<u>24,066.70</u>		<u>16857.50</u>
		Est.Deficit	7209.20

This is covered by a balance from the previous year of \$8,333.19

KIAO-TSI RAILWAY EXTENSION PROJECT

Deb.bal. July 1,1934	270.75	Receipts to date	6750.00
Exp.to Mar.31,1935	7,275.00	Est.receipts	2250.00
Est.exp.to June 30	1,454.25		
	<u>9,000.00</u>		<u>9000.00</u>

It is evident from these figures that deficits, for which there is no provision, are impending as follows:-

General Administration	8,348.76
Arts & Science	18,125.15
Library	2,650.58
Rural Institute	4,116.90
	<hr/>
	33,241.39

In addition to this deficit on current accounts there are building fund overdrafts amounting to \$15,509.86, details of which are shown on the balance sheet. The portion of this sum representing the residence accounts will presumably be paid off gradually by rents.

While this is a very discouraging situation, attention should be called to the fact that in the treasurer's written report to the Board in June 1934, it was predicted that there would be a deficit on current accounts of \$40,000.00 by the end of this fiscal year unless very considerable increases of income were secured, and in the report to the Board in December 1934 a probable deficit of \$42,000.00 was predicted. Since, with the exception of the contributions referred to under General Administration of approximately \$2,000.00 no increase in income has materialized, it is apparent that all reasonable economies are being effected in expenditures.

Up to the present it has been possible to carry these overdrafts by funds provided by those departments and objects which have credit balances. These are all shown on the accompanying balance sheet. This practice, however, cannot long be continued, as available resources are all being used up. For instance, although at the time of this report there is a combined bank and cash balance of \$33,225.19, amounts are owing to the following accounts which will more than call for all this balance:-

Hospital Building Fund	\$10,002.51
Breakages	4,495.97
Student Deposits	4,090.62
Food Fees	6,240.90
Ministry of Education	9,516.21
Leper Hospital	2,099.58
Christian Farmer	2,757.00
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	39,202.79

This raises the question of how the University is to be financed during the remaining three months of the year. There is one credit balance which has not been taken into account in the above calculations, a surplus on Hall Estate Funds from 1933 of \$6,913.03, which will reduce the total net deficit on current accounts (not including building funds) to \$26,328.36, but there are no other known resources which have not been considered. Proposals were made some months ago that salaries be paid on a percentage basis, which

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if adopted, would have made it financially possible to finish the year, but these were not approved. What provision does the Board propose to make for meeting payments for which no current funds are available between now and June 30th?

It should be remembered that a major cause of the deficits which have occurred within the last few years is the falling off in receipts, and the impossibility of estimating eighteen months in advance the amount of income. This is especially true of the Schools of Arts and Science, where a comparatively large proportion of the income comes from fees. When the actual amount of income is known it is too late to make corresponding reductions in expenditure, as contracts and commitments have already been made. A possible method of meeting this difficulty would be to have a controller of the budget with authority to make adjustments and responsible directly to the Board of Directors.

It is with regret that the treasurer feels it necessary to ask the Board to take some cognisance of the rumours about "misappropriation of funds" and "misuse of funds" that appear to have been given considerable currency during the last three months. Similar statements were made in 1930 and are referred to in Minute D 935, which is now called to the attention of the Board, together with Minute 980 which now replaces Minute 935 in the Board's records. Attention is called to this action because it clearly states the full approval of the Board of the practice at that time, which is also the present practice, of temporarily using for imminent needs of other parts of the work of the University, funds held for specific purposes. The treasurer fails to see how it would be practicable to carry on the University's work on any other policy than this one which has been approved by the Board. If some other policy is desired then it should be so stated, and if not then some action should be taken designed to suppress reports which question the integrity of the University's financial administration.

The accounts have been audited each year and the full financial report, together with the auditor's report, has been submitted annually in July. This will be done again this year, but in view of the fact that there have been the rumours above referred to the treasurer has asked a thoroughly qualified accountant, Mr. J. S. Harris, to audit the accounts for the period July 1, 1934 to March 31, 1935, and this report is submitted with his verification of its accuracy.

(Signed) H.P.Lair, Treasurer.

"I beg to report that at the request of the University Treasurer I have audited his accounts for the period July 1st 1934 to March 31st 1935. In addition to checking the additions in the Cash Book and Ledger, the items in the Treasurer's statement of Liabilities and Assets as of March 31, 1935 have been examined and found correct. The Bank and Cash balances have been checked and the Fixed Deposit Receipts have been verified.

" The Treasurer's Report dated April 16th 1935 has been examined and the figures in it checked."

Ghoutsin, 18th April 1935.

(Signed) J.S.Harris.

D1127. BUDGET FOR 1935 - 36

The Treasurer presented the amended budgets of the schools and departments, pointing out that the item under receipts from fees in the Budget of the Schools of Arts & Science involved an increase, as recommended by the Executive Council, namely, that Tuition Fees be increased \$5 per term, and the present laboratory fees of \$3 and \$5 per course be doubled. It was also understood that the supplementary budget of the Rural Institute would be expended only if the extra funds were obtained.

Voted:- That the Budget be passed (as attached) with the following provisos:-

1. That in no department shall any expenditure be incurred in excess of the budget;

2. That if there be any failure to secure in fees or otherwise the budgeted receipts, or any failure to effect the savings proposed, the Treasurer be authorized in consultation with the Deans to reduce the expenditure in order not to exceed actual receipts.

D1128. ARTS & SCIENCE FACULTIES

Dr. T. K. T'an, Acting-Dean of the Colleges of Arts & Science, reported that in view of the heavy cuts necessary to balance the Arts & Science budgets, the Faculties of the two Colleges had met and agreed to carry on even though it appears that heavy reductions in salaries will be necessary.

The Directors wish to place on record an expression of appreciation of the spirit of self-sacrifice and cooperation shown by the faculties of the Arts & Science Schools in their determination to maintain these schools at any cost to themselves.

D1129. CURRENT EXPENSES

Voted:- That the University treasurer be authorized to make temporary use of Scholarship Funds up to \$12,000 at 5 per cent interest, and to draw in advance on the A.P.M.N. grant for 1935/36 up to \$9,000 to meet current expenses during the next three months.

D1130. CAMPAIGN FOR FUNDS

Voted:- That a Committee of five be appointed, consisting of Messrs Davies, Z.V.Lee, T.C.Chang, F.C.Cheng and H.L.Yee (Mr. Davies Convener) to conduct an intensive campaign for funds for Cheeloo University. The Committee shall have power to coopt other members. It is understood that preparations

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will be completed during the next two months and the campaign will start in July.

D1131 VOTE OF CONFIDENCE

The Board has had brought to its notice certain reports of rumoured misuse or misappropriation of University funds. After careful investigation of the audited financial report of the Treasurer the Board finds that there is no ground for such rumours but that the Treasurer has acted in complete accordance with the Board's regulations as set forth in D980. The Board hereby records its entire confidence in the work of the Treasurer, the qualifications of the auditor and the integrity of the financial administration.

D1132. BRITISH SECTION MINUTE 461

Voted:- That we request the Associate President to enquire of the British Section whether they are satisfied with the statements received regarding the finances of the University or whether they still desire action in accordance with their Minute BS 461.

D1133. PRESIDENCY

Mr. T. C. Chang and Mr. Davies presented a report of their interview with Mr. Liu Shu Ming. Mr. Liu is an alumnus of Cheeloo University, and after graduation spent five years in the work of the Y.M.C.A. in Tsinan. Following this he went to America where he received his B.A. from Wooster, Ohio. From 1924-28 he studied in Harvard and received his Master's degree in International Law. Since his return from America Mr. Liu has taught in the North-eastern University at Mukden and later in several government universities in Peiping.

Voted:- That Mr. Liu Shu Ming be invited to be President of Cheeloo University. (Carried unanimously)

D1134. PRESIDENT & RURAL LEADERSHIP PROGRAMME

Voted:- That we respectfully call the attention of the new president to actions (FBM 804, 895a, D985, 1074, 1092 and 1097) affirming our adherence to the Correlated Programme and planning a policy aiming at the training of our graduates for leadership in Rural Service.

D1135. ASSOCIATE PRESIDENT

The Board has received information that the Rev. L. J. Davies reaches the age of retirement in November of this year and has been granted leave by his mission from the end of June, and therefore he requests the appointment of a successor in the office of Associate President.

This Board desires to place on record its grateful appreciation of the devoted services of Mr. Davies as Associate-President through the last five critical years in the life of

the University. We express to Mr. and Mrs. Davies our hope that the coming years of their well-earned retirement may be rich in peace and joy, and our confidence in their continued interest and help in the progress of the University.

Voted:- That this Board resolves that the question of the appointment of a successor to Mr. Davies be left over to the next meeting of the Board.

D1136. REORGANIZATION OF BOARD OF DIRECTORS.

Voted:- That in accordance with the Revised Regulations for Private Schools the following revised By-laws be submitted to the Ministry of Education and to the Board of Governors:-

BY-LAWS OF THE BOARD OF DIRECTORS
CHEELOO UNIVERSITY

Section 1. Name

The name of the Board shall be the Board of Directors of Cheeloo University (Ssu Li Cheeloo Ta Hsueh Hsiao Hsiao Tung Hui).

Section 2. Purpose

In accordance with Chapter 2 of the Revised Regulations for Private Schools promulgated in November 1933 by the Ministry of Education, the Board of Directors shall be responsible for the general management of the University.

Section 3. Founders

The Founders are the association in the West representing the missionary societies which join in the support of the University. The Founders shall be represented on the Board of Directors as provided for in Section 4 of these By-laws.

Section 4. Composition of Board

The Board shall consist of 15 members. At least two-thirds of the members shall be Chinese. One-third may be of Western nationality.

The Founders shall have seven representatives distributed in the following way:-

The American Presbyterian Mission (North) and the American Presbyterian Mission (South) conjointly one Chinese and one foreigner. The English Baptist Mission, the London Mission and the English Methodist Mission conjointly one Chinese and one foreigner, it being understood that the English Baptist Mission shall have one representative. The Society for the Propagation of the Gospel one, either Chinese or foreign. The United Church of Canada Mission and the United Church of Canada Women's Board conjointly one, Chinese or foreign; and the Women's Foreign Missionary Society, one woman, Chinese or foreign.

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The Alumni shall have three representatives, one being a medical graduate.

The General Assembly of the Church of Christ in China shall have one representative.

All the above-mentioned representatives shall be elected by their respective groups.

The remaining four members shall be coopted by the Board.

Any cooperating missionary society not directly represented on the Board may send one representative to sit at Board meetings as a corresponding member without vote.

Section 5. Qualifications of Members

All members of the Board shall be members in good standing of some evangelical church.

Not less than four members shall be trained educationalists or persons with experience in the administration of schools.

At least one member shall be a woman and at least one member shall be a member of the medical profession.

No member of the University staff shall be eligible for membership on the Board.

Section 6. Term of Office

The period of service for members of the Board shall be three years, beginning from July 1st. At its first meeting after reorganization the members of the Board shall divide themselves into three sections to serve for one, two and three years respectively. Members shall be eligible for re-election. In case a person who has agreed to serve as a director fails to attend two consecutive meetings, without sufficient excuse, his place shall be considered vacant. Vacancies among the members elected by bodies other than the Board may be filled temporarily by the Board at any meeting until a new member has been regularly elected.

Section 7. Officers

There shall be a chairman and a secretary. The Chairman shall be elected annually at the summer meeting of the Board from among its membership. He shall be a Chinese. The President of the University shall serve as secretary. The President and the Associate-President of the University, while not members of the Board, shall attend all meetings and shall have all privileges of the floor except the right to make motions and to vote.

Section 8. Meetings

There shall be two regular meetings of the Board each year - a summer meeting held at the University shortly before the end of the school year, and a winter meeting.

Eight members shall constitute a quorum.

The chairman may call special meetings of the Board at his discretion and he shall call a special meeting on the written request of five members of the Board.

Section 9. Special Majorities

The election of a president shall require the approval of at least ten members of the Board. The approval of the annual budget, of amendments to these by-laws, and the election of coopted members of the Board shall require a vote of two-thirds of the members present at the meeting when action is taken.

Section 10. Amendments

These By-laws may be amended only at a regular meeting and on the proposal of three voting members of the Board. The proposed amendment shall be mailed by the secretary of the Board to each member not less than one month before the meeting at which the amendment is to be voted on.

D1137. PROMOTION WORK

Voted:- That we recommend to the American Section of the Board of Founders that advantage be taken of the presence in America during the ensuing year of Dr. C. A. Stanley, the Rev. W. B. Djang, Dr. R. T. Shields and Mr. Chang Kwei to have them engage in promotional work on behalf of the University.

D1138. GRADUATES

Voted:- That the president be authorized to issue diplomas to those students who meet the conditions for graduation and are recommended by the faculties and the Executive Council, the names to be reported and entered in the minutes of the next meeting of the Board.

D1139. APPOINTMENTS

The acting-president reported the following appointments:-

- Dr. Kiang to be Dean of Medicine.
- Dr. Shields to be Associate-Dean.
- Dr. L. M. Ingle to be Acting Associate-Dean during the furlough of Dr. Shields.

D1140. SINOLOGICAL RESEARCH INSTITUTE REGULATIONS

Voted:- To approve the following regulations for the Sinological Research Institute:-

1. Name - Cheeloo University Sinological Research Institute
2. There shall be a director and a co-director appointed by the President.
3. The purpose of the Institute is "to conduct and provide research, instruction and publication in the culture of China." (quoted from H.Y.I. Certificate of Incorporation).
4. The director and co-director shall prepare a budget of the Harvard-Yenching restricted funds to carry out this purpose.
5. The institute shall direct the work of those paid from this fund.
6. When the time of a member of the institute is loaned to a department for teaching work the director and co-director shall consult with the Dean of the college and head of the department with regard to the amount of teaching to be done and the nature of the courses taught in order to carry out the purpose of the institute in conducting research and raising the standard of undergraduate instruction in Chinese cultural subjects.
7. Each member of the institute shall prepare manuscripts embodying the results of his research to be handed in before the end of each academic year. He shall also hand in such report on his instructional work as is required by the Harvard-Yenching Institute in Cambridge, Massachusetts.
8. The Institute shall "explore, discover, collect and preserve objects of culture and antiquities" (quotation from Certificate of Incorporation) and supervise the museum in which they are kept.
9. The co-director shall be responsible for preparing a report of the work of the Institute in English, to be in the hands of the Harvard-Yenching Institute headquarters Cambridge, Mass. U.S.A. by October 1 of each year. This shall include a complete financial statement.
10. The research work of the institute shall be published in books, monographs or as articles in the Cheeloo Bulletin of Sinological Studies (Kuo Hsueh Hui Pien) or the Cheeloo University Journal, which shall both be edited by the Institute.
11. It shall be the duty of the director and co-director to consult with and advise the President with regard to the personnel to be employed on the staff of the Institute in order that an adequate research staff may be maintained.

ADJOURNMENT.

REVISED BUDGET 1935-36

4/27/35

GENERAL ADMINISTRATION

EXPENDITURES

Salaries paid by Missions	12,000
President (Salary 4800, Ent. 480, House Rep. 100)	5,380
Dean of Women	2,940
Party & Military Instructor	1,000
Board of Directors	500
Entertainment	300
Publicity	800
Registrar & Office Assistance	3,600
Supplies	150
Printing & Stationery	800
Postage & Telegrams	400
Office Boys	400
Travel	500
Contingent	370
McCormick Repairs	150
Cleaning	50
Heating	400
Lighting	100
Water	100
Insurance	30
Religious Services	80
Campus	1,000
Public Services	650
Taxes	250
Model Village	100
Telephones	350
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	32,400

RECEIPTS

Mission Salaries A.P.M.N.	8,000
B.S.B.G.	4,000
A.P.M.N.	6,000
B.S.B.G.	1,000
Hall Estate	1,200
W.U. Hall Estate	1,200
Rents	500
School of Medicine	3,500
Schools of Arts & Science	7,000
	<hr/>
	32,400

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ARTS & SCIENCE SCHOOLS

EXPENDITURES

Office Expenses	300
Business Office	900
Printing & Stationery	75
Postage & Telegrams	75
Travel	150
Miscellaneous	270
Transfer to Gen. Administration	7000
Salaries provided by Missions	36000
Salaries provided by Schools	25000
Dept. Grants - Biology	900
Chemistry	2250
Physics	1125
Radio	1500
Chinese	150
Education	450
Mathematics	115
History	150
For Languages	150
Sociology	150
Pol.Sc. & Economics	150
Furniture & Equipment	350
Repairs	1700
Cleaning & Supervision	1700
Heating	1600
Lighting	2000
Water	1200
Insurance	330
Women's Dormitories	700

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RECEIPTS

A.P.M.N. grant to gen.expenditure	9000
" salaries & allowances	20000
B.I.S. grant	1300
For salaries & allowances	8000
S.P.G. grant	2165
For salaries & allowances	4000
U.C.C.M. grant	1275
For salaries & allowances	4000
Hall Estate	1200
Rents	2500
Fees	33000

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SCHOOL OF MEDICINE

4/13-26/35

EXPENDITURES

<u>A. ADMINISTRATION</u>		14,380
Secretary	1800	
Assistants	1380	
Office Expenses	1500	
Business Manager	5500	
Gen. Ad. (inc. 1/3 Pres. salary)	3500	
Students' Welfare	100	
Travel Suspense	600	
 <u>B. INSTRUCTION</u>		 121,735
Salaries paid by Med. School	28735	
Travel Suspense	1000	
Salaries paid by Missions	92000	
 <u>C. DEPARTMENTAL</u>		 10000
Anatomy	500	
Histology	500	
Biochemistry	1000	
Physiology	700	
Materia Medica	700	
Bacteriology	1500	
Pathology	2000	
Medicine	200	
Public Health	100	
Library	1600	
Pharmacology	400	
Surgery	50	
Technicians School	50	
Clerical Assistance	400	
Contingent	300	
 <u>D. MAINTENANCE</u>		 9,000
Repairs	1500	
Cleaning & Supervision	1800	
Heating	1800	
Lighting	1200	
Water	800	
Insurance	400	
Leonard Hall	500	
Residence Repairs	400	
 <u>E. TRANSFER TO HOSPITAL</u>		 3,000
		<hr/> 158,115

RECEIPTS

	<u>Salaries</u>	<u>Grants</u>	<u>Total</u>
A. P. H. N.	24,000	1,000	25,000
" Women	0	4,000	4,000
A. P. H. S.	8,000	250	8,250
B. H. S.	12,000	3,145	15,145
L. H. S.	4,000	1,420	5,420
U. C. C. M.	8,000	1,275	7,275
- Women	4,000	2,600	6,600
S. P. G.	12,000	1,875	13,875
W. H. H. S.	4,000	5,000	9,000
W. F. M. S.	16,000	5,800	21,800
B. S. B. G.	-	500	500

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	<u>Salaries</u>	<u>Grants</u>	<u>Total</u>
Rockefeller Grant			6,000
China Foundation Grant ..			14,000
Endowment Interest			750
Students' Fees			11,000
Reserves			3,500
Rents			4,000
	<u>92,000</u>	<u>26,865</u>	<u>158,115</u>

HOSPITAL

EXPENDITURES

Administration	5,540
Purchase & Issuance	200
Housekeeping	6,000
Laundry	3,250
Heat, Light, Power & Water	7,500
Repairs & Maintenance	5,000
Pharmacy Supplies & Salaries	20,000
Medical Supplies	15,000
" salaries	8,000
Doctors' food	3,000
Medical Records	1,800
Student nurses' food & housing	9,300
Nursing School	1,100
Head nurses	7,200
X-ray Department	4,500
Laboratories	3,200
Massage department	1,200
Kitchens	17,600
Private Patient Clinic	1,500
Hou-tsai-men Branch Clinic	800
Social Service Department	2,750
Evangelism	900
Charity	4,000
Miscellaneous (garage etc.)	1,000

RECEIPTS

In-patient bed fees	24,750
In-patient food fees	14,860
Sale of drugs, hospital	7,500
" " " O.P.D.	23,100
Surgical Operations, Hospital	8,300
" " " O.P.D.	2,040
Deliveries (Obstetrical)	4,470
Registration Fees (O.P.D.)	8,670
Treatments etc. in O.P.D.	5,650
X-ray fees	7,350
Laboratories - hospital fees	4,190
" " " O.P.D. fees	2,770
Massage department fees	2,250
Private Patient Clinic fees	5,340
Hou-tsai-men Branch Clinic fees	1,500
Donations (Samaritan Fund etc.)	1,000
Nursing School fees	2,000
Miscellaneous (garage etc.)	1,600
Subsidy from Medical School	3,000

130,340

SINOLOGICAL RESEARCH INSTITUTE

4/3-26/35

EXPENDITURES

1. General University Administration ...	nil
2. Teaching staff	8000
3. Book Purchases	1500
4. Library Administration (Sal. 2, Catal.)	1056
5. Research Projects (Sal. Res. Assts. 2760)	3000
6. Publication	1500
7. Museum Purchases	300
8. Museum Administration	100
9. Technical Equipment	300
10. Miscellaneous - Travel etc.	244
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	16000

RECEIPTS

Total receipts from New York Treasurer G\$6315.79 16000 Mex

AUGUSTINE LIBRARY

EXPENDITURES

Salaries of Librarian & Assistants	1590
Books	310
Periodicals	200
Current Supplies	200
Binding & Repairs	100
Maintenance	950
	<hr/>
	3350

RECEIPTS

Augustine Church	2500
B.S.B.G.	600
Hall Estate	250
	<hr/>
	3350

RURAL INSTITUTE

EXPENDITURES

Public Health	2240
Nurse for Lungshan Clinic	540
Drugs and supplies	600
Travel	100
Equipment	1000
Agriculture	300
Fertiliser tests	300
Education and Cooperatives	1398
Director of Community Education ...	660
Supplies	200
Assistant	240
Library	150
Grant to three village schools ...	148
Home-making (contingent on grant from W.F.M.S.)	3000
Home economist	1800
Village worker	360

Travel	100	
Library printing, pub. material.....	150	
Project expenses	240	
Administration		1502
Lungshan - clerk and treasurer	480	
labourer	120	
rents	210	
Cheeloo - clerk (part time)	240	
office expenses	100	
		<hr/>
		8440

RECEIPTS

Cheeloo University, Hall Estate	500	
Women's Hall Estate	500	
A.P.M.N.	700	
" Transfer from		
School of Theology	800	
Public Health Equip.	1000	
University of Nanking, extension	740	
Bureau of Agricultural Research	300	
Dispensary & clinic receipts	700	
Sale of agricultural products	200	
W.F.M.S. of Methodist Epis. Church ...	3000	8440
		<hr/>

SUPPLEMENTARY BUDGET
(Items for which support may be sought)

Public Health		2680
Nurse for Maternity and Child Welfare	900	
Maternity centre	1000	
Doctor at Lungshan	780	
Agriculture & Cooperative Societies		1280
Specialist in charge	840	
Travel and supplies	200	
Assistant	240	
Religious Education Worker		1000
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		\$4960

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UNIVERSITY OF MICHIGAN

(Items 1-7 which appear on page 1)

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SHANTUNG
CHEELOO SCHOOL OF THEOLOGY

Minutes of the Annual Meeting of the Board of Directors
April 25th 1935

INDEXED

The Annual Meeting of the Board of Directors of the Cheeloo School of Theology was convened on April 25th, 1935, at 10.30 a.m. in the School of Theology Building.

Members Present

Prin. Chas. A. Stanley	Ex officio
Rev. H. R. Williamson	E.B.M.
Rev. G. K. King	U.C.C.M.
Mr. Li Shih-Ta	Alumni
Mr. Liu Yu-T'an (afternoon) ...	N.C.K.L.H. (Amer.Bd.)

The meeting was opened by Dr. Stanley who led in prayer.

- 35-1. Dr. H. R. Williamson was elected Chairman.
- 35-2. S.T.Li was elected Chinese Secretary and G.K.King was elected English Secretary.
- 35-3. The report of the Principal was received and adopted.
- 35-4. The Financial Report for the year 1934-35 was received and adopted.
- 35-5. The Budget for the year 1935-36 was adopted as appended.
- 35-6. Voted:- That we approve of the absence of Dr. G.A.Stanley in America during the coming year in the interests of the School of Theology
- 35-7. Voted:- That we ask the North China Mission of the A.B.C.F.M. to approve of the furlough of Dr. Stanley beginning in the summer of 1935.
- 35-8. Voted:- That Mr. S.C.Lo be appointed Acting Principal.
- 35-9. Voted:- That Sabbatical year leave be granted to Mr. W.B.Djang during 1935-36 for study in the United States.
- 35-10. Voted:- That, in case the Canadian Board, U.C.C., grants a substitute salary to the School of Theology upon the retirement of Dr.R.A.Mitchell, Dec.31, 1935, we invite Dr.C.Y.Ch'eng to join the Faculty of the School of Theology in the position of Principal as from Jan. 1st 1936.
- 35-11. Voted:- That the following students be granted the degree of B.Th. provided they will have completed satisfactorily the required course of study by June 14th 1935:-

Mei Wei-Pan	P'eng Shou-Yen
Shan Lun-Li	Hsu Yao-Hua
Liu Chih-Chun	Miss Ch'en Ch'ing-Yun

APR 25
1935

Dr. Stanley retired from the meeting and Mr. Lo was appointed Chairman.

35-12. Voted:- That we request the Council of the North China Kung Li Hui to re-appoint Dr. Stanley to the staff of the School of Theology upon his return from furlough in 1936.

ADJOURNMENT.

BUDGET 1935 - 1936

EXPENDITURES

A. ADMINISTRATION:		D. KUMLER CHAPEL	500
a. Office Expenses	75	E. MAINTENANCE:	
b. Printing	125	a. Furniture & Equipment	100
c. Copyist	240	b. Repairs & Upkeep	350
d. Stationery	25	c. Cleaning & Supervis.	450
e. Postage, Telegrams	35	d. Heating	500
f. Travel	275	e. Lighting	225
g. Scholarship	150	f. Water	135
h. Contingent	150	g. Insurance	135
i. General Upkeep	175	h. Public Services	75
j. Office Help	60		
	<u>1310</u>		<u>1970</u>

B. INSTRUCTION:

a. Chinese Sals. pd by School	8520
b. Mission Salaries	24000
	<u>32520</u>
c. BOOKS & MAGAZINES ..	700

SUMMARY:

A. ADMINISTRATION	1310
B. INSTRUCTION	32520
C. BOOKS & MAGAZINES	700
D. KUMLER CHAPEL	500
E. MAINTENANCE	1970

Total 37000

RECEIPTS

B.M.S. Grant	1000		
On salary	834		
For. sal. & Allowance	6000		
U.C.C.M. Grant	1170		
Salary & Allowance	6000		
ABCFM Grant	2000		
For. sals & allowances	12000		
Student Fees	1000		
Eng. Services Committee	200		
Rents	1200		
Literature Fund	1200		
Salary cuts 10%	852		
Reserves	3544		
	<u>3544</u>	Total	37000

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MAY 1 1935
SCHOOL OF THEOLOGY

APR 25
1935

Dr. Stanley retired from the meeting and Mr. Lo was appointed Chairman.

35-12. Voted: - That we request the Council of the North China Kwang Li Hui to re-appoint Dr. Stanley to the staff of the School of Theology upon his return from furlough in 1936.

ABJOURNMENT.

BUDGET 1935 - 1936

EXPENDITURES		ADMINISTRATION:	
D. KUMLER CHAPEL	500	a. Office Expenses	
E. MAINTENANCE:		b. Printing	
a. Furniture & Equipment	100	c. Copyist	
b. Repairs & Upkeep	350	d. Stationery	
c. Cleaning & Supervia.	450	e. Postage, Telegrams	
d. Heating	500	f. Travel	
e. Lighting	325	g. Scholarship	
f. Water	135	h. Contingent	
g. Insurance	135	i. General Upkeep	
h. Public Services	75	j. Office Help	
		Total	1310
	1970		
SUMMARY:		E. INSTRUCTION:	
A. ADMINISTRATION	1310	a. Chinese Salaries by School	24000
B. INSTRUCTION	32250	b. Mission Salaries	32250
C. BOOKS & MAGAZINES	700		
D. KUMLER CHAPEL	500		
E. MAINTENANCE	1970		
Total	37000		

RECEIPTS

Reserves	3244	B.M.S. Grant	1000
Salary cuts 10%	825	ON salary	834
Literature Fund	1200	For. sal. & Allowance	6000
Rents	1200	U.C.M. Grant	1170
Eng. Services Committee	200	Salary & Allowance	6000
Student Fees	1000	Grant	2000
		For. sal. & Allowance	12000
		Grant	2000
			1000
			200
			1200
			1200
			825
Total	37000		

RESERVES
UNIVERSITY
JUN 1 1935
SCHOOL OF THEOLOGY

SHANTUNG

FIRST MEETING OF THE REORGANIZED BOARD OF DIRECTORS

January 30, 1936

Tsinan, Jan. 30, 1936

INDEXED

		<u>Alternates</u>	
MEMBERSHIP:	APMN & APMS	*Dr. P. R. Abbott Dr. James Yen	Dr. R. A. Torrey *Mr. H. D. Ts'ui
	ENM, MMS & LMS	*Dr. H. R. Williamson Dr. H. T. Chiang	Rev. H. Payne
	UCC	*Rev. G. K. King	Miss Shipley
	WMS	*Miss H. H. Tseng	Miss Studley
	SPG	*Bishop Scott	
	Alumni	*Mr. Kuo Chin-nan Mr. Chang Ta-chen *Mr. Wu K'e-ming	
	C. C. C.	*Dr. H. H. Ts'ui	
	Co-opted	Dr. H. H. Kung *Mr. Z. V. Lee *Dr. Y. Y. Tsu Dr. Y. T. Tsur	
	President	*Mr. S. T. Liu	

Those members whose names are marked * were present, and also Miss Shipley as an associate member without vote. The Treasurer, Dr. Ingle and Dr. Carson were invited to be present during the presentation of the budget.

D.1145. MINUTES PASSED BY CIRCULATION

Voted:- That the Tsinan elected members of the Board form a nominating committee to nominate four coopted members.

Voted:- That the following be coopted for a term of three years on the Board of Directors:-

Dr. H. H. Kung
Dr. Y. Y. Tsu
Mr. Z. V. Lee
Dr. Y. T. Tsur

D.1146. CHAIRMAN & MINUTE SECRETARY

The meeting was called to order by the Secretary, President Liu, and after prayer by Bishop Scott, nominations for a chairman and minute secretary were called for

Chairman: Dr. Y. Y. Tsu
Minute Secretary: Miss Hickson

1/30/36

D1147. AMENDMENTS TO BYLAWS OF THE BD. OF GOVERNORS

Voted:- To approve the amendments to the Bylaws of the Board of Governors relative to the Functions of the Board, as proposed in Minute G-207 of September 26, 1935.

D1148. ADVISOR FOR THE RURAL PROGRAMME

The Board heard with regret of the death of Dr. Butterfield, whom they would have been glad to welcome to Cheeloo as advisor for the Rural Programme, in accordance with the minute of the Executive Council already passed. After discussion it was

Voted:- That we request the American Section to nominate a successor to Dr. Butterfield whom they can send to study the Cheeloo situation and the rural situation in China, with a view to arriving at definite proposals as to what the Rural Programme should consist of and what action may be taken in that direction; that in considering the question of personnel we would suggest to the Board the name of Dr. Hume.

D1149. BYLAWS OF THE BOARD OF DIRECTORS

The bylaws as revised by the Ministry of Education were submitted. The only important change was noted to be the omission of clauses 1 and 3 of Section 5.

Voted:- That clauses 1 and 3 of Section 5 be included in the separate regulations governing the method of representation under Section 4.

D1150. BREAKAGE DEPOSIT

Voted:- That in line with the practice in other universities in China, beginning with the autumn of 1936 the general breakage deposits for all students be a single deposit of \$10, to be paid upon entering, with no refund to be made until graduation, it being understood that charges for actual breakages in any year be paid at the beginning of the following school year.

D1151. STUDENT HEALTH

Voted:- That the recommendations of the Executive Council regarding Student Health Service be accepted as follows:-

1. That definite medical service be planned for non-medical University students, which will be free from specific fees, and that the cost be met by a "Medical and Health Fee" to be paid by each student at the beginning of each term.

2. That the service offered without additional charge be as follows:-

Entrance physical examination, including fluoroscopic examination of the chest.

Daily clinic on the campus at times convenient for students. Simple dressings will be done here and certain drugs given free of charge.

1/30/36

Free O.P.D. "special registration" for those recommended by the College Physician.

Free outcalls to see students sick in their rooms.

For students more seriously ill, free hospitalization for one week (operations, X-rays and expensive drugs will be charged however) in ward beds.

Free vaccinations.

3. That the following be accepted as a tentative budget for this work during 1936-37:-

School Physician @ \$60 per month	\$720	
Office equipment and upkeep	150	
Drugs and surgical supplies	200	
Vaccinations	30	
O.P.D. special registration	40	
Entrance examinations and fluoroscope	60	
Hospitalization - 40 students @ \$10	<u>400</u>	\$1600

4. That this budget be met by a charge to students of a Medical and Health fee of two dollars a term.

5. That the School of Theology be invited to join in this plan.

6. That this budget be carried by the General University.

D.1152. BUDGET FOR 1936-37

A tentative budget was presented and discussed but official action was deferred until the June meeting, when the various schools are requested to present balanced budgets. In the meantime the following actions were taken:-

a. Medical School Budget

Voted:- That we request Dr. Shields to do what he can while in the U.S.A. to raise funds for current expenses in the Medical School.

b. Hospital Budget

Voted:- That the Board request permission to use the income on that portion of the Hospital Building Fund temporarily held in reserve for endowment purposes, to meet the deficit on the Hospital Budget.

c. Rural Institute

Voted:- That we request the Public Health Department of the Medical School to take over responsibility for the Lungshan health work.

D.1153. FINANCIAL CAMPAIGN

Voted:- That a small committee of this Board be set up to assist the President in raising funds; that the amount aimed at be \$10,000 a year for three years from the Cheeloo alumni, and \$10,000 a year for three years from other Chinese sources; that publicity material be prepared, making use of that already

1/30/36

available in the appeal to the British Boxer Indemnity Committee.

The following committee was appointed: The Chairman of the Board, the President, Mr. H.D.Ts'ui, Mr.Z.V.Lee and Dr.Williamson.

Voted:- That the Chairman of the Board in conjunction with the Secretary write a letter to the Board of Governors informing them that the internal situation of the University is more hopeful than it has been for a long time, and asking for their sympathetic support as we seek to secure financial aid for Cheeloo.

D.1154. FURLOUGH OF MISS RUSSELL

Voted:- That we approve of Miss Russell taking her furlough in the fall of 1935, and invite her back to resume her position in the Rural Institute.

D.1155. OFFICERS AND COMMITTEES

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

Chairman:	Dr.H.H.Kung
Vice-chairmen:	Dr.Y.Y.Tsu
	Mr.Z.V.Lee

Chinese Members of the Bd. of Governors:	Dr.C.Y.Ch'eng
	Dr.Y.Y.Tsu
	Dr.Y.T.Tsur

Finance & Property Committee:	Bishop Scott
	Dr. Williamson
	Dr. Abbott

D.1156. CONSULTATIVE COMMITTEE

Voted:- That a Consultative Committee of the Board be set up, composed of those members of the Board of Directors residing in Tsinan and the vicinity.

D.1157. WELCOME TO THE PRESIDENT

Voted:- That the Board of Directors at its first meeting since the appointment of Mr. Liu Shu-ming as President of the University, desires to extend a hearty welcome to Mr. Liu, and to express its grateful appreciation of the way in which he has already taken up his work, and of the help he has given to the Board at its present meeting.

D.1158. INAUGURATION CEREMONY

Voted:- That an Inauguration Ceremony for President Liu be held at the time of the next Commencement, the arrangements to be made by the Consultative Committee of the Board.

After prayers of thanksgiving by two members of the Board the meeting ADJOURNED.

SHANTUNG

INDEXED

June 20, 1936

8/20/36
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Minutes of the Summer Meeting of the
BOARD OF DIRECTORS

of

CHEELOO UNIVERSITY

June 20th, 1936.

PRESENT: Mr. Chang Ta-ch'en, Dr. Ch'en Ch'ung-shou (alt. for alumni), Rev. K. Johnson (alt. for Bishop Scott), Rev. G. K. King, Miss R. Lefforge (proxy for Miss Tseng), Rev. R. A. Torrey (alt. for Dr. Abbott), Mr. H. D. Ts'ui, Dr. H. R. Williamson, Mr. Wu K'e-ming, and President Liu.

D.1159. CHAIRMAN

In the absence of the Chairman of the Board and of the two vice-chairmen, nominations for a chairman for the meeting were called for. Dr. H. R. Williamson was appointed chairman.

D.1160. REPORTS OF ADMINISTRATIVE OFFICERS

The following reports, having been previously circulated to members of the Board, after opportunity had been given for questions to be raised, were adopted:-

- President' Report
- Reports of the Deans of Arts & Science
- the Dean of Medicine
- the Registrar
- the Dean of Women
- the Hospital Superintendent
- the Director of the Rural Institute
- the Harvard-Yenching Institute
- the Library
- the Treasurer's preliminary financial report.

Arising out of discussion on the reports the following motions were passed:-

D.1161. MINUTE OF APPRECIATION

Voted:- That the Board of Directors wish to record their thanks to the President and Administrative Officers for their efficient and loyal services in maintaining the institution during the past year. Special thanks are due to the President in this connection. His efforts towards improving the financial status of the University have met with considerable success and it is largely due to him that we are able to record improvement also within the University, the spirit of cooperation and loyalty to the administration having been noticeably strengthened. The outlook for the future is brighter than it has been for some years.

6/20/36

D.1162. SPECIAL FINANCIAL ASSISTANCE

Voted:- That the Board of Directors wishes to record on these minutes a hearty vote of appreciation to the Women's Board of the United Church of Canada for their generous financial help during the past year, and also to those individuals and organizations in China who have so liberally contributed special financial gifts.

D1163. HOSPITAL ACCOMMODATION

Voted:- That the Board notes with satisfaction the great usefulness of the new hospital, particularly during the period of flood refugee work; the Board would point out, however, the desirability of increasing in some way the accommodation for first-class private patients.

D.1164. NON-COOPERATING MISSIONS

On consideration of the Registrar's report it was noted that several of the missions which have a considerable number of students in the University make no financial grant nor support any member of the University staff:

Voted:- That a letter be written to these Boards drawing attention to the above facts in the hope that they may see their way to make some contribution towards the relief of the financial stringency of the University.

D.1165. ADVISOR FOR THE RURAL WORK

Voted:- That the Board, having heard of the possibility that Dr. H. H. Love might be willing and able to come to Cheeloo as advisor for the Rural Programme, expresses its gratification at this news and extends a cordial welcome to Dr. Love.

D. 1166. REPORT OF NOMINATING COMMITTEE

The following nominations for the year 1936-37 were adopted:-

- Chairman: Dr. H. H. Kung
- Vice-chairmen: Dr. Y. Y. Tsu
Mr. Z. V. Lee
- Chinese Members of the Bd. of Governors: Dr. C. Y. Ch'eng
Dr. Y. Y. Tsu
Dr. Y. T. Tsur
- Finance & Property Committee: Bishop Scott
Dr. Williamson
Dr. Abbott

6/20/36

Roster of Members:

Retiring June 30, 1937 Retiring June 30, 1938 Retiring June 30, 1939

Mr. H. D. Ts'ui	Dr. Y. Y. Tsu	Dr. H. H. Kung
Dr. H. H. Ts'ui	Mr. Z. V. Lee	Dr. Y. T. Tsur
Miss H. H. Tseng	Dr. H. T. Chiang	Mr. C. N. Kuo
Rev. G. K. King	Dr. P. R. Abbott	Dr. H. R. Williamson
Mr. T. C. Chang	Mr. K. M. Wu	Bishop T. A. Scott

D.1167. TREASURER'S REPORT

Voted:- That in adopting the Treasurer's Report the Board express their gratitude to the teachers of the Colleges of Arts and Science for their sacrificial efforts which have made possible the maintenance of the work of these colleges during the past year.

D. 1168. AUDITOR

Voted:- That the Board invite Mr. Fred Boulton of the Commercial settlement in Tsinan to audit the Treasurer's accounts for the year 1935-36.

D.1169. DORMITORY FEES

Voted:- That dormitory fees be increased to \$14 per session for women students, medical, pharmacy, and massage students and technicians.

D.1170. UPKEEP OF BUILDINGS

Voted:- That the Board ask the President and the Treasurer to secure an estimate of the amount required to put out present buildings into a sound state of repair, and that the Finance and Property Committee take such steps as are necessary to secure the funds for carrying out the work.

D.1171. BUDGET FOR 1936-37

Voted:- That the budget as attached be accepted with the following provisos:-

a. That the Board accepts responsibility in the case of the Medical School budget only up to the limit of the budgeted receipts of \$158,389, but approves the expenditure of the additional \$9,451 if this amount is received during the year.

b. That in the case of the Library Budget expenditure up to \$3640 only is approved, unless the deficit of \$425 can be made up during the year by other receipts.

D.1172. FURLOUGHS

a. Mrs. Yui.

Voted:- That in response to the Governors' telegram regarding Mrs. Yui taking a trip to America for publicity work the Dean of Women be granted a year's leave of absence for this purpose.

6/20/36

b. Dr. Smyly.

Voted:- That Dr. H. J. Smyly be allowed to take six months of his furlough commencing June 1936 and the remainder at a later period.

c. Rev. J. M. Menzies

Voted:- That in accordance with the rules of his mission the Rev. J. M. Menzies' furlough be approved, beginning June 1936, and that he be invited to return to the University at the expiration of his furlough.

D.1173. STAFF APPOINTMENTS

The President reported the arrival of Dr. Lois Witham, who was appointed some time ago by the W.F.M.S. of the Methodist Episcopal Board, and also the appointment by the English Methodist Missionary Society of Dr. Stanley Prescott, who is expected to arrive in China in the autumn. The Board expressed gratification at these additions to the medical staff.

D.1174. EXTENSION DEPARTMENT

Voted:- That a University Extension Department be organized on the following lines:-

FUNCTIONS

1. That an Extension Department of the University be organized to correlate the various extension activities of existing University departments and to promote cooperation in University extension work with other interested organizations.

NAME

2. That this department be termed Cheeloo Ta Hsueh T'ui Kuang Pu, or in English Cheeloo University Extension Department.

OFFICERS

3. That for the present the President of the University be head of this department with Dr. Carson as executive secretary. At the same time plans should be made for securing as early as possible a Chinese as Executive Secretary.

INTRA-UNIVERSITY COOPERATION

4. That the following University Departments be requested to co-operate:- (i) the Public Health Department of the School of Medicine; (ii) the Radio Broad-casting Service; (iii) the Agriculture Experiment Stations; (iv) the Rural Institute.

EXTRA-UNIVERSITY COOPERATION

5. That the following extra-university organizations be invited to cooperate:- (i) the Institute (Kuang Chih Yuan); (ii) the Literature Department of the North China Christian Rural Service Union (that is, T'ien Chia Pao Sheh); (iii) the Shantung Provincial Christian Rural Service Union; (iv) the Cheeloo School of Theology.

FINANCE

6. That each of the cooperating departments and organizations be financially responsible for its share of the work done.

D.1175. CANDIDATES FOR DEGREES:

a. Voted:- That the list of Arts Graduates recommended for degrees be approved as follows:

Wei Tsin-nien, Chang Chien-hou, Chang Ch'uan-wen, Ch'eng Shih-chieh, Chin Tze-chu, Wang Wen-ping, Hsu Chen-yi, Jen Yung-nien, Ko Yen-nien, Li Ch'ang-sheng, Sun Chen-ho, T'ao Ching-yuan, T'ien T'ing-fang, Ts'ao Fu-yin, Tu Chieh-ying, Wang Li-chin, Wang Ping-heng, Wang Yun-p'ei, Ch'en Yu-fang (Miss), Hsu Shao-fang (Miss), Li Hsiu-hwei (Miss), Yang P'ei-chih (Miss).

b. Voted:- That the list of Science Graduates recommended for degrees be approved as follows:

Chang Ta-fu, Ch'en Lo-chen, Ch'eng T'ing-fang, Chia Wei-teh, Chia Ying-ling, Chow Ch'ang-ling, Chu Hsien-hsi, Hsu Nai-shan, Hsu Wen-ch'eng, Hsu Yu-sheng, Liu P'ei-chow, Liu Hsi-chi, Mu Kwang-hsin, Pi Yu-hua, T'ung Shih-kou, Wang Ming-teh, Wu Mao-ch'uan, Chu Yi-min (Miss), Kou Yuan-feng (Miss), Luan Ju-hu (Miss), T'ien Pao-yun (Miss).

c. Voted:- That the list of Medical Graduates recommended for degrees be approved as follows:

Chang Kuan-ying, Chang Tun-jen, Chao Shih-shun, Chow Yu-san, Feng Lan-fen, Hwang Fu-shao, Ku Huan-ch'ang, Kou Teh-lung, Liang Ch'i-hsuan, Liu Ch'u-fei, Liu Hsi-kung, Wang Wei-tseng, Yang Chung-ta, Chang Chao, Chow Mei-lin (Miss), Wang Feng-min (Miss), Luan Ju-lien (Miss).

D.1176. MEMORIAL MINUTES

a. Dr. J. D. MacRae - The Board has heard of the recent death of Dr. J.D.MacRae with the deepest regret. In 1919 he was appointed by the Canadian Presbyterian Mission to the staff of the Theological School, and in the following year he was elected to the Deanship. From 1925 to 1927 he was called upon at frequent intervals to assume the position of acting-president of the University, and in the latter year was unanimously elected to the Presidency. Unfortunately ill-health demanded his return to Canada later on in that year, and he was unable to return to China again.

During his term of office in the above positions Dr. MacRae made a great contribution to the maintenance and progress of the University and Theological School. His loyalty to duty, his sound scholarship, his administrative ability, his patience and persevering spirit, his kindly consideration, and balanced judgment, enabled him to fill his offices with dignity and credit, and we cannot but feel a deep sense of loss at his passing. We also extend deep sympathy to Mrs. MacRae and her three children.

b. Mr. P. C. Cassat - The Board has heard with deep regret of the death of Mr. P.C.Cassat who was the treasurer of the University from 1917 until he was compelled to return to America because of ill health in 1923. This was the period of material expansion with much building and construction taking place on the new Tsinan campus. Mr. Cassat's services, both in uniting and organizing the accounts of the colleges, and in the detailed oversight which he gave to much of the building, were invaluable. The Board records its sincere appreciation of his services to Cheeloo and expresses to Mrs. Cassat and the family its deep sympathy.

Appendix
6/20/36

PROPOSED BUDGET 1936-37

GENERAL ADMINISTRATION

RECEIPTS

A.P.M.N.	\$6,000
E.B.M.	210
B.S.B.G.	
Hall Estate	2,500
H.E.Women	2,770
Arts & Science	7,000
Medicine	3,500

21,980

EXPENDITURES

Toward Deficit	350	<i>16</i>	<i>X</i>
President	5,380	<i>12</i>	<i>X</i>
Dean of Women	2,940	<i>12</i>	<i>X</i>
Party & Military Instructor	1,200	<i>40</i>	<i>X</i>
Administrative Body	500	<i>16</i>	<i>X</i>
Entertainment	300	<i>14</i>	<i>X</i>
Publicity	1,000	<i>56</i>	<i>X</i>
Office Assistance	4,000	<i>22</i>	<i>X</i>
Supplies	150	<i>14</i>	<i>X</i>
Printing & Stationery	800	<i>14</i>	<i>X</i>
Postage & Telegrams	500	<i>16</i>	<i>X</i>
Office Boys	400	<i>20</i>	<i>X</i>
Travel	500	<i>56</i>	<i>X</i>
Contingent	350	<i>56</i>	<i>X</i>

McCormick Repairs	150	<i>34</i>	
Cleaning	50	<i>34</i>	
Heating	400	<i>34</i>	
Lighting	100	<i>36</i>	
Water	100	<i>36</i>	
Insurance	30	<i>36</i>	<i>X</i>

Religious Services	80	<i>44</i>	<i>X</i>
Campus	1,000	<i>34</i>	<i>X</i>
Public Services	1,000	<i>44</i>	<i>X</i>
Taxes	250	<i>26</i>	<i>X</i>
West Village	100	<i>26</i>	<i>X</i>
Telephone System	350	<i>26</i>	<i>X</i>

21,980

65
1930
20136

appendix
6/20/36

SCHOOLS OF ARTS & SCIENCE 1936-37

RECEIPTS

	<u>Salaries</u>	<u>Grant</u>	<u>Total</u>
A.P.M.N.	24,000	9,000	33,000
E.B.M.	8,000	1,300	9,300
S.P.G.	4,000	2,800	6,800
U.C.C.M.	4,000	1,300	5,300
U.C.C.M. Women ..		3,300	3,300
Hall Estate		2,500	2,500
Rents		2,500	2,500
Fees		37,000	37,000
Ministry of Education ..		8,000	8,000

Totals .. 40,000 67,700 107,700

EXPENDITURES

Administration		8,880 ^{700 cut}
Office Expenses	400	
Business Office	900	
Printing	75	
Postage	75	
Travel	150	
Miscellaneous	280	
Transfer to G.A.	<u>7000</u>	
Instruction		80,900 ^{750 cut}
Mission Salaries	40,000	
Other Salaries	<u>40,900</u>	

Note: This assumes the same percentage cut as has been in operation during the fall term 1935.

Departmental		7,090 ^{700 cut}
Biology	900	
Chemistry	2,250	
Physics	1,125	
Radio	1,500	
Chinese	150	
Education	450	
Mathematics	115	
History	150	
For. Languages	150	
Sociology	150	
Ec. & Polit. Science	<u>150</u>	
Maintenance		10,830 ^{300 cut}
Cleaning & Supplies	1,700	
Repairs	1,800	
Heating	2,000	
Lighting	2,500	
Water	1,800	
Insurance	330	
Women's Dorms.	<u>700</u>	

Total 107,700

Appendix
6/20/36

SCHOOL OF MEDICINE 1936-37

RECEIPTS

	<u>Salaries</u>	<u>Grants</u>	<u>Total</u>
A.P.M.N.	20,000	5,000	25,000
A.P.M.S.	8,000	250	8,250
E.B.M.	12,000	3,145	15,145
E.M.S.	4,000	1,600	5,600
U.C.C.M.	8,000	1,300	9,300
U.C.C.M. Women	4,000	3,300	7,300
S.P.G.	12,000	2,000	14,000
W.F.M.S.	16,000	5,194	21,194
M.M.S.	8,000	1,500	9,500
B.S.B.G.			
Endowment		1,000	1,000
Rockefeller Foundation		6,000	6,000
China Foundation		14,000	14,000
Student Fees			12,000
Laboratory Receipts (from Hospital 1600 from other sources <u>1500</u>)			3,100
Rents			4,000
Transfer from Hospital			3,000
<hr/>			
Total	92,000	44,289	158,389
Deficit			9,451
<hr/>			
			167,840

SCHOOL OF MEDICINE (continued)

Appendix
6/20/36

EXPENDITURES

<u>A. ADMINISTRATION</u>	14,740	4
Secretary	1,800		
Assistants	1,740		
Office Exp.	1,500		
Business Mgr.	5,500		
Gen.Admin.	3,500		
Stud.Welf.	100		
Travel Sus.	<u>600</u>		
<u>B. INSTRUCTION</u>	130,500	4
Salaries	37,500		
Travel	1,000		
Mission Sals.	<u>92,000</u>		
<u>C. DEPARTMENTAL</u>	12,100	
Anatomy	500		
Histology	500		
Biochemistry	1,000		
Blood Chem.	600		
Physiology	700		
Mat.Medica	700		
Bacteriology	1,500		
Serology	1,060		
Pathology	2,500		
Medicine	200		
Public Health	100		
Library	1,600		
Pharmacology	400		
Surgery	50		
Tech.School	50		
Cler.Assist.	400		
Contingent	<u>300</u>		
<u>D. MAINTENANCE</u>	10,500	36 X
Repairs	1,800		
Cleaning	2,000		
Heat	2,000		
Light	2,000		
Water	800		
Insurance	400		
Leonard Hall	500		
Residence Rep.	1,000		

TOTAL 167,840 ✓

This budget allows for a transfer of \$3500 to Gen. Univ. Administration; it is hoped that the amount called for may be substantially less than this. It is hoped that funds collected as the result of Dr. Shields' promotional campaign in America will be sufficient to cover the balance.

HOSPITAL 1936-37

Appendix
6/10/36

INCOME

In-patient bed fees	18,000
In-patient food fees	14,000
Operation fees	10,000
Delivery fees	3,000
D.P.D. registration fees	6,000
Out-patient operations, treatments, dressings	6,000
Drugs	26,000
X-ray	7,500
Massage	1,750
Laboratories	6,500
Private Patient Clinic (including outcalls)	7,000
Samaritan Shop	750
Hou Tsai Men	1,250
Nursing School fees	2,500
Donations	3,000
Miscellaneous	750
Appropriation from Women's Com., New York	10,000
	<hr/>
	124,000

EXPENDITURE

Administration	4,000	^{13a}
Purchase & issuance	500	^{13g}
Housekeeping	6,000	^{13c}
Laundry	2,500	^{13c}
H.L.P.W.	8,500	^{13c}
Maintenance & Repairs	3,500	^{13c}
Hospital kitchen	16,000	^{13c}
Surgical & Medical Supplies	13,000	^{13d}
Doctors' food & salaries	10,500	^{13b}
Records	1,400	^{13g}
Nurses' food & salaries	18,000	^{13b}
Nurses School	1,000	^{13e}
Pharmacy	18,000	^{13e}
X-ray	4,000	^{13e}
Massage	1,200	^{13e}
Laboratories	2,000	^{13e}
Transfer to Med. Sch. in respect of lab. service	1,600	
Private Patient Clinic	700	^{13e}
Samaritan Shop	500	^{13e}
Hou Tsai Men	800	^{13e}
Social Service	1,000	^{13f}
Evangelism	800	^{13f}
Charity	5,000	^{13f}
Miscellaneous	500	^{13g}
Transfer to Medical School	3,000	
	<hr/>	
	124,000	

124,000
✓

AUGUSTINE LIBRARY 1936-37

Appendix
6/20/36

RECEIPTS

Augustine Church, U.C.C.M.	2,600	
Hall Estate	1,040	
B.S.B.G.		
Deficit	<u>425</u>	4,065

EXPENDITURES

Salaries	2,100	6a ✓
Books	355	6c
Periodicals	200	6c
Current Supplies	200	6b ✓
Binding	100	6b ✓
Maintenance	1,110	6c ✓
Repairs	300	
Cleaning & Supplies	200	
Heating	350	
Lighting	150	
Water	40	
Insurance	<u>70</u>	
		4,065 ✓

RURAL INSTITUTE 1936 - 37

RECEIPTS

APMN	1,500	
Hall Estate	1,000	
WFMS Homemaking	<u>1,500</u>	4,000

EXPENDITURE

Payment on deficit	500	10d
Salaries:		
Agriculture (Yen)	900	
" Asst. (Wang)	500	
Homemaking (Chi)	1,000	
" Asst. (Chang)	<u>250</u>	
Rents, travel & administration	2,650	10b
	<u>850</u>	10c
		4,000 ✓

SINOLOGICAL RESEARCH INSTITUTE 1936 - 1937

Assuming an income of approximately LC \$25,000

Teaching staff		
Head of Chinese Department	2,800	
Chinese Philosophy	3,000	
Chinese Research	3,000	
Assistant in History	<u>1,120</u>	10,000 14B
Books	4,000	14c ✓
Library (Administration)	1,200	14a ✓
Research	3,600	14d ✓
Publications	3,000	14e ✓
Museum (Purchases)	1,000	14f ✓
Museum (Admin. Curator)	1,000	14a ✓
Technical Equipment	1,000	14c ✓
Miscellaneous	<u>200</u>	14e ✓
		25,000 ✓

MINUTES OF THE BOARD OF DIRECTORS

of

CHINESE UNIVERSITY SECTION

January 29, 1937

INDEXED

File
sent
N. A. S.
Bd. of Govs.
3/4/37

PRESENT: Mr. Z. V. Lee (in the chair), Rev. G. K. King, Mr. Kuo Chin-nan, Bishop T. A. Scott, Rev. R. A. Torrey (alt. for Dr. Abbott), Miss H. H. Tseng, Mr. H. D. Ts'ui (alt. for Mr. S. K. Tan), Dr. H. R. Williamson, Mr. Wu K'o-ming, and President Liu ex officio.

Miss Shipley of the Women's Board of the U. C. C. also attended.

D. 1177. Report by the President

The President presented a verbal report on conditions in the University since the last meeting of the Board in June, showing the increase in numbers of students and the improvement in general financial conditions. It was

Voted:- That this report be accepted with great appreciation.

D. 1178. Gift from the North American Section

Voted:- That the Board of Directors acknowledge with grateful thanks the gift from the North American Section of the Board of Governors of G\$2450 received on Christmas Eve towards clearing off the outstanding deficit on current and capital funds.

D. 1179. Furloughs

(a) Dr. H. P. Lair

Voted:- That in accordance with the rules of his Mission Dr. H. P. Lair's furlough be approved, beginning in June 1937, and that he be invited to return to the University at the expiration of his furlough.

(b) Dr. G. F. Winfield

Voted:- That in accordance with the rules of his Mission Dr. G. F. Winfield's furlough be approved, beginning in June 1937, and that he be invited to return to the University at the expiration of his furlough.

D. 1180. Residence for Interns

Voted:- That in response to the request of the Hospital Committee we approve the immediate erection of this building, which has already been authorised both by the Board of Directors and the Board of Governors.

D. 1181. New Hospital Building Programme

Voted:- That we request the Hospital Building Committee to consider the question whether the time has not now arrived

JAN 29 1937

1937

- 2 -

to proceed with the expansion of the new hospital building, and that if in their opinion the time has come, they prepare plans, specifications and estimates for such expansion as they propose and present them to the next meeting of the Board of Directors in June 1937.

The Hospital Building Committee was reconstituted as follows:-

The President	Dean of the Medical School
Bishop Scott	Hospital Superintendent
Mr. Z. V. Lee	Dr. P. C. Hou
Mr. R. A. Torrey	Dr. A. V. Scott
(alt. Dr.H.R.Williamson)	The Treasurer of the University (Convener)

with Mr. Wolfe, Mr. S.M. Dean and Mr. Creighton as Technical Advisers.

D. 1182. Budget for 1937-38

Voted:- That we pass on to the Board of Governors for their information the budget for 1937-38 (attached), showing a deficit of \$23,006 in the Medical School and Hospital, in the confident expectation that by the combined efforts of the Governors, the Directors and the University administrative officers the amount of this estimated deficit may be assured before the next meeting of the Board of Directors in June 1937, when the budget will be finally approved.

D. 1183. Bylaws of the Board of Directors

Voted:- That the question of the wording of Section 4 of the English version of these Bylaws be dealt with in the President's covering letter.

D. 1184. Honorary Directors

Voted:- That the Chairman of the Board and the President of the University, with Dr. Williamson and Mr. Torrey, be a sub-committee to consider the advisability of inviting honorary directors from among interested and influential friends of Checloo, together with the method and terms of their appointment.

ADJOURNMENT.

BUDGET FOR 1937-38

GENERAL ADMINISTRATION

Expenditures:

A. Administration:

President	5380
Dean of Women	2940
Party & Mil. Inst.	1200
Administrative Body	750
Entertainment	300
Publicity	2000
Office Assistance	4000
Supplies	150
Printing & Stationery	800
Postage & Telegrams	600
Office Boys	400
Travel	600
Contingent	350

B. Maintenance:

McCormick - Repairs	750
Cleaning	50
Heating	400
Lighting	100
Water	100
Insurance	30

C. General University Service:

Religious Service	200
Campus	1000
Public Services	1000
Taxes	300
West Village	200
Telephone	400

Mission Salaries \$24000
 8000

Receipts

A.P.M.N.	6000
Hall Estate	4500
H.E.Women's	3000
Arts & Science	7000
Medicine	3500
E.B.M.	
B.S.B.G.	

\$24000
8000

ARTS & SCIENCE COLLEGES

Expenditures:

Office Expenses	400
Business Manager	2750
Business Office	900
Printing & Stationery	250
Postage & Telegrams	70
Travel	150
Miscellaneous	350
Transfer to Gen. Administration	7000
Salaries - General	35500
Min. of Education ..	8000

Departments:-

Biology	1000
Chemistry	3500
Physics	1500
Radio	1500
Chinese	250
Education	250
Mathematics	250
History	250
Foreign Languages	250
Sociology	250
Economics & Political Science	250

Ministry of Education Equipment 4000

Repairs	3000
Cleaning & Supervision	2000
Heating	2000
Lighting	3000
Water	1800
Insurance	330
Women's Dormitories	700

\$81450

Mission Salaries

44000

\$125450

Receipts

A.P.M.N.	9000
B.M.S.	1300
S.P.G.	2800
U.C.C.M.	1300
U.C.C.M. Women	3300
Hall Estate	4500
Rents	2500
Fees of all kinds	43000
Ministry of Education	12000
W.U.Hall Estate	1750

\$81450

Mission Salaries

44000

\$125450

MEDICAL COLLEGE

Expenditures:

A. Administration 10,615

Secretary	1800
Assistants	1740
Office Exp.	1500
Business Mgr.	1375
Gen.Admin.	3500
Stud.Welfare	100
Travel Suspense	600

B. Instruction 133,000

Salaries	32000
Govt.Grants	
Bact.Sal.	4000
P.H.Sal.	4000
Mission Sal.	92000
Travel	1000

C. Departmental 12,100

Anatomy	500
Histology	500
Biochemistry	1000
Blood Chem.	600
Physiology	700
Mat.Medica	700
Bacteriology	1500
Serology	1000
Pathology	2500
Medicine	200
Public Health	100
Library	1600
Pharmacology	400
Surgery	50
Tech.School	50
Cler.Assistance	400
Contingent	300

D. Government Grant for Equipment 4,000

E. Maintenance 10,500

Repairs	1800
Cleaning	2000
Heat	2000
Light	2000
Water	800
Insurance	400
Leonard Hall	500
Residence Repairs	1000

170,215

HOSPITAL

Expenditures:

Administration	7,000.00	
Housekeeping, coolie hire	6,000.00	
Laundry	2,800.00	
HLPW	10,000.00	
Maintenance & Repairs	4,500.00	
Pharmacy	21,000.00	
Surgical supplies, Linen	12,500.00	
Doctors' food and salaries	12,000.00	
Medical Records	1,500.00	
Nurses (food and salaries)	20,000.00	
Nursing School	1,000.00	
X-ray	7,000.00	
Laboratories, clinical	1,700.00	
transfer to Med. School	1,500.00	
Massage	1,500.00	
Hospital kitchens	20,000.00	
Private Patient Clinic	1,000.00	
Houtsaimen	1,000.00	
Social Service, Evang., Charity	8,000.00	
Miscellaneous	1,000.00	
Transfer to Medical School	-	(1)
		<hr/>
Total	141,000.00	

Income:

In-patient bed fees	25,000.00	
" food	16,000.00	
" operations	12,000.00	
" deliveries	4,000.00	
OPD Registrations	6,000.00	
OPD exams. & treatments	6,500.00	
Drugs	27,000.00	
X-ray	12,500.00	
Massage	3,000.00	
Laboratories	7,500.00	
Private Patient Clinic	12,000.00	
Houtsaimen clinic	1,200.00	
Nursing School fees	2,200.00	
Donations	2,000.00	
Miscellaneous	2,000.00	
Subsidy	-	(2)
		<hr/>
Total	138,900.00	

Estimated Deficit 2,100.00(3)

(1) & (2) variables that must be adjusted to meet deficits. It is uncertain whether we can or should apply for another subsidy from N.Y. next year.
 (3) Tentative. It may be met by balance from this (1936-37) year, or by another grant from N.Y. Transfer to the Medical School of any funds would increase this deficit, of course.

AUGUSTINE LIBRARY

Expenditures:

Salaries of Librarian & Assistants	2100	
Books	355	
Periodicals	200	
Current Supplies	200	
Binding & Repairs	100	
Maintenance : Repairs	300	
Cleaning & Supervision	200	
Heating	350	
Lighting	185	
Water	40	
Insurance	70	\$4100

Receipts:

Auguatine Church	2600	
B.S.B.G.		
Hall Estate	1500	\$4100

RURAL INSTITUTE

Expenditures:

Agriculture (Yen)	900	
Agriculture - assistant (Chao)	300	
Clerk and assistant in Education (Wang)	500	
Workman	120	
Rents	200	
Travel, heat, light, supplies & equip.	880	
Assistant in extension (kung)	600	\$3500

Receipts:

A.P.M.F.	1500	
Hall Estate	1000	
W.U. "	1000	\$3500

SINOLOGICAL RESEARCH INSTITUTE

Assuming an income of approximately \$25000

Teaching staff: Head of Chinese Dept.	2800	
Chinese Philosophy	3000	
Chinese Research	3000	
Assistant in History	1200	10000
Books		4000
Library (Administration)		1200
Research		3600
Publications		3000
Museum (Purchases)		1000
Museum (Admin. Curator)		1000
Technical Equipment		1000
Miscellaneous		200
		<u>\$25000</u>

Minutes of the Summer Meeting of the

BOARD OF DIRECTORS

of

CHEELOO UNIVERSITY

June 19th 1937

PRESENT: Dr. Ch'en Ch'ung-shou (A1), Mr. J.T.Flemming (UCC), Bishop Scott (SPG), Mr.S.K.T'an (PN), Mr.R.A.Torrey (alt. for Dr.Abbott, PN), Miss H.H.Tseng (WFMS), Dr. Williamson (EBM), Mr. Wu K'e-ming (A1) and President Liu.

Miss Sommerville was present as alternate for the associated member of the Women's Board of the U.C.C.

D.1185 CHAIRMAN

In the absence of the Chairman of the Board and of the two vice-chairmen Dr. Williamson was elected as presiding officer for the period of the meeting.

D.1186 REPORTS OF ADMINISTRATIVE OFFICERS

After discussion and opportunity for questions, the following reports were adopted:-

President's Report

Reports of the Deans of Arts and Science

Dean of Medicine

Registrar

Hospital Superintendent

***Director of the Rural Institute**

Library

Treasurer

* This report was adopted with the understanding that the recommendations therein contained are duly considered by the University Administration.

D.1187 AUDITOR

Voted:- That the thanks of the Board be expressed to Mr. Fred Boulton for his work in auditing the Treasurer's accounts for the year 1936-37.

D.1188 MEDICAL SCHOOL AND HOSPITAL BUDGETS

The revised budgets for the Medical School and Hospital were approved, as follows:-

JUN 19
1937

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BUDGET. SCHOOL OF MEDICINE

1937-1938

RECEIPTS

	<u>SALARIES</u>	<u>GRANTS</u>	<u>TOTAL</u>
APMN	20,000	5,000	25,000
APMS	8,000	250	8,250
BMS	12,000	3,145	15,145
LMS	4,000	1,600	5,600
UCCM	8,000	1,300	9,300
UCCM Women	4,000	3,300	7,300
SPG	12,000	2,000	14,000
MMS	8,000	1,500	9,500
WFMS	16,000	5,194	21,194
BSBG	---	---	---
Universal Day of Prayer		2,000	2,000
Government Grant		12,000	12,000
China Foundation Grant .		5,000	5,000
Endowment			1,000
Students' Fees			12,000
Lab. Receipts			3,000
Rents			4,000
	<hr/>	<hr/>	<hr/>
	92,000	38,289	154,289
Deficit (to be met by U.S. \$7000 raised by Dr. Shields for current expenses 1937-38)			22,926
			<hr/>
			\$177,215

EXPENDITURES

<u>A. ADMINISTRATION</u>		10,615
Secretary	1800	
Assistants	1740	
Office Exp.	1500	
Business Mgr.	1375	
Gen. Admin.	3500	
Stud. Welfare	100	
Travel Suspense	600	
<u>B. INSTRUCTION</u>		140,000
Salaries	39000	
Govt. Grant:		
Spec. Sal.	4000	
P.H. Sal.	4000	
Mission Sal.	92000	
Travel	1000	
<u>C. DEPARTMENTAL</u>		12,000
Anatomy	500	
Histology	500	
Biochemistry	1000	
Blood Chem.	600	
Physiology	700	
Mat. Medica	700	
Bacteriology	1500	
Serology	1000	
Pathology	2500	
Medicine	200	
Public Health	100	
Library	1600	
Pharmacology	400	
Surgery	50	
Tech. School	50	
Cler. Assistance	400	
Contingent	300	
<u>D. GOVERNMENT GRANT FOR EQUIPMENT</u>		4,000
<u>E. MAINTENANCE</u>		10,500
Repairs	1800	
Cleaning	2000	
Heat	2000	
Light	2000	
Water	800	
Insurance	400	
Leonard Hall	500	
Residence Repairs	1000	

177,215

JUN 19
1937

HOSPITAL BUDGET 1937-38
(Revised June 1937 for Board of Directors)

EXPENDITURES

Administration	\$ 8,500.00
Housekeeping, coolie hire	6,000.00
Laundry	3,000.00
MLPW	12,000.00
Maintenance & Repairs	5,000.00
Pharmacy	25,000.00
Surgical supplies, Linen	10,000.00
Doctors' food and salaries	13,500.00
Medical Records	1,500.00
Nurses' food and salaries	23,000.00
Nursing School	1,000.00
X-ray	7,000.00
Laboratories, clinical	2,000.00
" transfer to Med.School	1,500.00
Massage	1,500.00
Dentistry	4,000.00
Hospital Kitchens	22,000.00
Private Patient Clinic	1,000.00
Houtsaimen Obstetrical Clinic	1,000.00
Miscellaneous	1,000.00
Transfer to Medical School	2,500.00
	<hr/>
	Total \$ 158,000.00

INCOME

In-patient bed fees	25,000.00
" food fees	18,000.00
" operations	12,000.00
" deliveries	4,000.00
OPD Registrations	6,500.00
OPD exam. & treatments	6,000.00
Drugs	30,000.00
X-ray	12,500.00
Laboratories	7,000.00
Massage	3,000.00
Dentistry	4,000.00
Private Patient Clinic	12,000.00
Houtsaimen Obstetrical Clinic	1,500.00
Nursing School fees	3,000.00
Donations	1,500.00
Miscellaneous	2,000.00
Subsidy	10,000.00(i)
	<hr/>
	Total \$ 158,000.00

(i) (U.S.\$3000, to be requested from New York representing interest on unused New Hospital Building Funds.)

JUN 19
1937

D.1189 REQUEST FOR FUNDS

Voted:- That the Board again request the transfer of U.S.\$3,000 from interest on the unused portion of the Hospital Building Fund to meet the deficit on the Hospital Budget for 1937-38.

D.1190 VOTE OF THANKS AND WELCOME

1. Voted:- That hearty votes of thanks be given to the following:-

- a. To the Women's Committee of the American Section of the Board of Governors for the appointment and support of a physical director for women students.
- b. To the British Section of the Board of Governors for the special gift of £435.0.3 for upkeep of University buildings.
- c. To the Board of Management of the Kiao-Tsi Railroad for the continued appropriation for agricultural development.
- d. To Dr. H. P. Lair for his work as Treasurer during the last seven years.
- e. To the S.P.G. for the loan of the Rev. A.E. Clayton as acting Treasurer.

2. Voted:- That a hearty welcome be given to the following:-

- a. Mr. J. T. Flemming, the new representative on the Board of Directors of the Honan Mission of the United Church of Canada.
- b. Miss Sommerville, alternate for Mrs. W. Mitchell, new associate member representing the Women's Board of the U.C.C.
- c. Dr. C. S. Ch'en, newly appointed Superintendent of the University Hospital.

3. Voted:- That the President be asked to notify the above.

D.1191 LIBRARY FEE

Voted:- That a library fee of \$3.00 per session be charged to each student.

D.1192 HOSPITAL BUILDING COMMITTEE REPORT

The Hospital Building Committee presents the following report:-

The Hospital Building Committee met on June 9th, 1937 and

Voted: That the Committee favors recommending to the Board of Directors that they approve of proceeding with the erection of the remainder of the New Hospital building, provided the funds in hand are sufficient for the purpose.

That Dr. Price be asked to draw up the formal resolution with an explanatory letter, and that this be circulated to all the members of the Committee.

JUN 19 1937

Hence the following statement and resolution:-

When it was decided after a great deal of discussion three years ago to proceed with the erection of the new hospital wing and O.P.D., there were in the minds of all concerned two main uncertainties:- (a) What effect would this expansion have on the budget and annual deficit? (b) Would the hospital be able to make use of the additional space provided and an increase of 50 beds?

It was felt at that time that only actual experience could answer those questions. Now, after almost two years use of the new buildings, definite answers may be given.

(a) This expansion in Out- and In-patient services has not affected the budget unfavorably; on the contrary, the annual deficit has been reduced from \$30,000 or more to less than \$10,000, an improvement which probably would not have been possible without the new buildings.

(b) The clinical work has increased so that the added space is now fully utilized and need for more beds is beginning to be felt again.

The present proposal is to build the remaining two-thirds of the new hospital building. When that is done, all in-patients now in the old hospital will be transferred to the new building. The present total bed capacity is 167. The completed new hospital is planned to hold about 240 beds.

Whether the additional space thus provided is really needed, and whether the enlarged plant will be able to meet its operating expenses as well as or better than the present plant, cannot be predicted with certainty. But it seems probable, in view of the demonstrated results of expansion during the last two years, that both queries will be answered in the affirmative.

It is believed, from information in hand, that approximately U.S.\$120,000 remains of the hospital building fund. If that figure is correct, there is capital available to cover the cost of building and equipping the remainder of the hospital.

Other considerations were brought out in the meeting of the Committee. It was mentioned that the Government has tentatively set 300 beds as the minimum standard for a university hospital in China, and it was pointed out the building of the West Wing has already helped to relieve serious congestion in the Medical College, by permitting overflow of one of its major departments (Pathology) into the old hospital building. But the Medical College is still in urgent need of more space, even for its present work, and all the more it there is to be any increase in numbers of medical students as urged by the Ministry of Education. The point was also made that enlargement of the hospital work, such as that contemplated, will entail provision of additional housing facilities for resident staff and nurses.

After careful consideration of the whole matter from these various angles, the Committee feels that it is not only justifiable but advisable to encourage further growth of the University Hospital work, as well as to make available additional space for the Medical college. To these ends the Committee recommends:

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That, on approval of the Board of Governors, the Board of Directors authorize erection, as soon as possible, of the remainder of the New Hospital Building.

Voted:- To approve the report of the Hospital Building Committee and request the Board of Governors to authorize the erection of the remainder of the hospital building.

D.1193 HOSPITAL REGULATIONS

Voted:- To appoint a small committee to discuss these regulations and report at the next meeting of the Board. Dr. Williamson, Mr. K. M. Wu, Bishop Scott, Miss Tseng and Mr. S. K. T'an were appointed.

D.1194 NURSES' DORMITORY ACCOMMODATION

Voted:- That an appeal be made, especially through the Women's Committee of the American Section of the Board of Governors, for U.S.\$20,000 to erect a new 80-bed dormitory for nurses to accommodate the extra numbers required for the new hospital.

D.1195 HONORARY DIRECTORS

Voted:- That the Board invite certain persons to become Honorary Directors of Cheeloo University, with a view to promoting its educational and promotional interests, the number at present being limited to ten. The President was asked to extend an invitation to the following:- Chairman Han, Admiral Shen, Ko Kwang-t'ing, Sung Chih-yuan, Chang Chih-chung, Sun Fo, Sun T'ung-hsuan, Sung Fei-ching, Chu Tso-ming, Chu Chia-hua.

D.1196 ANNUAL GOVERNORS' MEETING 1938

Voted:- To approve unanimously the suggestion made by the British Section of the Board of Governors that the annual meeting of the Board in 1938 be held in China, about the time of the Hangchow Conference.

D.1197 TSUNG TE REQUEST

A request having been received from the Tsung Te Primary School for financial help.

Voted:- That the Board of Directors regrets that as the budget for the year 1937-38 has already been passed they cannot provide help this year.

D.1198 FURLOUGH OF DR. STRUTHERS

Voted:- That in accordance with the rules of his mission the furlough of Dr. E. B. Struthers be approved, beginning in June 1937, and that he be invited to return to his position in the School of Medicine at the end of his furlough.

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D.1199 CANDIDATES FOR DEGREES

a. Voted:- That the list of Arts candidates recommended for degrees be approved as follows:-

Ho P'ei-chen	Chang Kwang-yü	Kao Hsiang-hsien
Kung Ling-shih	Li Ch'uan-yun	Chang Hsien-tou
Chang K'un-ho	Chang T'ien-chun	Chao Hsiu-shen
Chao T'ing-wu	Chen Pei-nien	Cheng Ping
Ch'in Ho-ch'ing	Chow Chen-pang	Fang Chien
Fu Tze-jung	Han T'ien-hwei	Hsin Chi-k'wei
Hsu Ying-hsueh	Hwang Shun-ch'ang	K'ang Ching-hwan
Li Meng-pi	Lin Wei	Liu Hsi-sheng
Liu Hsing-jen	Ma Lin	T'ang En-t'ung
Tu Wan-cheng	Wang Chen-lun	Wang Li-tan
Wang Shen-yin	Wang Teh-tseng	Wei Ming-ching
Ch'en Ya-ch'un(Miss)	Hwang Yen-yü(Miss)	Liang Shu-sh'ing(Miss)
Liu Ch'un-yi(Miss)	Shao Liu-ch'ing(Miss)	Shih Yun-shan(Miss)
Ts'ui Hsiu-yu(Miss)	Tu Shu-cheng(Miss)	Wang Wan-cheng(Miss)
Wen Yu-hsin(Miss)	Wu Pao-jung(Miss)	Yang Yü-ying(Miss)
Yi Fu-hsiang(Miss)		

b. Voted:- That the list of Science candidates recommended for degrees be approved as follows:-

T'ang Chia-to	Ts'ao Chung-min	Wang Pin-win
Li Kwei-chen(Miss)	Chang Chao-p'ei	Chang Show-ch'ien
Chao Te-wei	Cheng Hsin-chih	Hsing Yun-shu
Li Shih-ch'un	Li Tu	Lin Te-ju
Sun Hsien-hwei	T'ang Erh-ch'ang	T'ien Feng-han
Ts'ui Yü-lin	Wang Yung-lan	Shui Shih-ling(Miss)
Wang Chia-ch'u(Miss)	Yang Shang-pin(Miss)	

c. Voted:- That the list of Medical graduates recommended for degrees be approved as follows:-

Wang Yun-fang(Miss)	Chang Pei-ying	Chao Pao-hwa
Chiang Ch'uan-hsi	Cho Juei-shu	Li Hwei-men
Meng Hsien-min	Shao Te-shen	T'ien Hao-ch'üan
Yao Tz'e-hsiang	Chiang Kao-ti(Miss)	Hsu Te-yin(Miss)
Ma Luan-chi(Miss)		

D.1200 REPORT OF NOMINATING COMMITTEE

The following nominations for the year 1937-38 were adopted:-

Chairman:	Dr. H. H. Kung
Vice-chairmen:	Mr. Z. V. Lee
	Mr. S. K. T'ian
Finance & Property Committee:	
	Bishop Scott
	Dr. Abbott

MINUTES OF MEETING OF CHEELOO BOARD OF DIRECTORS
held at 70 Cambridge Road, Tientsin,
July 25-27, 1938.

PRESENT:- Mrs.W.H.Mitchell (U.C.C.), Rev.H.Stewart Forbes
(alternate Mr.Hugh MacKenzie, U.C.C.), Bishop T.A.Scott (SPG)
Rev.H.G.Romig (APM), Dr.H.R.Williamson (EEM), Dr.H.H.Ts'ui
(CCC), President Liu and Dr.R.T.Shields (Acting President).

The meeting was convened by the Acting President, Dr.R.T. Shields, who opened the meeting with prayer at 6 p.m., July 26th.

D.1119 CHAIRMAN.

Dr.H.R.Williamson was elected to act as Chairman for this meeting of the Board of Directors.
Rev.H.G.Romig was elected Minute Secretary.

D.1120 WELCOME TO PRESIDENT

The Chairman, on behalf of the Directors, extended a hearty welcome to the President on his return from his tour in England, U.S.A. and Canada.

D.1121 NECESSARY BUSINESS

RESOLVED- That, as this meeting had been convened by the Acting President, by correspondence with every member of the Board, we deal with such matters as are necessary, even though members attending are not sufficient to form a quorum.

D.1122 INVITATION TO DR.STANLEY AND MR.FU WEI FANG

RESOLVED- That we invite Dr.C.A.Stanley (Principal of the Theological School) and Mr.Fu Wei Fang (Registrar of the University) to attend the meetings of the Board and to share in the discussions.

D. 1123 OPENING OF SCHOOL OF THEOLOGY

RESOLVED- That we request the School of Theology to reopen in the autumn of 1938.

D.1124 SHORT COURSE FOR RURAL RELIGIOUS WORKERS

RESOLVED- That we welcome the projected programme of co-operation between the School of Theology and the Rural Institute in the proposed Short Course for Rural Religious Workers, and express the hope that this co-operation may progress as far as possible.

D.1125 RESOLVED- That we recommend that this Short Course for Rural Religious Workers be carried on primarily under the auspices of the School of Theology, with the assistance of the Rural Institute.

D.1126 WORK OF RURAL INSTITUTE

RESOLVED- That the practical work of the Rural Institute be continued as usual, insofar as it is found feasible to do so.

D.1127 SINOLOGICAL RESEARCH INSTITUTE

RESOLVED- That the work of the Sinological Research Institute be carried on as usual.

D.1128 AUGUSTINE LIBRARY

RESOLVED- That the work of the Augustine Library be

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carried on as usual.

D.1129 UNIVERSITY HOSPITAL

We note with gratitude that the work of the Hospital has been maintained throughout the emergency period, and RESOLVE that the Hospital work be continued.

D.1130 NURSES TRAINING SCHOOL

RESOLVED- That the School of Nursing be formally reopened in the autumn.

D.1131 CHEELOO MEDICAL UNIT AT CHENG TU

RESOLVED- That, whereas, during the period when hostilities threatened Tsinan, eleven members of the staff of the College of Medicine and the majority of the Medical students moved to Ch'engtu, and were welcomed there by the West China Christian University; and whereas they are recognised as a Cheeloo unit, and Dr.H.C.Chang has been regularly appointed by the Acting President as the Acting-Dean for the session of 1938-39;

We note these facts and extend our thanks to the authorities of the West China Christian University for thus receiving our staff and students, and for providing facilities for the continuation of their medical work.

D. 1132 REOPENING OF THE UNIVERSITY SCHOOLS

RESOLVED- That we request the President to interview the Chairman of the Board with regard to the reopening of the University Schools in the autumn of 1938.

RESOLVED FURTHER - That, if his approval for the plan discussed at this meeting is obtained, we reopen the Schools of the University at Tsinan in the Autumn of 1938.

RESOLVED- That, if it should be found impracticable to reopen the University Schools at Tsinan, the authorities of Yenching University be approached, with a view to the setting up of a Cheeloo unit on their campus.

RESOLVED- That Dr.Shields and Dr.Williamson be appointed to confer with the Yenching authorities in regard to this matter.

RESOLVED- That, if it should be found impracticable to reopen either at Tsinan or Yenching in the autumn of 1938, we postpone the reopening of the University Schools for a further period.

D. 1133 REPORTS

RESOLVED- That the reports of the Acting-President, the Superintendent of the Hospital and the University Treasurer be adopted.

D. 1134 APPOINTMENT OF ACTING PRESIDENT

RESOLVED- That we record and approve the appointment by the President of Dr.R.T.Shields as Acting President, for the period of the President's absence from Tsinan.

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D. 1135 MEDICAL SCHOOL GRADUATING CLASS OF 1938

RESOLVED- That the report of the Dean of the Medical School with regard to the graduating class of 1938 be accepted as follows:-

"That, on the receipt of satisfactory letters indicating the scope of interne work done by students of the 5th year class, all those who had the requisite credits should be granted diplomas"; (Minutes of Graduation Committee of Medical Faculty, July 8th, 1938)

with the following amendment:-

"Where such certificate is unobtainable, the granting of the Central Government diploma shall entitle the holder to the University degree of M.D."

D. 1136 BUDGET FOR 1938-39

The budget for 1938-39, as presented by the Acting President, was accepted, as follows:- (see separate sheet).

D. 1137 VOTE OF THANKS

RESOLVED- That a very hearty vote of thanks be extended to Mr. and Mrs. MacKenzie for their kind and generous hospitality to the members of the Board during the meetings.

Bishop Scott closed the meeting with prayer.

Notes of Meeting with President Liu Shu-ming,
of Cheeloo University,

Seen by E. B. M.

Tuesday, September 6th, 1938.

Present: President Dsang, Vice-Chancellors Fong and Lindsay,
Deans Dye, Kilborn and Smalley, and Mr. Sewell.

Discussion took place concerning arrangements between Cheeloo and West China to permit Cheeloo to unite in the Colleges of Arts and Science, as well as in the College of Medicine and Dentistry as at present.

RESOLVED to recommend to the General Faculty and Board of Directors that a cordial invitation be extended to Cheeloo University to join us in the Colleges of Arts and Science, as well as in the College of Medicine and Dentistry; also to recommend the following arrangements:

1. Cheeloo students to join the W.C.U.U. classes on the same basis as W.C.U.U. students.
2. Cheeloo staff members to become members of the Departments in which they give their services.
3. Cheeloo offers to provide apparatus and reagents for Chemistry students according to the normal requirements.

(Mr. Sewell was asked to work out details of the cost of such apparatus and reagents)
4. Cheeloo offers to provide the following staff members:
 - a. A senior member of the staff for the Bursar's Office - Dr. H.P. Lair.
 - b. if necessary, a teacher of Mathematics and Astronomy.
 - c. An Office Secretary - Miss Grace Hickson.
 - d. A teacher of English - Miss Deans.
 - e. An Assistant in Entomology and Biology.
 - f. Dr. Prescott for the Department of Pharmacology.
 - g. Drs. Julia Morgan and Ernest B. Struthers for the College of Medicine and Dentistry.
5. Cheeloo offers to continue the salaries of three medical technicians; and if possible to secure the services of Dr. Li Yu-ven for the Department of Public Health, and of Dr. Chen Yen-ping, PH.D., Northwestern, for the Department of Physiology.

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Seen by E. B. W.

- 6. Cheeloo's suggested additional enrolment of students to be:

ARTS	30
SCIENCE, including PRE-MEDICINE	40
MEDICINE, 1st year	9
" 2nd year	9

Only such girl students as have friends in the city and are able to live out of dormitory to be accepted.

- 7. Cheeloo offers to provide a campus student dormitory and a dormitory principal. All male students now in W.C.U.U. dormitories to move to the new Cheeloo dormitory.

(A site on the Kueh Hsioh Hang was suggested for this dormitory, unless a cooperative scheme with the Friends Mission for the building of a dormitory on the Middle School property proves to be possible)

(Suggested to request President Chen of the University of Nanking to agree to the erection of a dining room near the Chiang Hsi Kai property, so as to free Hart College Gymnasium for the use of Cheeloo for dormitory accommodation until the erection of their permanent dormitory is completed.)

Cheeloo offers to pay proportionately for its share of rent of the Medical Dormitory in the City.

- 8. Finance:

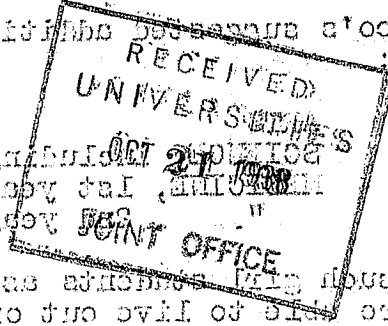
Fees to be credited to Cheeloo; all expenditures made in behalf of Cheeloo students to be met by Cheeloo funds; W.C.U.U. accounting system to assure Cheeloo of complete reports of income and expenditure; Cheeloo students to pay the same fees as W.C.U.U. students.

- 9. Cheeloo offers to pay for alterations necessary to provide an office for Dean Dhang Hueh-chuan (approx. \$250)
- 10. Cheeloo offers to leave in Chengtu furniture and equipment acquired locally.
- 11. Cheeloo to be provided with office accommodation for President Liu and his secretary.
- 12. For all purposes of internal administration Cheeloo and W.C.U.U. to be considered as a unit; but for external affairs each institution to act independently.

Other questions to be considered as they arise.

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Chancellor's approval of additional enrollment of students



30
20
9
0

Only such students as have finished in the city and are to live out of dormitory to be accepted.

Chancellor offers to provide a campus student dormitory and a dormitory building. All male students now in U.C.U.U. dormitories to move to the new dormitory.

(A site of the new building was suggested for this dormitory, which is cooperative scheme with the existing building for the building of a dormitory on the site. The school property proved to be possible.)

(Suggested to request President Olson of the University of California to agree to the erection of a building near the Orange and Red property, as well as to provide College quarters for the use of Chicanos for dormitory construction until the erection of their permanent dormitory is completed.)

Chicano officers to pay proportionately for the share of rent of the school dormitory in the city.

Finance:

There to be credited to Chicanos; all expenditures made in behalf of Chicano students to be met by Chicanos; U.C.U.U. accounts system to remain Chicanos; complete reports of income and expenditures; Chicanos to pay the same fees as U.C.U.U. students.

Chicano officers to pay for alterations necessary to provide an office for their (Chicano) (secretary) (CFO)

Chicano officers to leave in University building and equipment repaired locally.

Chicanos to be provided with office accommodations for President and his secretary.

For all purposes of financial administration Chicanos are to be considered as units; but for external affairs each institution to act independently.

Other questions to be considered as they arise.

*Concerning letter fr. Lair
10/27/38.*

*Came in attached to
H. P. Lair's letter
10/27/38.*

Minutes of the Cheeloo University Board of Directors meetings held in Shanghai, October 20-25, 1938.

The following were present at some or all of the sessions.

Rev. Alexander Baxter,	LMS (without vote)
Miss Truman Brown,	UCCM Women (without vote)
Rev. A. E. Clayton	SPG Proxy for Bishop Scott
Mr. Z. V. Lee	Coopted
Mr. Hugh MacKenzie	UCCM
Rev. H. Payne	EBM Alternate for Dr. Williamson
Rev. H. G. Romig	APMN
Mr. S.K. T'an	APMN
Dr. Teng Ching Shan	Alumni, Proxy for Dr. Ch'en chung Hsiu
Dr. H. H. Ts'ai	Church of Christ in China
Dr. J. W. Wylie	WFMS Proxy for Miss H.H. Tseng
Pres. S. T. Liu	
Dr. R. T. Shields	Acting President (by invitation)
Dr. H. P. Lair	Treasurer (by invitation)

D.1138 RATIFICATION OF PREVIOUS MINUTES.

Resolved that the minutes of the meeting of the Board held in Tientsin July 25-27, 1938 (D.1119-1137) at which there was no quorum, be ratified as official minutes of the Board.

REPORTS.

A complete report was given by the Acting President regarding what had been done in Tsinan in pursuance of Minute 1132 relative to the reopening of the University Schools, including exchange of communications with the president in West China and with the American and British Sections of the Board of Governors.

A report was also given by the President of his interviews with various authorities and the consequent inauguration of work in the colleges of Arts and Science in cooperation with West China Union University. These reports were followed by the actions noted below, all of which (1139-1145) were passed by unanimous vote of the Board.

D.1139 WORK IN CHENGTU.

Having heard President Liu's report of conditions in West China and of his interviews with the responsible authorities, the Board approves the President's action in setting up Cheeloo in Chengtu, as a temporary measure, and the cooperation with the West China Union University in the general terms of the resolutions passed at the meeting held with the W.C.U.U. officials on September 6, 1938.

D.1140 WORK IN TSINAN.

The Board notes with approval the reopening in Tsinan of the Cheeloo School of Theology and the short course for Rural Workers, the Nurses Training School, the Technicians Class, and the Sinological Research Institute, projected in Minutes D.1123, 1124, 1125, 1127, 1130.

D.1141 FURTHER WORK IN TSINAN.

Pending the resumption of full work in the Arts, Science, and Medical Colleges in Tsinan, the Board authorizes the Emergency Executive Council (D.1144) to begin such other projects as will not duplicate the work being done in Chengtu, and will not compromise our relations with the Ministry of Education.

D.1142 ADMINISTRATION IN TSINAN.

The Board records its sincere appreciation of the services which Dr. R. T. Shields has rendered as acting President during the past year and regrets that he feels it necessary to

(Cheeloo Board of Directors D.1142 continued)

give up this added responsibility in order to have more time to devote to his medical work.

D.1143 ASSOCIATE PRESIDENT.

On the recommendation of the President and of Dr. Shields the Board appoints Dr. H. P. Lair as Associate President during the time of the President's absence from Tsinan.

D.1144 EMERGENCY EXECUTIVE COUNCIL.

The Board appoints Dr. Lair and Dr. Shields as members of an Emergency Executive Council, and invites Dr. C. A. Stanley the Principal of the Cheeloo School of Theology, to serve as the third member of the Council..

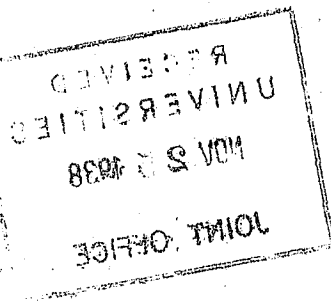
This Council shall exercise the authority of the University Executive Council in Tsinan and shall have final authority in dealing with any local problems which may arise.

D.1145 RESOLUTION OF THANKS TO THE GOVERNORS.

Resolved that the Board of Directors send a message to the Board of Governors, the United Committee in Great Britain, and the Associated Boards for Christian Colleges in China, in America giving information of actions taken by the directors at this meeting in Shanghai and expressing appreciation of the interest revealed by the generous support provided for the University in this time of emergency.

ADJOURNMENT.

The Board adjourned to meet at the call of the President and/or the Emergency Executive Council.



(Chinese Board of Directors D.1143 continued)

give up this added responsibility in order to have more time to devote to his medical work.

D.1143 ASSOCIATE PRESIDENT.

On the recommendation of the President and of Dr. Shields the Board appoints Dr. H. P. Lair as Associate President during the interim of the President's absence from Taiwan.

D.1144 EMERGENCY EXECUTIVE COUNCIL.

The Board appoints Dr. Lair and Dr. Shields as members of an Emergency Executive Council, and invites Dr. O. A. Stanley, the Principal of the Chinese School of Theology, to serve as the third member of the Council.

This Council shall exercise the authority of the University Executive Council in Taiwan and shall have final authority in dealing with any local problems which may arise.

D.1145 RESOLUTION OF THANKS TO THE GOVERNORS.

Received that the Board of Directors send a message to the Board of Governors, the United Committee in Great Britain, and the Associated Boards for Christian Colleges in China, in America giving information of actions taken by the directors at this meeting in Shanghai and expressing appreciation of the interest revealed by the generous support provided for the University in this time of emergency.

ADJOURNMENT.

The Board adjourned to meet at the call of the President and for the Emergency Executive Council.

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UNIVERSITIES
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JOINT OFFICE

MINUTES OF MEETING OF CHEELOO BOARD OF DIRECTORS

February 2-3, 1940

The Cheeloo Board of Directors met in the Board Room of the Christian Literature Society, Shanghai, February 2 and 3, 1940 at 9:30 a.m. Meeting was called to order by the Vice-Chairman, Z. V. Lee, and the Board was led in prayer by Dr. L. S. Ruland.

Present: Z. V. Lee - Coopted
S. K. Tan - Northern Presbyterian Mission
H. G. Romig - Northern Presbyterian Mission
F. S. Drake - Baptist Missionary Society
T. A. Scott - Society for the Propagation of the Gospel
G. K. King - United Church of Canada
Mrs. J. C. Ratcliffe - United Church of Canada (Women) - Associate
Wu Ke Min - Alumni
C. S. Teng - Alumni
K. T. Yuan - Alumni (proxy for C. N. Kuo)
S. T. Liu - President
H. P. Lair - Associate President
R. T. Shields - Dean of Medicine (by invitation)
H. B. Rattenbury - A member of the British Section of Board of Governors
L. S. Ruland - A member of the American Section of Board of Governors

The Board welcomed Rev. H. B. Rattenbury, a member of the British Section of the Board of Governors and Rev. L. S. Ruland, a member of the American Section of the Board of Governors, and appreciated their presence and wise counsel during its sessions.

The minutes of the last meeting of the Board were read and approved.

The President reported on the work being carried on in Chengtu and the Associate President on the work being carried on in Tsinan. The audited report for the fiscal year 1938-1939, showing detailed expenditures in Tsinan and remittances to Chengtu, was presented.

1146. Organization of the Board.- In order to provide for a rotating membership of the Board in accordance with minute 1136, it was voted that the terms of office of the present membership be fixed as follows, and that the selecting bodies be notified of the date of expiration of the terms of their representatives:

<u>Expiring</u> <u>June 30, 1940</u>	<u>Expiring</u> <u>June 30, 1941</u>	<u>Expiring</u> <u>June 30, 1942</u>
S. K. Tan	Y. Y. Tau	H. H. Kung
H. H. Tsui	Z. V. Lee	Y. T. Tsur
H. H. Tseng	D. Howard-Smith (rep. M.M.S. & L.M.S.)	C. H. Kuo
G. K. King	H. G. Romig	F. S. Drake
C. S. Teng	K. M. Wu	F. A. Scott

1147. Officers of the Board.- The following officers were elected for the ensuing year:

Chairman - H. H. Kung
1st Vice-Chairman - Z. V. Lee
2nd Vice-Chairman - H. H. Tsui

1148. Organization in Tsinan.- Inasmuch as the Executive Council appointed in D1144 was appointed primarily to deal with such political or property questions as might arise, the Board now delegates this responsibility and routine administrative

affairs to the Associate President and directs the organization of a more representative Executive Council in Tsinan for other matters of internal administration, to be constituted as follows:

Members ex officio:

The Associate President
 The Dean of Medicine
 The Superintendent of the Hospital
 The Superintendent of Nursing
 The Acting Registrar
 The Chairman of the Advisory Committee to the Dean of Women

Members to be Elected:

One from the Faculty of Arts
 " " " " " Science
 " " " " " Medicine
 One representative from any special course not already represented in the above

1149. Social Work in Tsinan.- Voted that in line with the policy stated in D1141 authorizing special work at Tsinan, the Board approves of the special courses now being given in pre-nursing, hospital technique, social case work, agricultural sanitation, and home economics, and authorizes the addition of such further courses as may be approved by the Executive Council in consultation with the President.

1150. Finance Committee.- The following Finance and Property Committee was elected, with power to make adjustment in the budget, if necessary:

Z. V. Lee, Bishop Scott, H. G. Romig, the President, the Treasurer - the Treasurer to be convener.

1151. Budget.- The combined budget for Chengtu and Tsinan was approved as follows:

Summary - Proposed Budget for 1940-41 prepared Jan. 1940

Receipts

From Students	\$32,864.50	\$32,864.50
From other sources:		
Ministry of Education grant	18,480.00	
Other grants and gifts	1,570.00	
Rent from staff	450.00	
Harvard-Yenching Institute funds	89,470.00	
Personnel from mission boards	20,000.00	129,970.00
Amount required to balance the budget 1940-1941		218,267.50
		<u>C\$381,102.00</u>

Expenditures

Administration	\$27,430.00
Operation and maintenance	2,250.00
College of Arts	29,120.00
College of Science	29,690.00
College of Medicine	58,036.00
Harvard-Yenching Institute accounts	89,470.00
Dormitories - maintenance	20,735.00
Miscellaneous accounts	4,371.00

Expenditures cont'd.

Captital items; books, chemicals, etc. U.S.\$5000	\$50,000.00	
Provision for salary increases	20,000.00	
Adjustment with West China Union Univ. U.S.\$5000	<u>50,000.00</u>	C\$381,102.00

ESTIMATED RECEIPTS1940-1941 BUDGET

	<u>CHENG TU</u>	<u>GENERAL ADMINIS.</u>	<u>ARTS AND SCIENCES</u>	<u>MEDICAL</u>	<u>HOSPITAL</u>	<u>LIBRARY</u>	<u>OUR RURAL INSTITUTES</u>	<u>TOTALS</u>
A.P.M.N.		15000	9000	7500			1500	33000
B.M.S.			1300	3145				4445
S.P.G.			8750	7500				16250
U.C.C.M.			4000	4000		8000		16000
U.C.C.M. Women			8750	8750				17500
L.M.S.				5000				5000
M.M.S.				5000				5000
W.F.M.S. ENDOWMENT) INCOME)		13500	13500	10000			840 3000	10840 30000
WOMEN END. INC.		6500	6500				2000	15000
H.Y.I.	89470							89470
FEES	32684.50		7000	1000	153333			194017.50
MINISTRY OF EDUCATION	18480							18480
MISCELLAN.	2020							2020
	<u>142654.50</u>	<u>35000</u>	<u>58800</u>	<u>51895</u>	<u>153333</u>	<u>8000</u>	<u>7340</u>	<u>457022.50</u>
MISSIONARY SALARIES	20000.	6000	24000	62000			4000	116000.
TOTALS	<u>162654.50</u>	<u>41000</u>	<u>82800</u>	<u>113895</u>	<u>153333</u>	<u>8000</u>	<u>11340</u>	<u>573022.50</u>

TSINAN BUDGET1940-1941

	<u>GENERAL ADMINIS.</u>	<u>ARTS AND SCIENCES</u>	<u>MEDICAL</u>	<u>HOSPITAL</u>	<u>LIBRARY</u>	<u>RURAL INSTITUTES</u>	<u>TOTALS</u>
Adminis- tration	4150	500	4000				8650
Salaries	6000	12500	8000		2200		28700
Departments	3450	7500	14000		6000	10340	41290
Maintenance	1430	6830	5000		2000		15260
Sub-Totals	15030	27330	31000	223011	10200	10340	316911
Missionary Salaries	6000	24000	62000			4000	96000
Totals	21030	51330	93000	223011	10200	14340	412911
						412,911	
						381,102	
						<u>794,013</u>	
						573,022.50	
							Required from Emergency Fund
							220,990.50

1152. Request for Supplements to Mission Grants.- The Board desires to record its sincere appreciation of the work of the Associated Boards and of the United Committee in securing emergency funds and of the continued support of the cooperating mission boards during this period of increasing difficulties in carrying on the work of the University.

It would, however, call the attention of those cooperating bodies which make their grants wholly or in part in local currency to the fact that the purchasing power of the Chinese dollar is now a mere fraction of what it was a few years ago, and urgently requests that these grants be made either in U.S. currency or Sterling on a pre-war basis or that an increasement be made up at least partially the loss in value of the local currency due to present abnormal rates of exchange.

1153. Thanks to the Chairman.- The Board regrets that the Chairman has been unable to attend this meeting and desires to express to him its sincere appreciation for his active interest in the work of the University and his liberal financial contribution toward the cost of erecting the new dormitories in Chengtu.

MINUTES OF ANNUAL MEETING, June 18th, 1940.

Stanley

The Annual Meeting of the Board of Directors of the Cheeloo School of Theology was called to order by Dr. Stanley at 10 a.m. on June 18th, in the School of Theology Building.

PRESENT: Rev. Chas. A. Stanley, Ex officio (Principal)
Rev. G. K. King, United Church of Canada Mission
Rev. P'eng Pai-Hsiang, Kung Li Hui
Miss Alice E. Murphy, N.C. Kung Li Hui.

The meeting was opened with prayer by Dr. Stanley.

ELECTION OF OFFICERS

- 40-1. VOTED: That Rev. G. K. King be asked to act as Chairman of the Board.
40-2. VOTED: That Rev. P. H. P'eng be asked to act as Chinese Secretary of the meeting.
40-3 VOTED: That Miss Alice E. Murphy be asked to act as English Secretary of the meeting.

The Minutes of the last meeting of the Board were read and approved.

A general report of the years 1937-40 was given by the Principal and accepted, with written report for 1939-40.

- 40-4. VOTED: That in case Rev. H. Payne should be unable to attend this meeting, we co-opt Rev. W. P. Pailing to serve in his place with full powers.

Adjournment till 2.30 p.m.

2.30 p.m. The meeting was opened with prayer by Mr. King.

The financial report for the year 1939-40 was read and approved.

The Budget for the year 1940-41 was presented by Dr. Stanley and approved.

- 40-5. VOTED: That the degree of Bachelor of Theology be conferred on the following students who have completed the required work and have maintained the necessary scholastic grades:
Lan Fu Hsiang - as of 1939
Miss Kao Chen-ying - 1940.

- 40-6. VOTED: That we ask Dr. C. A. Stanley, Mr. S. C. Lo and Rev. G. K. King to act as our delegates to the Inter-Seminary Council.

- 40-7. VOTED: That, in view of the possible retirement of Rev. G. M. Ross, we would register our appreciation of his work done here and our hope of his return and ask the United Church of Canada Mission, in case Dr. Ross is unable to return, to make provision to fill the vacancy.

- 40-8. VOTED: That, in case it can be arranged without detriment to the work of the School of Theology, we ask the North China Mission of the American Board (N.C. Kung Li Hui) to authorize a short furlough for Dr. and Mrs. Stanley beginning in the summer of 1941.

Adjournment 5 p.m., with prayer by Mr. P'eng.

Adjournment 5 p.m., with prayer by Mr. F'eng.

40-8. VOTED: That, in case it can be arranged without detriment to the work of the School of Theology, we ask the North China Mission of the American Board (N.C. Kang li Hui) to authorize a short furlough for Dr. and Mrs. Stanley beginning in the summer of 1941.

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40-5. VOTED: That the degree of Bachelor of Theology be conferred on the following students who have completed the required work and have maintained the necessary scholastic grades: Miss Kao Chen-Ying - 1940. Jan in Hainan - as of 1939

The Budget for the year 1940-41 was presented by Dr. Stanley and approved. The financial report for the year 1939-40 was read and approved.

8.30 p.m. The meeting was opened with prayer by Mr. King. Adjournment till 8.30 p.m.

40-4. VOTED: That in case Rev. H. Payne should be unable to attend this meeting, we co-opt Rev. W.F. Palling to serve in his place with full powers.

A general report of the years 1937-40 was given by the principal and accepted, with written report for 1939-40.

The Minutes of the last meeting of the Board were read and approved.

40-3. VOTED: That Miss Alice H. Murphy be asked to act as English Secretary of the meeting.

40-2. VOTED: That Rev. F.H. F'eng be asked to act as Chinese Secretary of the meeting.

40-1. VOTED: That Rev. G.K. King be asked to act as Chairman of the Board.

The meeting was opened with prayer by Dr. Stanley. Miss Alice H. Murphy, N.C. Kang li Hui. Rev. F'eng Hai-nang, Kang li Hui. Rev. G.K. King, United Church of Canada Mission (Principal) Rev. Chas. A. Stanley, Ex officio (Principal)

The Annual Meeting of the Board of Directors of the Chee-loo School of Theology was called to order by Dr. Stanley at 10 a.m. on June 18th, in the School of Theology Building.

MINUTES OF ANNUAL MEETING, June 18th, 1940.

MINUTES OF MEETING OF CHEELOO BOARD OF
DIRECTORS - September 14, 1942

The Cheeloo Board of Directors met at the residence of the Chairman, Dr. H. H. Kung, Chungking, on Monday afternoon, September 14, 1942.

The following members of the Board were present:

Dr. H. H. Kung, Chairman	
Mr. Wu Keh-ming	(Alumni)
Dr. Chen Chung-shou	(")
Bishop W. Y. Chen	(Co-opted)
Dr. G. S. Bell	(U.C.C.M.)
Dr. Wm. P. Fenn	(APMN)
Dr. Frank W. Price	(APMS)
Dr. Gerald Winfield	(alt. for Dr. Gordon King, E.B.M.)

The following proxies authorized by absent members, were reported to the Board:

Wu-keh-ming for Helen Djang
Bishop W.Y.Chen for Bishop Y.Y.Tsu
Dr.Chen Chung-shou for Dr. Li Ting-an
Mr. Wu keh-ming for T.H.Sun

Others present at the meeting, without vote, were:-

Dr. E.B.Struthers, Professor Clyde Sargent and Mrs. L.L.H. Yui, representing the administration and faculty, and Mr. William B. Djang representing the Alumni Association.

The Chairman, Dr. Kung, declared a quorum of the Board present. Dr. Kung briefly addressed the Board.

Chairman: The Board asked Dr. Kung to continue as Chairman.

Secretaries: Dr. Chen Chung-shou was elected Chinese Minute Secretary
Dr. F. W. Price " " English " "

Report of Advisory Committee

Mr. Wu Keh-ming, chairman of the Advisory Committee of the Board of Directors, made a report covering the work of the Committee since its first meeting on June 2, 1941. This Committee had been acting for the Board and now considers that its duties are turned over to the Board functioning in West China.

Reports

Dr. E.B.Struthers and Mrs. Yui reported for the administration and faculty.

1153. The terms of office of the members of the Board in West China were approved as follows:-

Term to expire in 1943	T.H.Sun, Helen Djang, G.S.Bell, Mabel Kowlin, *Chen Chung-shou
" " 1944	*Wu Keh-ming, *Y.Y.Tsu, Li Ting-an, Y.T.Wu, W.P.Fenn
" " 1945	*H.H.Kung, *Kuo Chin-nan, F.W.Price, W.Y.Chen, Gordon King

*Signifies old member of Board.

1154. Leave of absence for President Liu

After discussion of the University situation it was -

Voted: That, in view of the services of President Liu Shu-ming as president of Cheeloo University for seven years, and of the illness in his family and other difficulties which he faces: the Board of Directors grants Dr. Liu a leave of absence from the University, with full salary, for one year, beginning October 1st.

1155. Acting President

Voted:- To appoint Dr. Edgar Tang acting president.

1156. Vote of appreciation

Voted: To express our appreciation to West China Union University, the University of Nanking and Ginling College for the help they have given to Cheeloo University in the cooperative educational programme on the Hwa Hsi Campus.

The meeting was adjourned.

Frank W. Price
English Minute Secretary

MINUTES OF MEETING OF CHEELOO BOARD OF
DIRECTORS - September 28, 1942

The Chengtu members of the Board of Directors met at the home of Dr. Struthers on Monday afternoon, September 28th, 1942.

Present:-

Mr. Wu Keh-ming (in the chair), Dr. G.S. Bell, Dr. Chen Chung-shou, Dr. Helen Djang, Dr. Wm. P. Fenn, Dr. Li Ting-an, Dr. Frank W. Price, and Dr. Edgar Tang (ex officio).

Dr. Struthers and Miss Elsie Priest were present by invitation without vote.

The Chairman gave a full report of the meeting held in Chungking.

Dr. Tang was welcomed as acting-president and the Board promised him their full support and accepted responsibility for any consequences which might ensue.

1157. Acting-President

Voted: That the salary and allowances which have been customary in the case of the President be granted to Dr. Tang.

Adjournment.

Meeting of the Board of Directors of Chee-Loo University
15th October, 1943

Present: Wu K'eh-ming, Li T'ing-an, Y.T.Wu, Miss Fosnot, Frank Price, Wm. F. Fern, Miss H.L.Djang, Miss Spicer, Yuan Chin-t'ang (alt. for Kuo Chin-nan): by vote it was agreed to accept Dr. Li T'ing-an as proxy for the Chairman, Dr. H.H.Kung, and Dr. Frank Price as proxy for Dr. Ch'eng Chung-shou; Acting-President H.C.Tang ex officio.

Dr. Struthers, Comptroller and Miss Priest, Treasurer were present by invitation, and Miss Hickson as Minute Sec.

Chairman: Dr. Li T'ing-an as proxy for Dr. H.H.Kung.

Minute

Chinese/Secretary: Mr. Wu K'eh-ming

BD. 1160. Terms of office

Voted: That in every case the expiration of terms of office of members of the Board take place at the end of the calendar year, new or re-elected members beginning their term of office on January 1st of the following year.

BD. 1161. President's Report

~~XXXXXX~~ The President's report for the year 1942/43 having been circulated to most of the members, the acting-president reported verbally on one of two matters and answered questions.

Voted: That the report be received with thanks.

BD. 1162. Post-war Plans

Dr. Tang gave a brief verbal summary of a memorandum on post-war plans for Chee-Loo, which had already been circulated among the members.

Voted: That this memorandum be referred to an Executive Committee to be appointed.

BD. 1163. Executive Committee

Voted: That an Executive Committee of five members be appointed. The following were elected to serve:-

Dr. Li T'ing-an (Convener), Mr. Wu K'eh-ming, Dr. Wm. F. Fern, Dr. H. L. Djang, and Dr. Y. T. Wu.

BD. 1164. Staff Residences

Dr. Tang presented a report regarding staff residences for twelve families, which had been erected during the summer under the supervision of Dr. Hsieh Yi, and which were now ready to be handed over.

Voted: That the report be accepted.

BD. 1165. Treasurer's Report

Miss Priest presented an informal report of the accounts for 1942/43 and a summary of the budget for 1943/44.

Voted: That the report be accepted and that Mr. William Small and Mr. K. T. Sie be appointed auditors.

BD. 1166. Letter from Mr. Wm. B. Djang

Voted: That this letter be referred to the Executive Committee.

RD. 1167. Invitation to Dr. Lair

Voted: That an invitation be sent to Dr. H.P. Lair to come out to Chengtu as Comptroller of Chee-lee University.

RD. 1168. Resignation of the Acting-president

After considerable discussion it was

Voted: To adjourn and to meet again at 1.30 the following day, October 16th, at 1.30 p.m.

October 16th

Present: As on the 15th, with the addition of Dr. G.S. Bell

RD. 1168 cont.

The Board took up again the question of the resignation of the Acting-president and the two letters from a faculty group and the executive committee of the Alumni Association. The Chairman called for the views of the two alumni representatives present. Briefly, both were agreed that it was inadvisable for the acting-presidency to continue for too long a period and that steps should be taken to appoint a permanent president in the near future. The Board considered the statements made verbally and also in writing by Acting-president Tang regarding questions raised in the letters. Dr. Strutzers, in answer to questions from members of the Board, testified to the regularity of certain matters of administration which had been adversely criticized, and himself took responsibility for the rice difficulty. Dr. Price, on behalf of Dr. Chen, reported that many alumni in Chungking were satisfied with the activities of the Acting-president. It was suggested by members of the Board that the writers of the letters seemed to feel that the Board was not taking necessary steps in the matter of the Presidency, whereas the matter was being dealt with in due form and order as soon as conditions warranted action.

Voted: a. That we urge Dr. Tang to withdraw his resignation and to continue as acting-president until a permanent president is appointed.

b. That in the meantime we ask that the faculty and alumni give their loyal support to the institution, the administration, and this Board.

c. That a committee be appointed to make nominations for permanent president and receive suggestions.

d. That the letters to the Board be referred to a small committee for study and report to the Board.

RD. 1169. Appointment of Committees

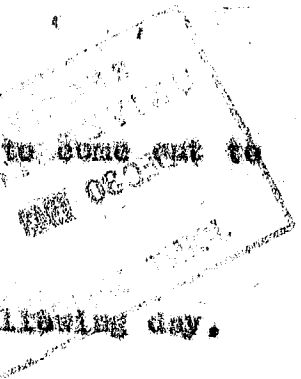
Voted: a. That the question of nominations for the presidency be referred to the Executive Committee.

b. That a small committee to study the letters to the Board be composed of Mr. Yuan (Convener), Dr. Penn and Dr. Li.

RD. 1170. Next meeting of the Board

Voted: That these committees report to a meeting of the Board about the middle of January 1944.

ADJOURNED.



Alumni

CHEELOO UNIVERSITY

Meetings of Board of Directors, Feb. 19th - 24th 1945

Present: At all or most of the meetings - Mr. K.M.Wu (acting-chairman), Mr. A.W.March, Bishop T.K.Shen, Miss E.D.Spicer, Mrs. Price, Miss P. Fosnot, Mr. C.T.Yuan, Dr. Tseo Ping-i, Dr. T.W.Wang, Mr. E.R.Stanway, Dr.T.A.Li, and Dr. Y.T.Wu.

Chinese Minute Secretary: Dr. T. M. Wang
English Minute Secretary: Miss G. M. Hickson

Letters were read and Mr. A.W.March reported on the investigations of the charges brought by students against the president regarding the distribution of rice and treatment of funds, etc., all of which charges had proved to be unwarranted. After long discussion of the whole situation, a Committee of five was appointed (Bishop Shen, Mr. March, Dr. Y.T.Wu, Mr. Yuan, and the Chairman) to draft suggested solutions of the problem.

During the meeting on the 22nd two representatives from the Ministry of Education were present for a short time.

After various amendments and changes the following resolutions were passed by the Board of Directors:-

B.D.1175. Students' Strike and University Administration

- a. That the present trouble made by the students is contrary to University discipline: we therefore strongly advocate the enforcement of severe punishment;
- b. That the students be notified that only those declaring their willingness to observe the rules and regulations of the University will be permitted to register for the coming semester; furthermore, all those taking part in the recent strike shall be required to sign a statement apologising for sealing the doors of the administrative offices and interfering with the classes and examinations of the university, and declare that the charges brought against President Tang were based on ignorance and misinformation regarding the facts. This statement shall be made public;
- c. That details regarding the disciplining of the students be arranged by the Standing Committee of the Board;
- d. That President Tang be granted leave of absence for a term, effective from February 23rd 1945, and be requested to go to the United States to represent the Board at meetings of the Planning Committee of the Associated Boards for Christian Colleges in China, the Board providing expenses up to \$100,000 C.N. (one hundred thousand dollars national currency);
- e. That we accept with regret the resignation of President Tang as from August 1st 1945; that as soon as a new president is available he be invited to take the position of acting-president in order to arrange for contracts for the new academic year, and to become president on the expiration of President Tang's term of office;
- f. That Mr. A.W.March be asked to resign from the Board of Directors and accept the position of Comptroller of the University and that he take charge of President Tang's seal;
- g. That the Dean of Medicine, the Dean of Science, the Dean of Studies and the Dean of Discipline, with the Comptroller, Mr. A.W.March, as Chairman, be appointed as an Administrative Committee to be responsible to the Board of Directors for the administration of the University until the coming of a new president;
- h. That if the decisions of the Board and the Standing Committee are not complied with immediately the Ministry of Education will be requested to close temporarily the Colleges involved.

B.D. 1176. Standing Committee (Executive Com. of the Bd. of Directors)

Dr. T.A.Li having resigned from the Standing Committee -

Voted: That Dr. Tseo Ping-i be appointed a member of the Standing Committee in Dr. Li's place.

The place of Dr. Fenn (representative of the American Presbyterian Board North) will be taken by Mr. Pommerenke, who has been appointed by the A.P.M.N. as their representative on the resignation of Mr. A.W.March from the Board.

February 26th

Present: Mr. K.M.Wu (acting-chairman), Dr. Y.T.Wu, Mr. Pommerenke, Dr. C.T.Yuan, Dr. P.I.Tseo, Dr. T.M.Wang, Miss E.D.Spicer, Dr. Tseo proxy for Bishop Shen, Miss Spicer proxy for Miss Fosnot.

(Note: Mr. Stanway's vote was later secured in writing)

It was reported by the chairman that on account of numerous false reports of the actions of the Board appearing in the Chinese press, a statement had been prepared for publication. This was read in Chinese with a running translation in English by Dr. Tseo; and was approved by the members present.

B.D. 1177. Coopted Members

The terms of office of Dr. T.A.Li and Bishop Y.Y.Tsu have expired; as Dr. Li is temporarily forbidden by his physician to take active part in the work of the Board, and as Bishop Tsu is in the States, it was decided to coopt two new members in their places:

Voted: That this Board coopt Dr. James K.F.Shen, Vice-Commissioner of the National Health Administration, formerly Superintendent of Peking Union Medical College Hospital, to succeed Dr. T.A.Li; and that we coopt Dr. T.F.Tsiang, Chairman of the Far Eastern Office of the United Nations Relief and Rehabilitation Commission, to succeed Bishop Y.Y.Tsu; that in case Dr. Shen declines, the Board shall coopt Dr. Cheer of National Central University; and if Dr. Tsiang declines, we invite General Chang Chi-chung, ex-governor of Hunan.

Chungking
Board of Directors
Meeting of June 29th 1945

Present: Mr. Pommerenke (APMN), Rev. Walter Small (UCC), Bishop Shen (SPG), Dr. Y.T. Wu (LMS) and Mr. A.W. March ex officio.
Dr. P.I. Tseo was also present to report, and Miss Hickson as minute secretary.

Chairman Bishop T.K. Shen was elected chairman for the meeting.

Telegram from Chungking

The following telegram was read, which had been sent from Chungking June 26th:

TSOUPINGI NANKING THEOLOGICAL SEMINARY CHENGTU. CHUNGKING MEMBERS CHEELOO BOARD MET JUNE NINETEENTH CHANGFULIANG DECLINED PRESIDENCY KING CHU CONSIDERED UNTIL TODAY THEN DECLINED ALSO APPROACHED YTTSUR WHO DECLINED ALL NINE MEMBERS THEN UNANIMOUSLY ELECTED WUKEMING. WIRE APPROVAL = WYChen.

A letter from Mr. K.M. Wu written on the 19th, which explained some of the above steps, was also read

Nomination of Mr. K.M. Wu to the presidency

Voted: That the nomination by the Chungking of Mr. Wu Keh-ming to the presidency of Cheeloo be approved.

Mr. A.W. March was asked to send a telegram to Bishop Chen conveying this vote.

Dr. P.I. Tseo (since his name still stands in the Ministry as acting-chairman of the Board) was asked to draft and send a letter to the Ministry requesting approval of Mr. Wu as president.

After some discussion regarding residence, and the necessity of the new president coming to Chengtu as soon as possible in order to send contracts for the new academic year, the meeting adjourned.

A. W. March
7-10-45

Meeting of the Chungking Members of the Cheeloo
Board of Directors
June 19th 1945 at Dr. T.F.Tsiang's Residence

Present: Wu Ke-ming (in the chair), T.F.Tsiang, James Ke-fei Shen,
Wang Ti-ming, Yuan Ching-tang, Frank W.Price, T.H.Sun, and
by special request and for the latter part of the meeting,
Vice-Minister King Chu.

Opening Prayer Dr. Price led in opening prayer.

Report

The Chairman made a report on communications received from Dr. A.W.March, calling for action by the Chungking members of the Board on the suggestion made by the members in Chengtu in regard to the Presidency, namely, that in the event of Dr. King Chu being unable to accept the invitation to become president, the Chungking members may ask Mr. Chang Fu-liang, Mr. Shen Ti-lan or Mr. Wu Ke-ming to serve in that capacity provided the candidate has their unanimous support. Mr. Wu also reported that before coming to the meeting he and Mr. Yuan Ching-tang had called on Mr. Chang Fu-liang and had a two-hour conference with him. It is Mr. Chang's regret that since he has just taken up work as General Director of the C.I.C. it is out of the question for him to consider the offer of another position.

The Chairman then called on Dr. F.W.Price and Mr. T.H.Sun who had just returned from the United States, to report briefly on their conference with members of the Associated Boards in North America. Dr. Price mentioned the plan recently adopted by the Associated Boards Planning Commission in which, so far as Cheeloo is concerned, priority is given only to the Medical School. He pointed out, however, that this inclination on the part of the Associated Boards was significant only with reference to such general funds as may be jointly raised for all the colleges, and would not in itself affect Cheeloo's continued existence as a university. He also assured the meeting that so far as the immediate problem of the presidency is concerned, the Directors have the Associated Boards sincere good wishes in their endeavor to secure a competent person to guide the University out of its present difficulties.

Mr. T.H.Sun confirmed Dr. Price's observations and added: (1) It is his belief that the action mentioned by Dr. Price of the Planning Commission besides having no official bearing on Cheeloo's university status, will not necessarily affect the attitude of the principal supporting mission bodies towards the institution. Some of these groups, such as the A.P.M. North have too much church work at stake in the areas served by Cheeloo and others, such as the B.M.S. and the Honan Mission of the U.C.C., have too little work in other parts of the country, to be able to shift much of their educational activities elsewhere. (2) Since it is generally assumed that the Cheeloo Medical School will continue to operate in Tsinan after the war, and that there will be a theological school of college standard on the Cheeloo campus, many have expressed the view that it would not make for the greatest economy in the use of Christian resources not to take advantage of the indispensable pre-theological and pre-medical courses for the maintenance and development of the Schools of Arts and Science, especially in view of the fact that a significantly high percentage of the graduates, most of them from humble Christian families, would have had no opportunity for higher education had these schools not been in existence. (3) It does not seem outside the range of possibilities to tap resources other than those of the missions and the

Associated Boards for the support of such an institution as Cheeloo. Such support might be secured, for instance, from some of the more progressive corporations, for certain specific projects, from some of the universities.

The Presidency

Discussion was then resumed on the question of the Presidency. In view of the great desirability of obtaining Dr. King Chu's service for this position and in view of the fact that the chief difficulty preventing his acceptance seems to be his inability to resign from his present post, Dr. T. F. Tsiang was asked to make one last effort on behalf of the Board by personally urging Dr. Chu to accept the Presidency and by using his influence with the Minister of Education to secure the desired acceptance of Dr. Chu's resignation as Vice-Minister. Dr. Tsiang agreed to do his best.

The name of Dr. Y. T. Tsur was then suggested by Dr. James Shen as a new possibility and it was agreed that should all efforts to secure Dr. King Chu prove unsuccessful, Dr. Tsur be approached as our next choice. It was further agreed that in case Dr. Tsur is prepared to accept, the Chengtu members of the Board be telegraphed for their approval.

The names of the other candidates suggested by the Chengtu members were then discussed at length and in the course of the conversation several other names were suggested for consideration. After careful and prolonged ~~discussion~~ deliberations the Chairman was asked to call for the vote, whereupon it was

VOTED unanimously, that in the event of Dr. King Chu and Dr. Y.T.Tsur both being unable to accept the position, Mr. Wu Ke-ming be invited to become President of the University.

Dr. King Chu came into the meeting at this point. After being informed of what had just taken place, he expressed his readiness to accept the Presidency if Dr. Tsiang's effort to secure his release from the Ministry should be successful. Otherwise he would do his best to persuade Dr. Y.T.Tsur to accept the position before it is finally offered to Mr. Wu Ke-ming.

The meeting was then adjourned.

Signed: T.H.Sun, Minute Sec.

Note: Bishop W.Y.Chen and Dr. Gordon King who were unable to attend the meeting have been consulted afterwards and have given their approval to the above resolution.

Report of Meeting of Chengtu Members on June 8th 1945
(sent in the form of a letter in lieu of minutes)

On Wednesday evening, June 8th, a meeting was held of the members of the Board resident in Chengtu, with the addition of Dr. Wm. P. Fern, who was invited to attend as representative in China of the Associated Boards. The other members present were Dr. Y. T. Wu, Bishop T. K. Shen, Miss P. Fosnot, Mr. Pommerenke and Mr. Walter Small. Dr. P. I. Tseo, alternate for Mr. Sun acted as chairman, and Miss Spicer also attended as alternate for Dr. Gordon King. Mr. March was present ex officio and Miss Hickson as Minute Secretary. As there was not a quorum the meeting could not take official action, but it had been agreed at an earlier meeting that owing to difficulties of getting a quorum together the only feasible plan was for the Board to meet in two sections and exchange views by post, and then secure a vote that shall represent the opinions of the whole Board.

It was reported that a cable had been received from America from Dr. Paul Kwei declining the invitation to the Presidency of Cheeloo sent to him by the Board. It is therefore necessary to suggest other names of men who might be asked to undertake this difficult task. Some members thought that there might be a possibility now of favourable consideration from Mr. Chang Fu-liang, to whom an invitation was extended a year ago. It was refused then partly because an answer was urgently required and Mr. Chang at that time was unable to leave the job in which he was then engaged. Others felt that having just undertaken new work Mr. Chang would be unwilling to leave it so soon. The name of Mr. Wu Ke-ming was then mentioned: some members felt that Mr. Wu was a natural choice as only a confusion of circumstances prevented his taking the presidency on the previous occasion; others felt that Mr. Wu was perhaps too closely connected with past disturbances to be able to tackle the job successfully at this juncture. A new name brought forward was that of Mr. T. L. Shen who served for a time as acting president of Soochow University near Kukong, and who is now teaching Education in Yenching here in Chengtu. It was the unanimous opinion of those present that this would be a good choice if Mr. Shen would agree to serve.

It would be quite out of the question to approach all three of these gentlemen. The desire of the Chengtu members is that the Chungking members should meet, if possible, and decide which of these three you thought it would be best to invite. Any invitation must go with the unanimous backing of the Board or it is doomed to failure. Will you please meet as soon as possible, at the call of Mr. Wu Keh-ming, the acting-chairman of the Board, and let us know your decision.

This matter is extremely urgent as the Administrative Committee was only appointed for this term and there are many matters in preparation for the new academic year which should be undertaken by the new president and not dealt with by the Administrative Committee.

Signed: A.W. March

Note: The next day to give more definite guidance as to the opinion of the members here a telegram was sent asking that Mr. Chang Fu-liang be approached immediately.

CHENLOO UNIVERSITY

MINUTES OF MEETING OF BOARD OF DIRECTORS

Time: April 22, 1946, 10.00 A.M.

Place: Dr. and Mrs. Sparling's residence, No. 14, Hus-hsi-pa, Chengtu.

Present: Bishop T.K. Shen, Dr. Chen Wen-hsien, Dr. Y.T. Wu, Dr. G.W. Sparling,
Dr. J. Claude Thomson, Dr. Pearl B. Fosnot, Dr. Eva D. Spicer,
Pres. K.M. Wu, ex officio.

The following were represented by proxies.

Dr. H.H. Kung, represented by Dr. Chen Wen-hsien.
Bishop Chen Wen Yuen " " Dr. Pearl B. Fosnot.
Dr. Hsieh Yu " " Dr. Y.T. Wu.

The following four persons were present by invitation: Miss Elsie
Priest, Dean Wang Teh-liang, Dean Mrs. Kuan-Yi Chen and Mr. W.F. Fu.

Election of Officers for this meeting:

Chairman: Dr. G.W. Sparling.
English Minute Secretary: Mrs. Chen.
Chinese Minute Secretary: President Wu.

Reports:

- A. The arrival of Dr. H.P. Lair. President Wu announced the arrival of Dr. Lair from the States on April 19. He also spoke briefly of the contribution which Dr. Lair has made to this University during his long service of more than thirty years, and covering some very critical situations in the University's history. Dr. Lair was unable to attend this meeting of the Board because of illness.
- B. The University situation during the last year. After the Chairman opened the meeting with prayer the president presented a detailed report of the work of the University during the year just closing.

Resolutions:

1. Coopted Members. It was reported that at the informal meeting of this Board held at Yen Pin Lou on December 5, 1945, it was recommended that Dr. H.H. Kung and Bishop Chen Wen-yuen be reelected as coopted members of this Board.
Voted - That this recommendation be approved.
2. Associated President. Dr. H.P. Lair was re-elected to serve as Associate President of this University (the title in Chinese to be Hsiao Wu Chang).
3. Recommendations of the Planning Committee of the ABCCC. The Board gave long and careful consideration to the recommendations of the planning committee of the ABCCC which had just been received from America. These were discussed in the light of the present political situation in China, and the various attempts at rural work which have been made within the last decade and more. There were strong opinions expressed both in favor of the proposals and in opposition to them. The discussion may be briefly summarized in the following statements.

In the long history of this university the Arts College has been a productive training ground for Church and social workers. Among the two thousand graduates of the University more than one third are from the Arts College.

Cheeloo University - Minutes of Meeting of Board of Directors - 2

At the present time the Arts College has a greater number of both staff and students than either of other two colleges and in recent years the graduates have been steadily enlarging their spheres of service.

The Arts College is registered with the Ministry of Education as an integral part of the University, and the Government regulations still stipulate that for registration as a University an Institution must have at least three colleges.

If the Arts College were suddenly abolished it would work a serious hardship on the other two colleges by the elimination of several required and elective courses by which they profit.

Difficulties to be faced in the establishment of a College of Rural reconstruction:

- (a) Although there has been much talk of rural reconstruction in this country, and this is very important, it must be remembered that it is only in a stage of experiment. There have been some pioneering institutions and individuals who have given years of labor in these experiments, but thus far the results have not been very significant.
- (b) Any reform movement of national scope depends on the support of the government and is usually promoted from the top. For a private institution to embark on a program of such significance in a period of such great political uncertainty as the present, without any assurance of government support, is precarious to say the least.
- (c) The graduates from a specialized course naturally have a limited sphere of service, in contrast with the many avenues of work open to graduates of the Arts College. So it is reasonable to expect that the number of students enrolling will be greatly curtailed, at least for a number of years.
- (d) The beginning of such a program will necessarily entail the seeking and engaging of new staff members, the securing of areas for carrying on experimental work, registration of the new school with the government, and numerous preliminary details all of which will require time for negotiation and experiment.
- (e) The establishment of a new college with such a specialized field will necessarily involve the expenditure of a large amount of money both for personnel and equipment.
- (f) It is thought inadvisable to suddenly terminate the present Arts College before embarking on the College of Rural Reconstruction, but rather than the transition should be effected gradually the Arts College devolving as the Rural Reconstruction College emerges.

The significance of a College of Rural Reconstruction.

- (a) As China is very largely agricultural, the task of rural reconstruction is probably the most important one as she progresses toward a truly democratic form of government.
- (b) There is great need for specific training for the definite task of rural reconstruction, a need which is not adequately met by the more general college courses.
- (c) In general college graduates have tended to gravitate toward the cities. We believe Cheeloo has been an exception to this rule, and if by the

Cheeloo University - Minutes of Meeting of Board of Directors - 3

establishment of the college of rural reconstruction this trend of sending graduates back to the country can be maintained and promoted, while in addition giving them more adequate preparation for service in the country a unique contribution can be made to the church and the nation.

- (d) Both the tradition of Cheeloo and her geographical location in the center of a very large Christian population indicate the desirability of locating this important experiment in Christian training in Cheeloo.
- (e) The entering upon this new program of training leaders for rural reconstruction should not only make a very real contribution to the national program of Christian higher education, but it should enlist more support from Christian institutions and individuals both in the west and in China.

Practical suggestions made as to the method of establishing such a College of Rural Reconstruction.

- (a) It was suggested that one year after the return to the Tsinan campus might be early enough to begin the transition.
- (b) It was thought advisable that the change should be made gradually, with as little disruption as possible in the courses of the other two colleges. Some thought that this stage of transition and experiment might require as long as five years. During this time of course the necessary negotiations with the Government would be carried on and the change of registration effected.
- (c) The University authorities were advised to make detailed and practical plans for the establishment of the new college.

Voted; that the recommendations of the Planning Committee of the ABCCC concerning the future development of Cheeloo University be accepted.

Adjournment.

COPY

MINUTES OF INFORMAL MEETING OF THE CHEELOO BOARD OF DIRECTORS

CHENG TU May 4, 1946

A meeting of those members of the Board of Directors who were at the time in Chengtu was called to consider the question of the date at which the University should attempt to return to the Tsinan Campus.

Present: Dr. G.W. Sparling, Dr. B.D. Spicer, Dr. Y.T. Wu, Mr. W.B. Djang, Dr. Claude Thomson, also of the Staff, Pres. K.W. Wu, Dr. H.P. Lair, and Dr. G.D. Wu

President Wu reported that a meeting of the University Council had been held on May 2 and that, after a long discussion, no consensus of opinion had been reached so it had seemed advisable to ask the directors to discuss the matter and express an opinion for the guidance of the administrative officers.

The points of the discussion can be briefly summarized as follows.

The present disruption in the political situation will probably not result in a large scale civil war but local occasional frictions will be inevitable for months or possibly for years.

If we are to wait for the disturbed political situation to pass it might mean waiting for years in which case we might just as well close the university.

Remaining in Chengtu for another term or another year is likely to weaken Cheeloo, both in China, and with the supporters at home.

Moving now is the more heroic thing to do. Are we going to seek the easy way?

The following motion, made by Dr. Y.T. Wu, was unanimously passed.

"It is the unanimous opinion of this group of the Board of Directors that Cheeloo should move back to Tsinan in time to make possible the opening of the autumn term there at the usual time."

Meeting adjourned

Cheeloo Falls

Jackson Park

Dr. Thomas Jessie Jones

COPY OF LETTER FROM DR. WU K'E MING, CHEELOO UNIVERSITY, TO REV. EARLE H. BALLOU

Chengtou, April 29, 1946.

Dear Mr. Ballou:

We inclose herewith the minutes of the meeting of the Cheeloo Board of Directors held on April 22, 1946, for the primary purpose of discussing and voting on the proposals of the Planning Committee of the A.B.C.C.C. Inasmuch as a summary of the discussion has been included in the minutes it would appear that little further comment is necessary. As you will see quite divergent points of view were presented and heatedly pressed in the discussion. As was brought out in the discussion, we consider that a transition period is necessary to allow for working out the new course of study and putting it into operation. This must also be done with as little as possible disruption of the courses being offered in the other colleges and in the School of Nursing which, even before the stopping of the work in Tsinan by the war was operating on a college level. We do not however envisage any such long period of adjustment as was mentioned in the discussion, namely five years. Nor do we agree with the idea that the active implementation of the change should be postponed till one full year after the return to the Tsinan campus.

As a matter of fact a committee has already been appointed and is now at work on this problem. We think it necessary however to call the attention of the Associated Boards to the almost certain fact that this new program will not make a strong appeal to students and that we must expect, at least for the first few years, a large falling off in the number of applicants for admission with a corresponding decline in receipts from fees. We assume that of course there will be considerable freedom in the scope of subjects to be included in the new curriculum. We realize that mistakes will be made, but we accept this program as a challenge to a vitally needed type of Christian training in which we covet the prayers and support of the Boards at home and the sympathetic cooperation of the other Christian Institutions in China.

Sincerely yours,

K'e Ming Wu.

Incl. Minutes of the Meeting of the Cheeloo Board, April 22, 1946.

CHEELOO UNIVERSITY

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