

190 3326

UBCHEA ARCHIVES  
COLLEGE FILES  
RG 11

Nanking  
Admin.  
Board of Founders  
1937

MINUTES OF MEETING  
COMMITTEE ON FINANCE, PROPERTY & INVESTMENT  
UNIVERSITY OF NANKING

12:30 P.M. Wednesday, January 27, 1937  
Parkside Hotel, New York

List of Members

G. B. Huntington  
\*Robert C. Morris  
\*Russell Carter

Morris W. Ehnes  
R. E. Speer

Those whose names are starred were present, also Forrest Smith (representing George B. Huntington, absent on account of illness), B. A. Garside and C. A. Evans.

Regrets were received from Dr. Speer.

INVESTMENT OF FAMINE FUND CASH

The committee was informed that the Rheems note held in the Famine Funds account in custody with the National Savings & Trust Company of Washington, D.C. had been paid in full and that the money was available for investment.

A list of suggestions for investment was presented and others were mentioned by the committee. After a very careful review of conditions surrounding the general market as well as the prevailing economic situation, the committee deemed it wise to proceed with the investment of the funds, diversifying by the use of some preferred utility stocks, dividing the balance between industrials and rails. It was

F-878 VOTED to purchase 60 sh. North American Edison 6% Pfd. at 104  
40 " Consolidated Edison 5% Pfd. " 107 $\frac{3}{4}$  (call 105)  
\$10,000 Pennsylvania R.R. 3 $\frac{3}{4}$ /70 " 102 (call 105)  
5,000 General Motors Accept. 3 $\frac{1}{4}$ /51 " 102 $\frac{1}{4}$  (call 104)  
Balance in Bethlehem Steel 3 $\frac{3}{4}$ /66 " 98 $\frac{1}{4}$  (call 105)

REPORT ON INVESTMENTS

Only three items called for special attention among the mortgages, as follows:

\$9,000 - 6157 Tyndall Avenue. It was stated that foreclosure proceedings have been inaugurated, the summons and complaint having been executed on January 14, 1937. As the property was reported vacant by the Bond & Mortgage Company, no trustee will be necessary.

2348 Seventh Avenue. Consideration was given to the proposal that the W.P.A. lease this property for a year on a month to month basis, the annual rental price being \$1,800, to cover taxes, and the attaching of a fire escape to the south side of the building. The question was raised as to the possibility of selling the property or leasing it for a larger rental, and as there seemed to be no prospects of either, it was

F-879 VOTED (a) To authorize the Assistant Treasurer to execute a lease with the W.P.A. for the 2348 Seventh Avenue property on a month to month basis at a price of \$1,800 per year;

1/27/37

(b) To authorize the Assistant Treasurer to sign contract for the erection of fire escape on the 2348 Seventh Avenue property at a cost not to exceed five hundred dollars (\$500.) to be deducted from income on lease.

Participating Certificates - 40 Lincoln Road, Brooklyn. It was stated that this company has completed its reorganization process and that interest will be forthcoming at an early date.

GAIN ON EXCHANGE 1935-36

Attention was directed to the report of the field treasurer showing the gain on exchange for the year to be \$506.12, accruing to the credit of the Board of Founders. It was

F-880 VOTED to recommend to the Board of Founders that the accrued gain on exchange for 1935-36 amounting to \$506.12 be credited against the current deficits as carried on the books of the Founders.

BACK DIVIDENDS ON ALUMINUM PREFERRED

Attention was directed to the \$10,150 received December 21st representing \$7.25 on accrued dividends from the Aluminum Company of America.

A study of the deficits carried on the field and on the books of the Board of Founders was presented and discussed. The suggestion was made that the fund be divided equally, to be applied to deficits in China and on the Founders' books, the net effect being to reduce the field debt to approximately LC\$30,000 and the Founders' deficit to \$1,635.50. It was

F-881 VOTED (a) To recommend to the Board of Founders that the \$10,150 received for back dividends on Aluminum Preferred Stock be divided equally between the Board of Directors on the field and the Founders, to be applied against accrued deficits.

(b) To recommend that the \$5,075 available for the Founders be applied against the Home Administration deficits, and the Current General deficits, the balance to be applied on the 1934-35 Promotional deficit.

BALANCE OF ALUMINUM ACCRUED DIVIDENDS TO BE PAID

It was noted that \$12,600 of accrued back dividends on Aluminum Preferred would be forthcoming at some future date. Consideration was given to the procedure to be followed in handling this amount of income. The suggestion which met with unanimous approval of the committee was that an endowment income stabilization fund be established, and it was

F-882 VOTED to recommend to the Board of Founders that when, if, and as the balance of accrued dividends on preferred stock of Aluminum Company is received, that same be set up on the books of the Board of Founders as an Endowment Income Stabilization Fund, the income to be applied to the current budget, and the disposition of the funds to rest in the hands of the Board of Founders.

1/27/37

ALUMINUM COMPANY DIVIDENDS OF HARVARD-YENCHING INSTITUTE

It was reported that a communication had been received from the Harvard-Yenching Institute showing that after the repayment of \$40,000 advanced from General Funds there remained \$25,250. available from the December 21st back dividend payment to be divided between or held for the various universities interested. The letter from the Institute invited suggestions for the handling of the balance.

The committee expressed appreciation for the opportunity offered by the Institute and discussed various suggestions made for the use of the income. It was

F-883 VOTED to recommend to the Board of Founders regarding the disposition of Nanking University's share in the surplus of \$25,250 now available in the Harvard-Yenching Institute Restricted Account, together with additional funds which may accrue from further payments of back dividends on the Aluminum Preferred Stock held by the Harvard-Yenching Institute:

(a) That the Harvard-Yenching Institute set up these payments of back dividends as an income stabilization fund to be used for maintaining future income on the investments in the Restricted Account at a stable rate;

(b) That in case the Trustees of the Institute prefer to distribute some or all of this surplus among the Boards of Trustees of the beneficiary universities and colleges, this Finance Committee would favor having the Nanking Board of Founders set up its pro rata share of this surplus as a special reserve fund to maintain a stable income for carrying on the work in Nanking University to which the Harvard-Yenching Institute funds are allocated;

(c) That if the Boards of Trustees of the other beneficiary institutions desire to confer on the matter of making uniform recommendations to the Trustees of the Harvard-Yenching Institute regarding the disposition of the surplus, the Finance Committee suggests that Mr. Russell Carter be named the representative of the Nanking Board of Founders.

On motion adjourned.

C. A. EVANS

Assistant Secretary

ROC

MINUTES OF MEETING  
EXECUTIVE AND PROMOTION COMMITTEES  
BOARD OF FOUNDERS, UNIVERSITY OF NANKING  
10:00 A.M., Tuesday, February 9, 1937  
Room 300, 150 Fifth Avenue, New York, N. Y.



List of Members

Executive Committee

\*Dr. Robert E. Speer  
\*Mrs. F. J. McConnell  
\*Dr. J. W. Decker  
\*Mr. Russell Carter  
\*Dr. E. C. Lobenstine  
\*Dr. George B. Huntington  
Mr. F. T. Cartwright

INDEXED

Committee on Promotion

\*Dr. E. C. Lobenstine  
Dr. R. E. Diffendorfer  
\*Dr. J. W. Decker  
Mr. Alexander Paul  
\*Dr. Robert E. Speer, *ex officio*

Those whose names are starred above were present as was the secretary. Dr. Speer presided.

The meeting was opened with prayer.

Apologies for absence were presented on behalf of members of the Committee who could not attend the meeting.

FINANCIAL ITEMS

The Committee gave consideration to the minutes of the meeting of the Committee on Finance, Property and Investment held on January 27th, copies of which had been distributed in advance of the meeting. The following actions were taken:--

Gain on Exchange, 1935-36

EP-884 VOTED to approve the recommendation of the Finance Committee that the accrued gain on exchange for 1935-36, amounting to US\$506.12, be credited against the current deficits of the Board of Founders.

Back Dividends on Aluminum Preferred Stock

EP-885 VOTED to approve the following recommendations of the Committee on Finance:--

- (a) that the \$10,150 received for back dividends on Aluminum preferred stock be divided equally between the Board of Directors and the Board of Founders, to be applied against accrued deficits.
- (b) that the \$5,075 available for deficits of the Board of Founders be applied against the home administration deficits, the current general deficits, and the 1934-35 promotional deficits.
- (c) that when, if, and as, the balance of accrued deficits on preferred stock of the Aluminum Company is received, these dividends be set up on the books of the Board of Founders as an endowment income stabilization fund, the income to be applied to the current budget, and the disposition of the funds to rest in the hands of the Board of Founders.

Surplus in Restricted Fund of Harvard-Yenching Institute

EP-886 VOTED to approve the recommendations of the Finance Committee regarding the disposition of the University of Nanking's share in the surplus of \$25,250

2/9/37

now available in the Harvard-Yenching Institute Restricted Account together with additional funds which may accrue from further payments of back dividends on the Aluminum preferred stock held by the Harvard-Yenching Institute, as follows:-

- (a) That the Harvard-Yenching Institute set up these payments of back dividends as an income stabilization fund to be used for maintaining future income on the investments in the Restricted Account at a stable rate;
- (b) That in case the Trustees of the Institute prefer to distribute some or all of this surplus among the Boards of Trustees of the beneficiary universities and colleges, this Finance Committee would favor having the Nanking Board of Founders set up its pro rata share of this surplus as a special reserve fund to maintain a stable income for carrying on the work in Nanking University to which the Harvard-Yenching Institute funds are allocated;
- (c) That if the Boards of Trustees of the other beneficiary institutions desire to confer on the matter of making uniform recommendations to the Trustees of the Harvard-Yenching Institute regarding the disposition of the surplus, the Finance Committee suggests that Mr. Russell Carter be named the representative of the Nanking Board of Founders.

#### MINUTES OF BOARD OF DIRECTORS

The Committee took note of the fact that the minutes of the meeting of the Board of Directors held in Nanking on November 20th, 1936, had previously been distributed to all members of the Executive Committee. It was pointed out that practically all the items in these minutes are in confirmation of the actions of the meeting of the Board of Directors Executive-Finance Committee held on September 26th, 1936, and that the matters in these earlier minutes were dealt with by the Nanking Founders at their meeting on November 18th, 1936, with President Chen present. It was considered unnecessary, therefore, for the Executive and Promotion Committees to review such of these actions as had already been dealt with by the Board of Founders. Note was made, however, of the discussion and actions of the Board of Directors on the subject of land registration (D-2033 and D-2034) and it was

EP-887 VOTED to record on behalf of the Board of Founders appreciation for the care and deliberation with which the Board of Directors is dealing with the problems attendant upon the registration of the property of the University with the Chinese governmental authorities.

#### PROMOTIONAL MATTERS

Dr. Lobenstine presented a report summarizing the promotional activities of the Board of Founders during recent months. He described briefly the work done by President Chen, by Mr. Wheeler, and by Miss Anderson during this period. He pointed out that, inasmuch as there has been little promotional activity on behalf of Nanking since the death of Dr. Williams, much of the work during recent months has necessarily been of a preparatory nature and not immediately productive of substantial new funds. A large number of meetings in various places have been addressed by President Chen and Mr. Wheeler, many former friends and an even larger number of new friends have been seen in promotional interviews, an illustrated booklet has been published, and our cultivation list has been revised and greatly enlarged. One copy of a series of news letters written by

2/9/37

Mr. Wheeler was sent out on January 1st. A letter of appeal is ready to go out to our Nanking constituency, but has been held up for a few weeks because of the Ohio and Mississippi valley floods with the accompanying nation-wide appeal on behalf of the Red Cross. It is now planned to put our appeal letter in the mail the first week in March.

The net results achieved by these promotional efforts have been of two kinds:-

(1) Our existing sources of support have been stimulated by the presence of Dr. Chen and the other representatives of the University. (2) A beginning has been made toward the enlistment of new support amounting to \$2,400 in capital gifts and \$673.75 for the support of the current year's work. The representatives of the University of Nanking have been working in cooperation with the promotional staff of the Associated Boards.

The general plans for the remainder of the current fiscal year contemplate the continuation of personal solicitation of such Nanking friends as can be seen individually, and solicitation by mail of the remainder of the list. This work of individual solicitation has been carried on not only by Mr. Wheeler but by Dr. Young, Mr. Aydolott and Mrs. Macmillan of the Associated Boards promotional staff.

After discussion, it was

EP-888 VOTED to receive and place on record the report of promotional activities as given by Dr. Lobenstine, with an expression of appreciation to the representatives from the University of Nanking and the promotional staff of the Associated Boards, for the progress thus far made.

#### PLANS FOR MR. WHEELER NEXT YEAR

It was pointed out that, due to unfavorable medical decisions concerning Mrs. Wheeler's ability to return to China, the status of Mr. and Mrs. Wheeler as members of the Presbyterian quota at the University of Nanking will be terminated on August 31st, 1937. The question of Mr. Wheeler's future relationship to the University of Nanking, and to other phases of Christian higher educational work in China, was therefore discussed at some length. The possibility of Mr. Wheeler aiding in the promotional work on behalf of the entire group of China Colleges was also suggested. After discussion, it was

EP-889 VOTED (1) to request the representatives of the Nanking Founders on the Promotional Committee of the Associated Boards to present to that Committee the suggestion that the Rev. W. R. Wheeler be invited to serve as a member of the promotional staff of the Associated Boards, beginning not later than September 1st, 1937;

(2) That if the Associated Boards is unable to assume all of Mr. Wheeler's salary and expenses, the Board of Founders of the University of Nanking would be willing to divide those expenses upon any basis which would be found mutually satisfactory;

(3) That if the Associated Boards is unable to avail itself of Mr. Wheeler's services or to assume any portion of his salary and expenses, the Board of Founders of the University of Nanking will assume responsibility for an amount not in excess of US\$7,000 to cover his salary and travel expenses for a period of twelve months, beginning not later than September 1st, 1937.

MATTERS RELATED TO ROSTER OF BOARD

Cooption of Rev. Theodore Cuyler Speers.

In order to provide a place among Presbyterian representatives on the Board of Founders for the China Secretary of the Presbyterian Board, it was

EP-890 VOTED that the Rev. Theodore Cuyler Speers be elected a coopted member of the Board of Founders of the University of Nanking in the Class of 1939.

Other Invitations to Accept Coopted Membership.

The Committee discussed the desirability of increasing the lay membership of the Board of Founders, and a number of names were suggested. after discussion, it was

EP-891 VOTED to extend an invitation to Mr. William H. Danforth and Mr. Horace C. Coleman, Jr., to accept positions as coopted members on the Board of Founders of the University of Nanking.

Representative on Ginling Board of Founders.

Attention was called to the fact that with the retirement of Dr. John R. Edwards there is at present a vacancy in the representation of the Board of Founders of the University of Nanking on the Board of Founders of Ginling College. It was

EP-892 VOTED to recommend to the Board of Founders of Ginling College that Dr. Frank T. Cartwright be appointed as the second representative of the Board of Founders of the University of Nanking on the Board of Founders of Ginling College.

The meeting adjourned.

B. A. GARSIDE,  
Secretary



MINUTES OF MEETING  
COMMITTEE ON PROMOTION  
BOARD OF FOUNDERS, UNIVERSITY OF NANKING



1:45 P.M., Thursday, May 13th, 1937  
Solarium, Hotel Parkside, 18 Gramercy Park South, New York City

List of Members

\*E. C. Lobenstine  
Alexander Paul

\*John W. Decker  
Robert E. Speer

\*R. E. Diffendorfer

Those whose names are starred above were present as were Mr. W. Reginald Wheeler and the Secretary.

Dr. Lobenstine presided.

**INDEXED**

ARRANGEMENTS WITH MR. WHEELER FOR COMING YEAR

The Committee reviewed action EP-889 adopted by the Executive and Promotion Committees of the Nanking Founders on February 9th, wherein it is suggested that the Associated Boards might undertake to assume all or some part of the support of the Rev. W. Reginald Wheeler for promotional work on behalf of the entire group of Colleges, but provides that, "if the Associated Boards is unable to avail itself of Mr. Wheeler's services or to assume any portion of his salary and expenses, the Board of Founders of the University of Nanking will assume responsibility for an amount not in excess of US\$7,000 to cover his salary and travel expenses for a period of twelve months, beginning not later than September 1st, 1937". Attention was called to the action of the Associated Boards Committee on Promotion (P-616) adopted April 8, 1937 recommending that the Associated Boards, "info the Board of Founders of the University of Nanking that in view of its budget limitations, it will not be possible for the Associated Boards to carry out the suggestions of the Nanking Founders that the Rev. W. Reginald Wheeler be invited to serve as a member of the promotional staff of the Associated Boards."

After discussion of these actions the Committee

CP-893 VOTED with regard to the invitation to the Rev. W. Reginald Wheeler to continue in promotional work during the year 1937-38 that the Committee on Promotion report to the Board of Founders that inasmuch as the Associated Boards has not seen its way clear to invite Mr. Wheeler to join its promotional staff, the third section of action EP-889 as adopted by the Nanking Executive and Promotional Committees on February 9th, 1937, becomes operative. The Committee on Promotion recommends that this action be confirmed by the Annual Meeting of the Nanking Board of Founders.

\* CP-894 VOTED that the Charman and Secretary of the Committee on Promotion be requested to serve as a special sub-committee to work out, in consultation with Mr. Wheeler, the details of the special promotional budget of the University of Nanking for the year 1937-38.

The meeting adjourned.

B. A. GARSIDE  
Secretary

FOR THE CAMPAIGN COMMITTEE AND FOUNDERS OF THE UNIVERSITY OF NANKING

THE WORK OF THE PAST YEAR AND SUGGESTIONS AS TO NEXT YEAR

ARE OUTLINED IN THIS STATEMENT

May 13, 1937

In a letter to Dr. E. C. Lobenstine, dated February 3, 1937, I tried to summarize the situation on that date. Excerpts from that letter follow:

"Dr. Chen and I reached New York early in September. The situation which we faced was, in brief, the need of trying to promote and to give publicity to a University in China, which had not had direct financial representation in this country since the return to China of Dr. John E. Williams, Vice-President of the University, in January, 1925, nor any individual financial appeal since 1927.

"Furthermore, the original donors who had contributed funds for buildings and equipment of the University in this interval had died, or their interest had slackened in this institution. Mrs. McCormick, who gave funds for the McCormick Dormitories, John L. Severance, who contributed toward Severance Hall, Mr. Dwight H. Day who gave substantially for the chapel and whose gift later was used for one of the other buildings, have all died. Mr. Swasey, who gave funds for one building, is ninety years of age. Mrs. F. F. Prentiss, a sister of Mr. Severance, has not maintained her interest in the University. In other words, the problem before us was one of trying to find new donors and building up a constituency almost from the beginning.

"Some attempts had been made to keep our former constituency in touch. In 1927, after the Nanking Incident, an appeal was made for funds for rebuilding and some gifts were received. In 1934, Miss Priest, Field Treasurer of the University, cooperated with the Associated Boards and traveled about with the team speaking in various cities. There was no attempt at that time to make direct appeal for funds. At the University, during the last four years, I have tried to build up a mailing list and to get out publicity material. Theoretically, two-thirds of my time was assigned to teaching and one-third to publicity. There was a budget of US\$150.00 a year for publicity material. It was possible within that budget to get out only a printed letter twice a year. We built up a mailing list with the help of other western faculty members of approximately eight hundred and this, together with those who received letters distributed from the New York office of the University and those who were given letters in China, consumed approximately two thousand copies of the printed letters.

"I think it would have helped if we could have published a quarterly and a pamphlet of the University for use in America, but it was not possible to finance those publications on the field.

"I made no attempt to try to secure funds directly from appeal in China as I thought such an appeal ought to wait until one of us could reach America and make it direct. In the meantime, our constituency had been circularized by appeals from the office of the Associated Boards and some gifts had been received.

"This was the situation, in brief, when Dr. Chen and I began work early in September. The first thing we needed was a pamphlet, and we helped to get one out of which 15,000 copies were printed. This pamphlet has been widely used wherever we have gone and this supply has been about exhausted.

"I had prepared motion pictures in Nanking before coming to this country which featured leaders in the national government who had visited the campus of the University. There is a wide-spread interest now in this country in these leaders and the fact that they were photographed on our campus in company with President Chen taking part in Commencement exercises and in meetings of the University, seemed to me was the best type of publicity, in part, because it was indirect. I also have a reel of pictures of the City of Nanking. These two reels have been shown in many places and have always attracted interest and attention. A third means of publicizing the University also indirectly was the preparation of the biography of Dr. John E. Williams, Vice-president of the University from 1910 to 1927. I have tried to make the story of his life as interesting as possible in the hope that it would not only perpetuate his name, but also call attention to the fine work of the University which is increasing in strength. I finished the work on this book in the Fall and it was published February 3.

"Our next endeavor was to try to get in touch with the former friends of the University to warm up their interest and to increase that interest. Enclosed is a printed letter dated January 1, 1937, which gives an account of Dr. Chen's travels during last Fall before he sailed December 15. I helped set up his schedule and was with him for much of the time, and I know that Dr. Chen won many friends for the University, as well as for China. We carried on direct solicitation in Western Pennsylvania. We secured approximately \$2,500 from those efforts - chiefly in cash. This has been designated for a Freshman Dormitory for which the University is appealing for US\$6,000.

"Since January 1, through Mr. Aydelott's efforts, and, as a result of the Hartford meetings, a total of \$600.00 has been received. This, as I understand, has been assigned to cover current expenses.

"I am leaving tonight for Cleveland, Ohio, where I will be working probably until the last of February. Dr. Luce and Mr. Wannamaker will be there also for part of the time at least. Half of the expenses of my work will be charged to the University and the other half to the Associated Boards, and we will try to represent both interests.

"One of the needs of the campaign is that of closer coordination and relationship to promotional work of the Foreign Mission Boards. When we put on the inter-denomination campaign for the South American schools in 1925 - 1926, the promotional secretaries of the several boards related to these schools sat in with us as we planned for the campaign. Men such as Dr. Schell of the Presbyterian Board, Dr. Donohugh, and others supplied valuable coordination and were excellent liaison officers in our work. I noticed at once, at the first meeting of the campaign committee of the Associated Boards, the absence of such men at that meeting.

"Of course the Mission Boards cannot take responsibility for campaigning for these colleges, but they will lose, and the colleges will lose, if the two groups do not move along together, exchanging information and keeping in closer touch than they have in the past. The Christian universities are really distinct assets of the Foreign Mission Boards and they ought not to be allowed to be divorced from them in sympathy or activities. I believe this coordination can be achieved if we go at it patiently and wisely."

The time since February 3 has been spent in Cleveland, <sup>in</sup> Ohio, and in Western Pennsylvania. We discussed with church leaders in Cleveland the possibility for putting on a campaign for Nanking and other Christian colleges in that city this spring. The former supporters of the University of Nanking did not wish to help in

that campaign. Mr. Swasey, whom I saw, said he could not make further gifts now. Mrs. Prentiss was in California with her husband, who since then has died. The Baptist, Methodist, and Disciples' Churches have all been hard hit financially, and the general opinion was it would be better to wait until next fall or winter in trying to put on any public effort in behalf of Nanking or the other Universities.

I went to North Canton to see Mr. Frank G. Hoover whose family have been supporters of the University. He is giving toward the current support of the work of Dr. Bates and Professor Ma. At first, he said he could not help further. Then he gave a cash pledge of \$200, and said he intended to keep Nanking on his list of gifts for next year and in succeeding years.

My work has cost the University approximately \$100 a month, which includes both living and traveling expenses. The total since August is \$848.46. Of course the Presbyterian Board has been paying my home allowance, but that has gone for the support of my wife and children. The gifts received as a result of the solicitation for the University in which Dr. Chen and I had a part, and then more recently which I myself have carried on, and as a result of the appeal letter signed by Dr. Speer and the work of Mr. Aydelott in Hartford, have brought in a total of \$3,905. Expenses of Dr. Chen, Miss Anderson, and the other campaign charges total \$2,873.47.

I suggest, as a possible plan of action next year, attempting a campaign in Youngstown, Ohio, for the University. We have already done some preliminary work. There are strong Methodist, Disciples', and Baptist Churches there, as well as Presbyterian, and the pastors of these churches have said they are willing to help.

I would also like to try to do something in Texas where Mr. Brown, who made a gift of \$500 to the University, lives. In the winter I would like to try to do something on the Pacific coast. Many of the people there are experiencing some prosperity, and I believe there are individuals and churches on the coast who would help.

These plans, of course, will be carried out in conference with Mr. Hedrick and the Committee on Promotion of the University and of the Associated Boards.

In conclusion, I would like to mention certain aspects of the situation as they have appeared during the past eight months. I do not think we ought to proceed with the campaigning for the University with illusions in regard to the probable difficulties or assets in that work. I do not think we can count largely upon the so-called "friendly citizens", those who give to community chests or have given to the China Famine Fund, for the support of the Christian Colleges in China. We will secure some gifts from this group, but the chief support of the Christian Colleges in China will come in the future, as it has in the past, from Christian people, members of churches, who give to the colleges from the Christian motive, and because they believe the colleges are an integral part of the Christian movement abroad. These members of the Christian churches in America are subject to the same circumstances which affect other citizens in this country. They are receiving a share of the present prosperity and of increasing dividends. They are beginning to give again as they did before the Depression, but as yet only fractionally compared to that former time. They refuse to make pledges ahead and practically all gifts are cash. They are more intelligently informed on the situation in the Far East and also more nationalistic in their thinking than they were before the Depression. They are anxious and uncertain about the policies of our own government, are troubled by increased taxation and the possibility of inflation, and they are not certain enough of the stability of the Chinese government to be willing, as yet, to make large commitments for capital investment there.

Furthermore, this group of donors, which is a restricted one, in large part has been subjected to intense appeals for funds in clearing off mortgages on church buildings and for reducing Foreign Mission Board budgets. In addition, at least two of the Christian Colleges have been carrying on, for approximately twenty years, intelligent, aggressive, systematic campaigning and solicitation among this constituency.

According to the present agreement among the colleges, if any individual makes a gift to one institution, he is automatically claimed by that college, and further appeal cannot be made by another Christian University. In other words, claims have already been staked out over a large proportion of the donors in this field. It is not ethical to jump another man's claim. I am sure there will have to be some adjustments in these assignments, but, even with such adjustments, this modus operandi does restrict the field in which work can be done for the University of Nanking which has entered upon the arena a number of years after the other institutions.

I think we ought to look at these facts squarely. I think there are real possibilities for successful work in behalf of Nanking, and I believe that none of the Christian Universities in China is rendering a more practical or worthwhile service, or more truly deserves support from America. But if instantaneous results are expected from the campaign, these hopes will be disappointed. It will take a number of months and years of hard work to secure appreciable results. This fact should be kept in mind to avoid unwarranted disappointment and discouragement.

In spite of the difficulties and limitations, we have as undeniable and imperishable assets, the noble heritage of the University, its record of valiant, practical and fruitful service, the continuance of that service on the field today through the leadership and cooperation of an exceptionally able faculty and administration. The University has won the good will and increasing support of the Chinese. The number of its friends and those who are informed concerning its work is increasing in America. The Board of Founders is an able one. Above all, we have the promise of the grace and power of the One in whose name the work was begun, and in Him and through Him is our hope of victory.

Sincerely yours,

W. Reginald Wheeler

**INDEXED**

**MINUTES OF ANNUAL MEETING  
BOARD OF FOUNDERS, UNIVERSITY OF NANKING**

2:15 P.M., Thursday, May 13, 1937  
Solarium, Hotel Parkside, 18 Gramercy Park South, New York City

List of Members

<u>Board</u>	<u>1937</u>	<u>1938</u>	<u>1939</u>	<u>Alternates</u>
Baptists		*John W. Decker	*G. B. Huntington	
Disciples	Alexander Paul	Stephen J. Corey	C. M. Yocum	C. T. Paul
Methodists	*R. E. Diffendorfer	*Robert C. Morris	(vacancy)	*F.T. Cartwright
Presby.	*E. C. Lobenstine	W. A. Eldridge	*C. H. Fenn	
Coopted	*Robert E. Speer	Ambrose Swasey	*T. C. Speers	
	Joab H. Banton	Russell Carter	<i>Almon G. Taylor</i>	
	*Margaret E. Hodge	*Mrs. F. J. McConnell		

Those whose names are starred above were present, as were Rev. W. R. Wheeler and the Secretary.

Dr. Decker presided until the arrival of Dr. Speer, who then took the chair.

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

Apologies for absence were submitted on behalf of members who could not be present.

APPROVAL OF MINUTES

BF-895 VOTED to approve, as distributed, the minutes of the following meetings:-  
Board of Founders, November 18, 1936; Executive and Promotion Committees,  
February 9, 1937; Finance Committee, January 27, 1937.

FINANCIAL STATEMENT AND FORECAST

The Assistant Treasurer presented a brief financial statement showing the position of the current accounts to date, and forecasting the probable income and expenditures to the end of the current fiscal year on June 30, 1937. This statement and forecast indicated that the Founders will probably close the year with a small net surplus, although developments during the next six weeks may change the situation materially. Note was made of the fact that, while general authorization has been given (Actions BF-824, BF-855, BF-856, and CP-868) to the Treasurer to make remittances covering the expenses of President Chen, Mr. Wheeler, and Miss Anderson while engaged in Nanking promotional work, no exact figure has been fixed for this item in the 1936-37 budget of the Board of Founders. It was therefore

BF-896 VOTED to define the item for promotional expenditures in the 1936-37 budget of the Nanking Founders as \$3,100.

MATTERS ARISING FROM MARCH 19th MEETING OF DIRECTORS

The Board gave careful consideration to the minutes of the March 19th meeting of the Board of Directors, which had just been received from the field. In this connection the Secretary read to the Board President Chen's letter of April 1st with its detailed comments on the matters dealt with by the Directors at that meeting. The following actions were taken on matters dealt with by the Directors' minutes:-

D-2064. Celebration of Tenth Anniversary of Presidency of Dr. Chen.

The Board noted with pleasure that plans are being made to celebrate the tenth anniversary of the presidency of Dr. Chen at the commencement season in June, 1937. It was

BF-897 VOTED that the Board of Founders of the University of Nanking request the President of the Board to write, extending the Board's felicitations to President Chen in connection with the celebration of the tenth anniversary of his election to the presidency of the University.

D-2066 and 2067 Furloughs of Western Members of Staff.

It was noted that three regular staff members are coming to America on furlough this year, and in each case return after furlough has been requested by the Board of Directors. It was

BF-898 VOTED that the Board of Founders cordially endorse the request of the Board of Directors to the Board of Foreign Missions of the Presbyterian Church that Dr. and Mrs. J. Horton Daniels and Dr. and Mrs. William P. Fenn be returned to the University at the close of their approaching furloughs as regular representatives of the Presbyterian Church; and to the Board of Foreign Missions of the Methodist Episcopal Church that Mr. and Mrs. Francis P. Jones be returned to the University after their furloughs as regular representatives of the Methodist Church on the faculty of the University.

D-2073. Further Back Dividends on Aluminum Preferred Stock.

The Board noted the request of the Directors that if and when the balance of US\$12,600 in back dividends on Aluminum Preferred Stock is paid, as much of this as is required to complete the clearance of the Board of Directors deficit (approximately US\$9,000) be transmitted to the field for this purpose. It also noted that the Board of Founders Executive Committee on February 9th (EP-885-c-) voted, "that when, if, and as, the balance of accrued deficits on preferred stock on the Aluminum Company is received, these dividends be set up as an endowment income stabilization fund, the income to be applied to the current budget and the disposition of the funds to rest in the hands of the Board of Founders." Inasmuch as no further payments of back dividends on this stock have been made or announced, it was

BF-899 VOTED that the decision as to the distribution of further payments of back dividends on preferred stock be referred to the Executive Committee with power

D-2087. Future Development of the Colleges.

The Board reviewed with interest action D-2087, proposing a study of the future development of the University, together with President Chen's comments on this point. After discussion it was

BF-900 VOTED that the Board of Founders is very much gratified to note the action of the Board of Directors (D-2087) requesting the administration to make a study of the future development of the University. The Board of Founders believes that such a study is particularly opportune in view of the recent actions of the Associated Boards and the desire of this Board of Founders for light on this important subject. The Board of Founders asks the

Secretary to communicate this action to the Board of Founders of the other China Colleges.

D-2089. New Departments.

BF-901 VOTED (1) that the Board of Founders records its appreciation of the action of the Board of Directors (D-2089), that "in keeping with the recommendation of the Council of Higher Education, we record as a matter of procedure that whenever the University plans to open new work, or to make structural changes it will first confer with the Council of Higher Education before such changes are made";

(2) that the Board of Founders recommend to the Board of Directors that no new work be undertaken by the University until adequate financial support for such work is definitely assured.

D-2095. Unified Research for Cultural Studies.

The Board noted with interest the action of the Directors (D-2095) with reference to a unified research program in the field of Chinese Cultural Studies, together with President Chen's comments on this topic. It was

BF-902 VOTED that the Board of Founders note with approval the efforts being made in China to unify the research program of the Harvard-Yenching Institute in the field of Chinese Cultural Studies; but that the Founders express the hope that the program of the Institute will be shaped to give a wide distribution of information and training in the field of Chinese cultural studies throughout the student body of the University, rather than restricted to the development of a comparatively small number of research experts.

Other Items in the Minutes of Board of Directors

Since the time available did not permit the Board of Founders to make a detailed study of all matters dealt with by the Board of Directors at its meeting on March 19th, it was

BF-903 VOTED to refer to the Executive Committee of the Board of Founders, with power, consideration and action on any other matters in the 21st meeting of the Board of Directors which may require the attention of the Board of Founders.

BUDGET ESTIMATES, 1937-38

The Board gave careful consideration to the budget estimates for 1937-38 submitted by the Board of Directors and checked by the Treasurers. It was

BF-904 VOTED that the Board of Founders inform the Board of Directors that, in addition to the personnel supplied by the cooperating Mission Boards, it will contribute toward the budget of the University of Nanking during the fiscal year 1937-38 the following amounts:-

(a) toward the general budget the sum of US\$20,804. to be derived from the following sources:



Mission Board grants

Methodist Board	1,055	
Presbyterian Board	2,920	
United Christian Mission- ary Society	1,500	
Baptist Board (A & F)	<u>800</u>	6,275

Income from Endowment

General Funds	14,630	
Swasey Fund	2,000	
Methodist Fund for Agri- culture	3,000	<u>19,630</u>
		25,905

Less:- Home administration	3,540	
Founders' Incidentals	450	
Share in ABCCC Promotion	<u>1,111</u>	<u>5,101</u>
		20,804

- (b) Toward the budget of the University Hospital, the sum of US\$1,295 to be derived from the following sources:-

Mission Board cash grants

Methodist Board	340	
Presbyterian Board	580	
U. C. M. S.	<u>375</u>	1,295

- (c) For Special designated items, the following amounts which will be transmitted as and when received:-

Harvard-Yenching Institute	US\$ 14,210.52
Hoover Gift	500.00
U. C. M. S. vacancy	1,300.00

- (d) Toward the Famine Prevention program the sum of LC\$176,751, to be secured from the interest and principal of the Famine Funds held by the Board of Founders.

BF-905 VOTED that the Board of Founders hereby authorize the treasurers of the Board of Founders to make such sales of securities during the year 1937-38 from the Famine Fund account as may be required, in addition to the income received in this account, to provide a total of LC\$176,751 toward the Famine Prevention program of the University for the fiscal year 1937-38.

MATTERS ARISING FROM ANNUAL MEETING OF THE ASSOCIATED BOARDS

The Secretary presented excerpts from the actions of the Annual Meeting of the Associated Boards for Christian Colleges in China held on May 10th and 11th, 1937, containing the items specifically referred to the individual Boards of Trustees, for their consideration and action. The time available did not permit detailed

May 13, 1937

consideration of all these items. It was

BF-906 VOTED that the Board of Founders of the University of Nanking approve the request of the Associated Boards for the following appropriations during the fiscal year 1937-38:-

(1) Nanking Founders' pro rata share in the administrative budget of the Associated Boards, \$3,540.

(2) Nanking Founders' pro rata share in the promotional budget of the Associated Boards (approximately) \$1,111.

BF-907 VOTED to approve the request of the Associated Boards that "in order to provide funds for carrying on the promotional work, each participating Board of Trustees be asked to advance without interest to the promotional department of the Associated Boards, as and to the extent that it may be required, up to 2% of the support received during 1936-37 from American sources for the current work of the institution it represents, such advances to be refunded before the end of the year out of the receipts of that year.

NOTE: It was noted that on the basis of the income received from American sources for the University of Nanking during the year 1935-36 - US\$111,081 - the amount which the treasurers of the Nanking Board of Founders would be authorized to advance under the above action would be approximately US\$2,224.

BF-908 VOTED that the other matters arising from the Annual Meeting of the Associated Boards requiring consideration by the Board of Founders be referred to the Executive Committee with power.

#### DISCUSSION OF PROMOTIONAL PLANS

Dr. Lobenstine, the Chairman of the Committee on Promotion, made a report of the meeting of the Committee on Promotion held just in advance of the meeting of the Founders. He submitted for approval by the Board of Founders the two actions adopted by the Committee on Promotion at that time.

Arrangements with Mr. Wheeler. After consideration of action CP-893, it was

X BF-909 VOTED that inasmuch as the Associated Boards has not seen its way clear to provide support for Mr. Wheeler as a member of the Associated Boards promotional staff, the Board of Founders of the University of Nanking hereby confirms the procedure proposed in the third section of action EP-889 adopted by the Nanking Executive and Promotion Committees on February 9th as follows:-

"(3) That if the Associated Boards is unable to avail itself of Mr. Wheeler's services or to assume any portion of his salary and expenses, the Board of Founders of the University of Nanking will assume responsibility for an amount not in excess of US\$7,000 to cover his salary and travel expenses for a period of twelve months, beginning not later than September 1st, 1937."

BF-910 VOTED that the Board of Founders approve the following recommendation of the Committee on Promotion:-

"that the Chairman and Secretary of the Committee on Promotion be requested to serve as a special sub-committee to work out, in consultation with Mr. Wheeler, the details of the special promotional budget of the University of Nanking for the year 1937-38, and a suitable title for Mr. Wheeler as he continues his work for the University during the coming year.

ELECTION OF OFFICERS - APPOINTMENT OF COMMITTEES

The Board gave consideration to the election of officers and the appointment of committees to serve during the ensuing year. Dr. Speer informed the Board that due to his approaching retirement as Secretary of the Presbyterian Board, he would be unable to continue as President of the Board of Founders of the University of Nanking during the ensuing year. The Board adopted the following resolution:-

BF-911 RESOLVED that it is with sincerest regret, the Board of Founders of the University of Nanking reluctantly accepts the decision of Dr. Robert E. Speer that he should retire from the Presidency of the Board. The Board gratefully remembers how loyally and how ably Dr. Speer has served the interests of the University of Nanking as a member of this Board since it was first established in 1910. He was one of the leaders in effecting the organization of the Board, served as its first regular chairman during the months of organization, and was instrumental in persuading Mr. Louis H. Severance to accept the presidency of the Board in 1911. Upon the death of Mr. Severance in 1913, Dr. Speer was elected President of the Board, and has served continuously in that capacity for the last twenty-four years. It is the earnest hope of the Board that even though Dr. Speer feels he should retire from its presidency, he will long continue to serve as one of its active members.

It was also pointed out that Mr. Russell Carter is retiring from the Treasurership of the Presbyterian Board within a few months and has expressed an earnest desire that he be not re-elected as treasurer of the boards of founders which he has been serving in this capacity. It was

BF-912 RESOLVED that the Board of Founders of the University of Nanking accepts with reluctance and regret the decision of Mr. Russell Carter that he should retire from the treasurership of the Board. The Board remembers with appreciation that Mr. Carter accepted the office of Treasurer of the Board within a few months after it was incorporated on April 19, 1911, and has served continuously in that office for more than a quarter of a century. The Board counts upon Mr. Carter's continued assistance, as a member of the Board, in dealing with its problems of finance and investment.

The Board then turned to the election of officers for the ensuing year and it was

BF-913 VOTED to instruct the Secretary to cast an unanimous ballot for the following officers for the ensuing year:-

Honorary President  
President  
Vice Presidents

Treasurer  
Secretary & Asst. Treasurer  
Asst. Secy. & Asst. Treas.

Robert E. Speer  
John W. Decker  
Mrs. F. J. McConnell  
Theodore Cuyler Speers  
Robert C. Morris  
B. A. Garside  
C. A. Evans

BF-914 VOTED to appoint the following as members of the Executive Committee for the ensuing year:-

J. W. Decker, Chairman  
Mrs. F. J. McConnell  
Robert C. Morris  
George B. Huntington

R. E. Speer  
T. C. Speers  
E. C. Lobenstine  
Frank T. Cartwright

BF-915 VOTED to refer to the Executive Committee, with power, the appointment of the other standing committees of the Nanking Board of Founders, together with the representatives of the Nanking Founders on the various standing committees of the Associated Boards.

ANY UNFINISHED BUSINESS

BF-916 VOTED to refer to the Executive Committee with power any other unfinished business now awaiting action by the Board of Founders.

The meeting adjourned.

B.A. GARSIDE  
Secretary

JD

MINUTES ADOPTED BY CIRCULATION VOTE  
EXECUTIVE COMMITTEE  
BOARD OF FOUNDERS, UNIVERSITY OF NANKING

List of Members

J. W. Decker, Chairman  
Mrs. F. J. McConnell  
Robert C. Morris  
George B. Huntington

Robert E. Speer  
Theodore Cuyler Speers  
E. C. Lobenstine  
Frank T. Cartwright

APPROVAL OF RECOMMENDATIONS OF SUB-COMMITTEE ON PROMOTIONAL MATTERS

The following action was adopted on July 5th, 1937, by circulation votes sent in by the members of the Executive Committee.

EC-917 VOTED to approve the following recommendations of the sub-Committee on Promotional Matters:-

Recommendation 1. That the special promotional budget for the Nanking Board of Founders during the fiscal year 1937-38, be for a maximum of \$7,000 as follows:-

Salary of Mr. Wheeler	\$4,800
Moving Expenses, Mr. Wheeler	200
Publicity Materials	500
Travelling Expenses	1,500

Recommendation 2. That Mr. Wheeler be given the title of Vice President of the Board of Founders of the University of Nanking.

Recommendation 3. That in pursuance of the action of the Executive and Finance Committees on June 9, 1936, (EF-843) defining the capital and current objectives to be sought over a period of five years, the following be defined as the objectives to be sought by the Nanking Board of Founders in cooperation with the Associated Boards for Christian Colleges in China during the next two years:-

1. Urgent Current Needs, to support the general budget of the University, and to meet the special expenses of home base administration and promotion, @ \$20,000 per year \$40,000

2. Endowment Requirements

For the College of Liberal Arts	100,000
For the College of Natural Science	100,000
For the College of Agriculture	100,000

3. Building Requirements

For Dormitories and Student Center	95,000
Residences	20,000
Science Equipment	5,000

B. A. GARSIDE  
Secretary

*Mr. Garcia.*

MINUTES OF MEETING  
EXECUTIVE COMMITTEE AND COMMITTEE ON PROMOTION  
BOARD OF FOUNDERS UNIVERSITY OF NANKING

12:30 P.M., Tuesday, September 21st, 1937  
Hotel Parkside, 18 Gramercy Park South, New York, New York

List of Members

Executive Committee

\*J. W. Decker  
Mrs. F. J. McConnell  
\*Robert C. Morris  
G. B. Huntington  
\*Robert E. Speer  
Theodore G. Speers  
\*E. C. Lobenstine  
\*Frank T. Cartwright

Committee on Promotion

\*E. C. Lobenstine  
\*R. E. Diffendorfer  
\*J. W. Decker  
Alexander Paul  
\*Robert E. Speer

Those whose names are starred were present, as were Dr. William P. Fenn, Mr. W. R. Wheeler, and the Secretary.

Dr. Decker presided.

The meeting was opened with prayer, led by the Chairman.

APPROVAL OF MINUTES

The Committee reviewed the minutes adopted by circulation vote of the Executive Committee on July 8th, 1937. After discussion it was

EC-918 VOTED to approve the minutes adopted by circulation vote of the Executive Committee on July 8th, 1937, except that Recommendation 3 of Action EC-917 be held subject to revision in the light of changed conditions in China and changes in promotional plans for the ensuing year.

DISCUSSION OF PROMOTIONAL MATTERS

Mr. Wheeler submitted an outline of a tentative promotional program for 1937-38. This was discussed in detail by the committee.

I. Objectives It was

EC-919 VOTED that in view of the changes in condition which have occurred during the summer, and in order to bring the promotional objectives of the Board of Founders of the University of Nanking into accordance with the revised objectives of the Associated Boards, the following be defined as the immediate promotional objectives to be sought during the coming year:-

- (1) Nanking's share (\$14,725) of the total of \$105,000 being sought for urgent current needs of the China Colleges during 1937-38.
- (2) Nanking's share of the special emergency fund of \$145,000.
- (3) Unfinished property items:- for Freshman Dormitory \$4,000.

9/21/37

II. Publicity Material. The committee discussed the publication of various types of publicity material during the coming year. It was agreed to continue with the publication of the series of printed news letters, the next number being sent out about October 1st, and to defer decision on other types of printed publicity pending further developments.

III. Cooperation with Associated China Colleges and with Presbyterian Board Centennial Fund. The committee discussed ways and means of working in the closest cooperation with the united promotional program on behalf of the China Colleges. It was also agreed that Mr. Wheeler should cooperate with the efforts of the Presbyterian Board on behalf of the Centennial Fund wherever this could be done without too great diversion of time and efforts.

IV. Strengthening of Personnel of Board of Founders. The committee renewed the discussions of former meetings as to the importance of strengthening the personnel of the Board of Founders, particularly through the addition of lay members. It was noted that by Action BF-859 the Board of Founders voted "to request the officers of the Board of Founders to present nominations for additional members in the coopted group", and the hope was expressed that the officers of the Board would give very serious attention to this responsibility.

#### MATTERS REFERRED TO EXECUTIVE COMMITTEE BY THE FOUNDERS

The committee noted that a number of matters had, by the Annual Meeting of the Founders, been referred to it for consideration and action. In view, however, of the insufficiency of time for dealing with these matters, it was necessary to defer action thereon to the next meeting.

#### MESSAGE TO THE UNIVERSITY

It was

EC-920 VOTED to request the Secretary to send a cable to the administrative authorities of the University assuring them of the earnest sympathy, the constant prayers, and the unqualified support of the Board of Founders in this time of crisis.

The meeting adjourned.

B. A. GARSIDE  
Secretary

JD

MINUTES OF MEETING  
EXECUTIVE COMMITTEE AND COMMITTEE ON PROMOTION  
BOARD OF FOUNDERS' UNIVERSITY OF NANKING

12:30 P.M., Tuesday, September 21st, 1937  
Hotel Parkside, 18 Gramercy Park South, New York, New York

List of Members

Executive Committee

\*J. W. Decker  
Mrs. F. J. McConnell  
\*Robert C. Morris  
G. B. Huntington  
\*Robert E. Speer  
Theodore C. Speers  
\*E. C. Lobenstine  
\*Frank T. Cartwright

Committee on Promotion

\*E. C. Lobenstine  
\*R. E. Diffendorfer  
\*J. W. Decker  
Alexander Paul  
\*Robert E. Speer

Those whose names are starred were present, as were Dr. William P. Fenn, Mr. W. R. Wheeler, and the Secretary.

Dr. Decker presided.

The meeting was opened with prayer, led by the Chairman.

APPROVAL OF MINUTES

The Committee reviewed the minutes adopted by circulation vote of the Executive Committee on July 8th, 1937. After discussion it was

EC-918 VOTED to approve the minutes adopted by circulation vote of the Executive Committee on July 8th, 1937, except that Recommendation 3 of Action EC-917 be held subject to revision in the light of changed conditions in China and changes in promotional plans for the ensuing year.

DISCUSSION OF PROMOTIONAL MATTERS

Mr. Wheeler submitted an outline of a tentative promotional program for 1937-38. This was discussed in detail by the committee.

I. Objectives It was

EC-919 VOTED that in view of the changes in condition which have occurred during the summer, and in order to bring the promotional objectives of the Board of Founders of the University of Nanking into accordance with the revised objectives of the Associated Boards, the following be defined as the immediate promotional objectives to be sought during the coming year:-

- (1) Nanking's share (\$14,725) of the total of \$105,000 being sought for urgent current needs of the China Colleges during 1937-38.
- (2) Nanking's share of the special emergency fund of \$145,000.
- (3) Unfinished property items:- for Freshman Dormitory \$4,000.



9/21/37

II. Publicity Material. The committee discussed the publication of various types of publicity material during the coming year. It was agreed to continue with the publication of the series of printed news letters, the next number being sent out about October 1st, and to defer decision on other types of printed publicity pending further developments.

III. Cooperation with Associated China Colleges and with Presbyterian Board Centennial Fund. The committee discussed ways and means of working in the closest cooperation with the united promotional program on behalf of the China Colleges. It was also agreed that Mr. Wheeler should cooperate with the efforts of the Presbyterian Board on behalf of the Centennial Fund wherever this could be done without too great diversion of time and efforts.

IV. Strengthening of Personnel of Board of Founders. The committee renewed the discussions of former meetings as to the importance of strengthening the personnel of the Board of Founders, particularly through the addition of lay members. It was noted that by Action BF-859 the Board of Founders voted "to request the officers of the Board of Founders to present nominations for additional members in the coopted group", and the hope was expressed that the officers of the Board would give very serious attention to this responsibility.

#### MATTERS REFERRED TO EXECUTIVE COMMITTEE BY THE FOUNDERS

The committee noted that a number of matters had, by the Annual Meeting of the Founders, been referred to it for consideration and action. In view, however, of the insufficiency of time for dealing with these matters, it was necessary to defer action thereon to the next meeting.

#### MESSAGE TO THE UNIVERSITY

It was

EC-920 VOTED to request the Secretary to send a cable to the administrative authorities of the University assuring them of the earnest sympathy, the constant prayers, and the unqualified support of the Board of Founders in this time of crisis.

The meeting adjourned.

B. A. GARSIDE  
Secretary

JD

MINUTES OF MEETING  
EXECUTIVE-FINANCE COMMITTEES  
UNIVERSITY OF NANKING

12:30 P.M. Friday, October 15th, 1937  
Parkside Hotel, New York

LIST OF MEMBERS

Executive Committee

\*J. W. Decker  
Mrs. F. J. McConnell  
Robert C. Morris  
\*G. B. Huntington

R. E. Speer  
\*Theodore C. Speers  
\*E. C. Lobenstine  
\*F. T. Cartwright

Finance Committee

J. H. Banton  
\*G. B. Huntington  
Robert C. Morris

R. E. Speer  
\*M. W. Eames

Those whose names are starred above were present, also Mr. W. Reginald Wooler, Mr. B. A. Garside, and Mr. G. A. Evans.

APPROVAL OF MINUTES

The minutes of the meeting of the Executive & Promotional Committees held September 21st were approved as distributed.

REPORT OF FINANCE COMMITTEE

It was reported that by action of the Finance Committee the following securities were purchased by using funds from the General Endowment section:-

\$2,000 Virginian Railway 3 $\frac{3}{4}$ /66  
5,000 Milwaukee Gas & Electric 5/71  
2,000 North American Edison 5/69

It was

EF-921 VOTED to approve the action of the Finance Committee in purchasing the above securities.

ORDERS FOR MEDICAL SUPPLIES FOR CHINA

Consideration was given to a cablegram received October 9th through the Secretary of State, Cordell Hull, requesting that approximately \$3,810. worth of prophylactic and antitoxin be sent by air mail to the University Hospital, and that an appeal be made to raise funds and supplies for the Hospital, the Ambassador adding that the Tetanus Antitoxin had been completely exhausted.

It was stated that the executive office had authorized the shipment of 15% of the order by air mail, making reservations for the balance to be delivered in Hong Kong from a shipment now en route, there being no charge for transportation on the latter.

Another cable under date of October 9th received through the Secretary of State was presented, asking for additional medical supplies to the total of approximately \$955., including transportation.

10/15/37

Dr. Lobenstine reported regarding his correspondence with the Red Cross covering the possibility of purchasing medical supplies through that organization or the application to University Hospital needs of funds set aside by the Red Cross for use in China.

As a portion of the first order had already been placed, it was

EF-922 VOTED to approve the purchase of 15% of the first cable order for medical supplies dated October 8th, charging same against the field budget, with the understanding that every effort be made to secure funds from other sources to cover the costs.

As the Red Cross had not agreed to accept any part or all of the proposed orders, and as negotiations had been opened with Sharp & Dohme toward claiming part of a shipment now en route to Hong Kong, it was

EF-923 VOTED to authorize the purchase of supplies as set forth in the balance of the first cable and all of the second, charging same to the current budget, with the hope that other funds may be secured to care for the costs.

#### FUNDS FOR MEDICAL SUPPLIES

Attention was directed to possible sources of funds to cover the cost of medical supplies and other emergency needs. In connection with this discussion, the committees had in mind a cable from the field transmitted through the State Department requesting US\$1,500. per month plus medical supplies and a light ambulance. After reviewing various relief agencies, it was

EF-924 VOTED to make application to the China Famine Relief for funds to cover the cost of medical supplies plus three months' appropriation to the Hospital, making an approximate total of \$9,414.24, with the hope that monthly appropriations may be continued as relief may seem to warrant.

It was agreed to ask Dr. Cartwright to sponsor the foregoing request before the China Famine Relief.

#### MONTHLY APPROPRIATION FOR HOSPITAL

Concerning the field's request for monthly appropriations, it was

EF-925 VOTED to authorize a cable informing the field to draw US\$1,500. each for October, November and December.

#### ALLOCATION OF FUNDS IN UNITED APPEAL

The question was raised as to the distribution of receipts from the general appeal of the Associated Boards. Recognizing the possibility of delay in securing action from a large body, it was

EF-926 VOTED to request the Executive and Finance Committees of the Associated Boards to appoint a small committee to promptly allocate receipts from the emergency drive.

SPECIAL COMMITTEE FOR HOSPITAL FUNDS

The following up of various agencies through which funds might be secured for the China emergency was given consideration, it being the consensus of opinion that a responsible committee should be placed in charge of this particular task. It was

EF-927 VOTED that Dr. E. C. Lobenstine and Mr. W. Roginald Whicolor be appointed a special committee to supervise the following up of the raising of funds to supply the Hospital needs.

REPRESENTATION ON THE CHINA EXECUTIVE COMMITTEE

Feeling that the experience of the Nanking Founders regarding the purchase of supplies and the raising of funds for the Hospital should be passed on to the proper committee of the Foreign Missions Conference, it was

EF-928 VOTED that Dr. E. C. Lobenstine be requested to report the experience regarding recent order to the acting China Executive Committee.

PROMOTIONAL REPORT

The Secretary reported on the progress being made in the promotional campaign instituted through the Associated Boards for the purpose of raising \$250,000. this year. There has been much encouragement through the responses from those asked to serve upon the general committee, and it is gratifying to report a national chairman has been secured, and general interest is manifested through the entire group of China Colleges.

Mr. Wheeler spoke of the extraordinary opportunity existing at the present time, and of the stress which may be laid upon the emergency appeal. It was stated that the list of potential givers had been increased to 2,500 from a very small beginning, the goal being 4,000 names. Hope was expressed that the Board of Founders would agree to bring back a member of the University staff to do special promotional work here in the United States. The correlation of Nanking work with that of the Associated Boards was alluded to, and it was

EF-929 VOTED to refer to the Promotional Committee with power the extent of cooperation for the combined promotional program for Christian Colleges in China.

ADDITIONAL TRUSTEES

The special committee chosen to propose names for coopted trustees recommended the following:

Dr. Albert R. Mann  
Mr. J. H. Scheide

It was

10/15/37

EF-930 VOTED that the Secretary extend an invitation to the above persons, inviting them to become members of the Board of Founders of the University of Nanking, and that Messrs. Wheeler and Lobenstine confer with them in person.

APPOINTMENT OF COMMITTEES

It was

EF-931 VOTED that the following committees be appointed to serve for the balance of the current year:

Finance Committee

Morris W. Ehnes, Chairman  
G. B. Huntington  
Robert C. Morris  
J. H. Banton  
A. W. Moore  
J. W. Decker, ex officio

Committee on Instruction

F. T. Cartwright, Chairman  
Theodore Cuyler Speers  
Mrs. F. J. McConnell  
J. W. Decker, ex officio

Committee on Promotion

E. C. Lobenstine, Chairman  
R. E. Diffendorfer  
William H. Danforth  
A. W. Moore  
J. W. Decker, ex officio

The appointment of representatives on committees of the Associated Boards was postponed until the next meeting of the Executive Committee.

NEXT MEETING OF THE COMMITTEE

Recognizing the urgent need of giving detailed consideration to the conditions existing at the University of Nanking, it was agreed that the Secretary arrange for a meeting of the Executive Committee at the latest within a month.

On motion adjourned.

C. A. EVANS

Assistant Secretary

MINUTES OF MEETING  
EXECUTIVE-FINANCE COMMITTEES  
UNIVERSITY OF NANKING

12:30 P.M. Friday, October 15th, 1937  
Parkside Hotel, New York

LIST OF MEMBERS

Executive Committee

Finance Committee

*J. W. Decker	R. E. Speer	J. H. Banton	R. E. Speer
Mrs. F. J. McConnell	*Theodore C. Speers	*G. B. Huntington	*M. W. Elmes
Robert C. Morris	*E. C. Lobenstine	Robert C. Morris	
*G. B. Huntington	*F. T. Cartwright		

Those whose names are starred above were present, also Mr. W. Reginald Wheeler, Mr. B. A. Garside, and Mr. C. A. Evans.

APPROVAL OF MINUTES

The minutes of the meeting of the Executive & Promotional Committees held September 21st were approved as distributed.

REPORT OF FINANCE COMMITTEE

It was reported that by action of the Finance Committee the following securities were purchased by using funds from the General Endowment section:-

\$2,000 Virginian Railway 3 $\frac{3}{4}$ /66  
5,000 Milwaukee Gas & Electric 5/71  
2,000 North American Edison 5/69

It was

EF-921 VOTED to approve the action of the Finance Committee in purchasing the above securities.

ORDERS FOR MEDICAL SUPPLIES FOR CHINA

Consideration was given to a cablegram received October 9th through the Secretary of State, Cordell Hull, requesting that approximately \$3,810. worth of prophylactic and antitoxin be sent by air mail to the University Hospital, and that an appeal be made to raise funds and supplies for the Hospital, the Ambassador adding that the Tetanus Antitoxin had been completely exhausted.

It was stated that the executive office had authorized the shipment of 15% of the order by air mail, making reservations for the balance to be delivered in Hong Keng from a shipment now en route, there being no charge for transportation on the latter.

Another cable under date of October 9th received through the Secretary of State was presented, asking for additional medical supplies to the total of approximately \$955., including transportation.

10/15/37

Dr. Lobenstine reported regarding his correspondence with the Red Cross covering the possibility of purchasing medical supplies through that organization or the application to University Hospital needs of funds set aside by the Red Cross for use in China.

As a portion of the first order had already been placed, it was

EF-922 VOTED to approve the purchase of 15% of the first cable order for medical supplies dated October 8th, charging same against the field budget, with the understanding that every effort be made to secure funds from other sources to cover the costs.

As the Red Cross had not agreed to accept any part or all of the proposed orders, and as negotiations had been opened with Sharp & Dohme toward claiming part of a shipment now en route to Hong Kong, it was

EF-923 VOTED to authorize the purchase of supplies as set forth in the balance of the first cable and all of the second, charging same to the current budget, with the hope that other funds may be secured to care for the costs.

#### FUNDS FOR MEDICAL SUPPLIES

Attention was directed to possible sources of funds to cover the cost of medical supplies and other emergency needs. In connection with this discussion, the committees had in mind a cable from the field transmitted through the State Department requesting US\$1,500. per month plus medical supplies and a light ambulance. After reviewing various relief agencies, it was

EF-924 VOTED to make application to the China Famine Relief for funds to cover the cost of medical supplies plus three months' appropriation to the Hospital, making an approximate total of \$9,414.24, with the hope that monthly appropriations may be continued as relief may seem to warrant.

It was agreed to ask Dr. Cartwright to sponsor the foregoing request before the China Famine Relief.

#### MONTHLY APPROPRIATION FOR HOSPITAL

Concerning the field's request for monthly appropriations, it was

EF-925 VOTED to authorize a cable informing the field to draw US\$1,500. each for October, November and December.

#### ALLOCATION OF FUNDS IN UNITED APPEAL

The question was raised as to the distribution of receipts from the general appeal of the Associated Boards. Recognizing the possibility of delay in securing action from a large body, it was

EF-926 VOTED to request the Executive and Finance Committees of the Associated Boards to appoint a small committee to promptly allocate receipts from the emergency drive.

SPECIAL COMMITTEE FOR HOSPITAL FUNDS

The following up of various agencies through which funds might be secured for the China emergency was given consideration, it being the consensus of opinion that a responsible committee should be placed in charge of this particular task. It was

EF-927 VOTED that Dr. E. C. Lobenstine and Mr. W. Roginald Wheeler be appointed a special committee to supervise the following up of the raising of funds to supply the Hospital needs.

REPRESENTATION ON THE CHINA EXECUTIVE COMMITTEE

Feeling that the experience of the Nanking Founders regarding the purchase of supplies and the raising of funds for the Hospital should be passed on to the proper committee of the Foreign Missions Conference, it was

EF-928 VOTED that Dr. E. C. Lobenstine be requested to report the experience regarding recent order to the acting China Executive Committee.

PROMOTIONAL REPORT

The Secretary reported on the progress being made in the promotional campaign instituted through the Associated Boards for the purpose of raising \$250,000. this year. There has been much encouragement through the responses from those asked to serve upon the general committee, and it is gratifying to report a national chairman has been secured, and general interest is manifested through the entire group of China Colleges.

Mr. Wheeler spoke of the extraordinary opportunity existing at the present time, and of the stress which may be laid upon the emergency appeal. It was stated that the list of potential givers had been increased to 2,500 from a very small beginning, the goal being 4,000 names. Hope was expressed that the Board of Founders would agree to bring back a member of the University staff to do special promotional work here in the United States. The correlation of Nanking work with that of the Associated Boards was alluded to, and it was

EF-929 VOTED to refer to the Promotional Committee with power the extent of cooperation for the combined promotional program for Christian Colleges in China.

ADDITIONAL TRUSTEES

The special committee chosen to propose names for coopted trustees recommended the following:

Dr. Albert R. Mann  
Mr. J. H. Scheide

It was



10/15/37

EF-930 VOTED that the Secretary extend an invitation to the above persons, inviting them to become members of the Board of Founders of the University of Nanking, and that Messrs. Wheeler and Lobenstine confer with them in person.

APPOINTMENT OF COMMITTEES

It was

EF-931 VOTED that the following committees be appointed to serve for the balance of the current year:

Finance Committee

Morris W. Ehnes, Chairman  
G. B. Huntington  
Robert C. Morris  
J. H. Banton  
A. W. Moore  
J. W. Decker, ex officio

Committee on Instruction

F. T. Cartwright, Chairman  
Theodore Cuyler Speers  
Mrs. F. J. McConnell  
J. W. Decker, ex officio

Committee on Promotion

E. C. Lobenstine, Chairman  
R. E. Diffendorfer  
William H. Danforth  
A. W. Moore  
J. W. Decker, ex officio

The appointment of representatives on committees of the Associated Boards was postponed until the next meeting of the Executive Committee.

NEXT MEETING OF THE COMMITTEE

Recognizing the urgent need of giving detailed consideration to the conditions existing at the University of Nanking, it was agreed that the Secretary arrange for a meeting of the Executive Committee at the latest within a month.

On motion adjourned.

C. A. EVANS

Assistant Secretary

MINUTES OF MEETING  
EXECUTIVE-FINANCE COMMITTEES  
UNIVERSITY OF NANKING

3:15 P.M. Friday, November 5th, 1937  
Room 900, 150 Fifth Avenue, New York, N. Y.

LIST OF MEMBERS

Executive Committee

\*J. W. Decker  
Mrs. F.J. McConnell  
\*Robert C. Morris  
\*G. B. Huntington

R. E. Speer  
Theodore C. Speers  
\*E. C. Lobenstine  
F. T. Cartwright

Finance Committee

J. H. Banton  
\*G. B. Huntington  
\*Robert C. Morris

R. E. Speer  
\*M. W. Ehnes

Those whose names are starred were present, also W. R. Wheeler, B. A. Garside and C. A. Evans.

Regrets were presented from Mrs. F. J. McConnell, T. C. Speers, and J. H. Banton.

Dr. M. W. Ehnes was elected Chairman pro tem until the arrival of Dr. Decker, who then took the chair.

The meeting was opened with prayer led by Mr. Wheeler.

APPROVAL OF MINUTES

Minutes of the meeting of Executive-Finance Committees held October 15th were approved as distributed.

REPORT ON APPLICATION FOR FUNDS TO CHINA FAMINE RELIEF, INC.

It was recalled that at the October 15th meeting of the Executive-Finance Committees, it was voted to make application to the China Famine Relief for funds to cover the cost of medical supplies plus three months' appropriation for the Hospital.

It was reported that application had been filed immediately and that consideration had been given to same by the China Famine Relief at its Executive Committee meeting held on October 29th. At that time the Relief Committee voted to recommend with sympathy to the American Advisory Committee in Shanghai the application for approximately US\$9,500.

After conferring with the China Famine Relief office and members of the Nanking Board on the Relief Committee, it was decided to cable the University and urge that application be made to the Advisory Committee in Shanghai. This was followed by an air-mail letter.

It was agreed to accept this report and that it would be inadvisable to do anything more at the present time.

#### REPORT ON THE RED CROSS APPEAL

Reviewing the discussion at the October 15th meeting, it was recalled that previous approaches to the Red Cross should be followed up, with the purpose of either securing supplies to be used in the Hospital or obtaining a portion of funds appropriated for use in China.

The special committee appointed reported that the field must make application through Mr. Johnson at Nanking. Accordingly, this information was cabled to the University. Reports from China indicate that all Red Cross supplies are being used for the army.

The organization of other relief agencies was discussed, attention being called to a National Organization planning to make its own appeal and assist others in correlating appeals and distribution of funds; also the Christian appeal through the Federal Council of Churches, and to be distributed through the cooperation of the Federal Council and the Foreign Missions Conference.

#### SURVEY OF CONDITIONS ON THE CAMPUS

The committees had in hand several recent letters from the field narrating experiences during bombings, and of the effort to carry on classroom work under the most terrifying circumstances. The spirit and morale on the campus is reported to be excellent in spite of the strain and inconvenience. Practically all staff members are in Nanking, a few not having returned and others having been advised to remain away. The enrollment on October 22nd was 222 in the University (116 in the College of Agriculture), 137 in the Middle School, and 100 in the Rural Leaders Training School, making 459 in all.

Such protection to the buildings as can be afforded has been done by the use of sandbags and the painting of the roofs a neutral color to blend with the landscape.

#### ALLOCATION OF FOREIGN STAFF

Latest reports would seem to indicate that the foreign staff is located about as follows:-

On the Campus:- Miss Elsie M. Priest, Mr. C. H. Riggs, Dr. Robert O. Wilson, Dr. C. S. Trimmer, Dr. Richard F. Brady, Miss Iva M. Hynds, Miss Grace Bauer, Mr. Peter Bannon, Mr. Oliver J. Caldwell, Mr. L. S. C. Smyth, Mr. John R. Raeburn, Prof. M. Searle Bates, Mr. Claude J. Thomson, Miss Hilda Anderson,

In United States on Furlough:- Miss Olive Bowen, Mr. A. N. Steward and family, Mr. and Mrs. B. A. Slocum, Miss Imogene Ward, Dr. J. Horton Daniels and family.

Returned to the United States:- Miss Margaret Arms (resigned), Mrs. C. H. Riggs and four children, Mrs. Robert O. Wilson and daughter, Dr. J. Lossing Buck.

In Hong Kong:- Miss E. M. Turner, Miss Margaret Turner, Dr. and Mrs. W. Marshall Curtiss.

In Japan:- Mrs. M. Searle Bates and family.

SURVEY OF FINANCIAL NEEDS

The following schedule was presented, showing approximate figures in excess of budget appropriations for the current fiscal year.

Supplies purchased	\$4,941.24 - Emergency)	
Appropriation 3 mos. Hospital	4,500.00 - Emergency)	Authorized
Promotional	7,000.00)	Obligation
Loan to Associated Boards	2,222.00)	Obligation
Salary Cuts	12,500.00)	Local currency
Return Travel Staff	1,000.00)	Local currency
Cut in Foreign Budget Salaries	3,192.00)	Local currency
Remodeling Auto for Ambulance	250.00)	Local currency
	<u>\$35,578.24</u>	

The \$12,500 represented a small percentage of probable loss of salary to Chinese staff.

The "Cut in Foreign Budget Salaries" was shown to represent an actual total of losses to foreign staff insofar as can be computed from present information.

It was estimated that approximately \$2,600. is in sight to apply on the supplies purchased, or about one-half.

It was suggested that special appeals for funds to operate the Hospital might be successful if addressed to Dr. Co-tui and the Boston Committee. It was

EF-932 VOTED (a) To address an appeal to Dr. Frank Co-tui of the New York University Medical School; for assistance in supplying the Hospital with \$1,500. per month.

(b) To appeal to the Boston Committee for one or two months appropriation for the Hospital.

It was noted that the \$9,222.00 for Promotion and Associated Boards loan were obligations voted by the Trustees and should be covered by new money, and where-over gifts could be secured for this purpose, they should be so allocated.

The last four items on the list of financial needs appeared to be beyond the authorization of the Board of Founders, but sympathetic consideration was given and it was

EF-933 VOTED to refer the following list to the Finance Committee for further study of the items and means of meeting them:

Salary Cuts	\$12,500.
Return Travel of Staff	1,000.
Cut in Foreign Budget Salaries	3,192.
Automobile	250.
	<u>\$16,942.</u>

PROMOTIONAL

The Secretary stated that the National Emergency Campaign was making encouraging progress now that the National Treasurership had been accepted by Mr. George W. Davidson. The Committee consists of outstanding people, and there is every indication that the active Boards participating will secure their share of the gifts received. Announcement was made of the luncheon on November 19th, to be addressed by Hon. C. T. Wang. The Boston Campaign is now launched. New York will follow, and the general mail appeal will go out immediately.

Immediate objectives for Nanking seemed to be as follows:

- (1) Get out a mail appeal at once.
- (2) Solicitation from selected individuals.
- (3) Cooperate in united appeal.

Mr. Wheeler stated that the building up of the Nanking list of names was progressing, and that he had made a number of addresses in churches and clubs recently. It was urged to use Dr. Daniels in his locality as much as possible, and Dr. Decker felt that the time of Mr. Slocum could be used effectively. It was suggested that others on furlough could be used to good advantage.

Mr. Wheeler presented a request that Dr. W. H. Ma be invited to the United States for promotional work. The field suggested the use of students now in America, and the consensus of opinion was that it would be inadvisable to ask so valuable a person to leave his work under the present circumstances - to say nothing of the expense involved.

REPORT OF THE TREASURER AND AUDITORS

By common consent the reports of the treasurer and auditors were distributed, with the understanding that each individual would study same before the next meeting of the Finance Committee.

INVESTMENTS

It was stated that, by telephone agreement, the Finance Committee had approved the purchase of the following securities, using Famine Funds Cash:-

\$5,000 Virginian Railway 3 $\frac{3}{4}$ /66	at approximately	103-1/4
5,000 Westchester Lighting 3 $\frac{1}{2}$ /67	at	98
5,000 Ohio Edison 4/67	at approximately	98
5,000 Atchison, Topeka & Santa Fe Adj.	at	101-1/2

It was

EF-934 VOTED to approve the action of the Finance Committee in purchasing the foregoing bonds.

NEXT MEETING OF COMMITTEES

It was felt inadvisable to set a date for the next meeting of the Executive Committee, but it was agreed that the Finance Committee should meet Tuesday, November 9th at 3:15 P.M., and the Secretary was instructed to notify the members of the committee.

IN RECOGNITION OF THE WORK OF THE STAFF IN CHINA AT PRESENT

During the closing moments of the meeting everyone present expressed highest admiration and appreciation for the manner in which the whole staff has conducted itself during these terrifically trying days, and by unanimous approval, it was

EF-935 VOTED that the Executive and Finance Committees in meeting assembled do wish to express the deep appreciation of the entire Board for the magnificent courage, devotion and spirit in standing by the University, expressing the sincere hope and prayer that all will be kept safe.

Dr. Decker closed the meeting with prayer.

Adjourned.

C. A. EVANS

Assistant Secretary

ROC

MINUTES OF MEETING  
FINANCE COMMITTEE  
UNIVERSITY OF NANKING

3:15 P.M. Tuesday, November 9, 1937  
Room 900, 150 Fifth Avenue, New York, N.Y.

LIST OF MEMBERS

M. W. Elnes	J. H. Banton
*G. B. Huntington	*K. W. Moore
R. C. Morris	*J. W. Decker

Regrets were presented from Dr. Elnes, Mr. Morris and Mr. Banton.

Those whose names are starred were present, also W. R. Wheeler and C. A. Evans.

In the absence of the chairman, Dr. Huntington was elected chairman pro tem.

The meeting was opened with prayer by Dr. Huntington.

SURVEY OF FINANCIAL NEEDS

It was recalled that four items in the list presented to the Executive Finance Committee November 5th were referred to the Finance Committee for further study and means of meeting them, i.e.:

Salary Cuts for Chinese Staff	US\$12,500.00
Return Travel of Foreign Staff	1,000.00
Cut in Foreign Staff Salaries	3,192.00
Automobile	250.00
	<u>US\$16,942.00</u>

It was stated that the "Salary Cuts for Chinese Staff" represented less than 28% of the estimated loss in salary as based upon recent information from the field. It was admitted, however, that present knowledge does not permit of an accurate statement of exact losses in salary cuts.

Return Travel of Foreign Staff was reported to cover the cost travel for Miss Olive Bowen and Mrs. Riggs and children.

Cuts in Foreign Staff Salaries was stated to represent the actual computation of cuts to University supported foreign staff as reported by the field treasurer.

Ambulance was said to represent the cost of an auto chassis and of remodeling same into an ambulance.

The committee noted the difficulty in arriving at the amount of actual salary cuts and other items involved, and lacking more definite information or a revised budget, nevertheless recognized the necessity of arriving at a conclusion as to emergency needs, and it was

F-936 VOTED (a) That we recognize the imperative need of from \$15,000 to \$20,000 to restore in part cuts in salaries for Chinese and foreign staff members and transportation for returned staff, and refer the amounts to the Promotional Committee for attention, and to the secretaries to be communicated to the field.

(b) That the \$250. for ambulance be a first obligation of the Promotional Campaign.

Giving consideration to the Trustees' responsibility for any of the foregoing items, it was

F-937 VOTED that the committee cannot authorize the expenditure of cash against any item when not in hand except for necessary expenses in the travel item.

The committee gave thought to previous recommendations of the Executive and Finance Committees regarding the seeking of funds for emergency supplies and operation, and directed the secretary to communicate with the field, plainly calling attention to the necessary delay entailed in getting an emergency drive under way, and suggest using every means possible to get funds on the field through the Red Cross, Famine Relief, or otherwise.

ANNUAL REPORT OF THE TREASURER, JUNE 30, 1937

The Treasurer's annual report was presented, and after study, it was

F-938 VOTED to recommend to the Trustees that the 1936-37 Report of the Treasurer be received.

REPORT OF THE AUDITORS, 1936-37

The annual report of the auditors, Messrs. Chambellan, Berger & Welti, was reviewed, and it was

F-939 VOTED to recommend to the Trustees the acceptance of the Report of the Auditors for the year 1936-37.

On motion adjourned.

C. A. EVANS

Assistant Secretary

ROC