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Nanking  
Admin.  
Board of Founders 1938 Jan-May

MINUTES OF MEETING  
EXECUTIVE-FINANCE COMMITTEES  
UNIVERSITY OF NANKING

12:30 P.M. Friday, January 21st, 1938  
Parkside Hotel, 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  
T. C. Speers  
\*E. C. Lobenstine  
\*F. T. Cartwright

Finance Committee

Morris W. Ehnes  
\*G. B. Huntington  
\*Robert C. Morris

J. H. Banton  
K. W. Moore  
\*J. W. Decker

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

APPROVAL OF MINUTES

Minutes of the following meetings were approved as distributed:- Executive-Finance, November 5th; Finance Committee, November 9th.

SITUATION IN CHINA

Conditions in China, and particularly reports from the University of Nanking campus, were discussed at some length. It was reported that a cable of encouragement, sympathy and admiration sent December 18, 1937, had not been delivered, and it was suggested that another attempt be made, using the U. S. State Department if necessary.

Mr. Wheeler reported concerning his visit to Washington January 20th.

A cable dated January 15th received January 19th from Professor Searle Bates, forwarded through the State Department, was read, and acting on the advice received in Washington, certain portions of the cable were deleted, permitting distribution to Nanking constituency and possibly newspaper publicity. The full cable had been sent to all the Founders.

STUDY OF REPORT TO ASSOCIATED BOARDS ALLOCATION COMMITTEE

A preliminary report was presented covering financial needs to be placed before the Associated Boards Committee on Allocation of Emergency Funds. This was carefully studied and a number of changes suggested, such as the segregation of the Hospital financial statement and a complete listing of emergency needs, as well as all credits available. It was suggested that the whole statement be rechecked and presented to the Finance Committee for review as soon as possible. It was

EF-940 VOTED to refer to an early meeting of the Finance Committee, with power, the emergency needs of the University, it being the feeling of these committees that the schedule represents as clear a picture of the situation as can be obtained at the present time.

DEATH OF MRS. A. J. BOWEN

Announcement was made of the death of Mrs. A. J. Bowen on January 14th, and it was

EF-941 VOTED that WHEREAS, the Executive-Finance Committees of the University of Nanking at an assembled meeting January 21, 1938, noted with deep sorrow the passing on January 14th of Mrs. Nora Joan Bowen, wife of Dr. Arthur J. Bowen, President of the University from 1910 to 1927, and lifelong co-laborer with the Chinese people, and

WHEREAS, one daughter, Miss Olive J. Bowen, is a present member of the staff of the Middle School, and

WHEREAS, the Chinese and the University of Nanking have lost a devoted friend - one who gave unstintedly of her life and talents for the advancement of the cause of religious education, her unswerving loyalty to the principles of the Master making her a living example of His teachings, therefore be it

RESOLVED, that, in behalf of the Trustees, the Executive-Finance Committees extend deepest sympathy to the bereaved family, and spread these resolutions upon the minutes of the meeting.

Due to the lateness of the hour, the promotional item on the docket could not be considered, and the Assistant Secretary was requested to call a meeting of the Promotional Committee at an early date.

On motion adjourned.

C. A. EVANS

Assistant Secretary

ROC

MINUTES OF MEETING  
FINANCE COMMITTEE  
UNIVERSITY OF NANKING

3:15 P.M. Friday, January 28, 1938  
Room 900, 150 Fifth Avenue, New York, N.Y.

List of Members

Morris W. Ehnes	J. H. Banton
*George B. Huntington, Chmn.	*K. W. Moore
Robert C. Morris	*J. W. Decker

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

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

ALLOCATION OF EMERGENCY FUNDS

The committee noted that at the meeting of the Executive-Finance Committee meeting held January 21st it was voted EF-940 that the Finance Committee be empowered to make this allocation, but if felt desirable, such action be approved by the Executive Committee. It was

F-942 VOTED that the allocation of funds from the emergency collections now on hand be made by the Finance Committee at this meeting, to be approved by the Executive Committee through circulation vote.

REPORT ON EMERGENCY FUNDS

It was reported that Nanking had received \$10,497.91 from the Associated Boards representing its pro rata share of funds collected so far on the first \$105,000 emergency goal, the total amount anticipated being \$14,725.

The committee studied with minutest care all of the liabilities of the Board of Trustees in connection with debts on the field and appeals for emergency relief. It was noted that certain obligations had been incurred, such as travel for return staff, medical supplies for the hospital, and it was felt that these obligations should be cared for from these funds. It was therefore

F-943 VOTED to transfer \$1,000. from the emergency fund to cover the emergency travel advanced to staff members returning as per instructions from the field treasurer.

The medical supplies also came within the foregoing category, and it was

F-944 VOTED that the total of \$4,815.65 covering the order for medical supplies be paid from emergency funds.

Further consideration was given to the authorization to draw \$4,500. for extra expenses in the hospital, \$1,500 of which had been drawn. It was

F-945 VOTED to authorize the use of emergency funds to balance the \$1,500. already paid for the hospital supplies, and to set aside \$3,000. to cover possible drafts for the authorizations made for November and December.

The committee was notified that the balance of \$14,725. from the first \$105,000. collected would be available soon after the end of January, which would leave, after the payment of the above items, a balance of \$4,409.35 for allocation. It was

F-946 VOTED that an air-mail letter be dispatched to the field immediately, informing the field of the balance available amounting to approximately \$4,409.35, and requesting that the trustees be advised as to how this balance is to be used, it being the intention of the trustees to release same for such objectives as are recommended by the field.

Reports from the field would indicate that the organization for dealing with financial administrative matters has been more or less scattered, and that it seems desirable to have some constituted authority responsible for administrative and financial matters. It was

F-947 VOTED that provided the field has not reorganized its Board of Managers to the extent of where it can take responsibility, that the constituted group with authority on the field be the President, Y. G. Chen, Miss Elsie M. Priest, and Bishop Ralph Ward, with two others which these three may coopt, it being the understanding that any two of the three named may act in the absence of the other.

REPORT TO THE ASSOCIATED BOARDS ALLOCATION COMMITTEE

A restudy of the report submitted to the Executive-Finance Committee on January 21st is attached herewith, and was presented to the committee. It was reviewed, and after careful consideration, it was

F-948 VOTED to present the attached statement to the Associated Boards Allocation Committee as representing the best picture which the Trustees can present at the present time, requesting that the Allocation Committee give sympathetic consideration to the appeal of the Trustees for funds to carry on the emergency work of the University and the Hospital.

On motion adjourned.

C. A. EVANS

Assistant Secretary

ROC

INFORMATION REQUESTED FOR USE OF  
COMMITTEE ON ALLOCATION OF EMERGENCY FUNDS

ASSOCIATED BOARDS FOR CHRISTIAN COLLEGES IN CHINA

submitted by

BOARD OF TRUSTEES OF UNIVERSITY OF NANKING

I. GENERAL SITUATION

- A. Describe briefly the opening of the institution last fall, and any changes that have taken place since the opening.

The University opened October 4th, 1937, upon approval of the Director of Education, with an enrollment of 230. Later this was increased to 480. Before the taking of Nanking by the Japanese, the school was closed and approximately 200 students were taken to West China Union University.

- B. What seem to be the prospects for the remainder of the academic year?

Carrying on at West China.

- C. Enrollment. (1) What was the enrollment in the autumn term, 1936? - 935.  
(2) What has been the enrollment in the autumn of 1937? - 230 - 480.  
(3) What seem to be the prospects for enrollment during the remainder of the current academic year? - Approximately 400 in the Nanking unit at West China.

- D. Staff. (1) How many staff members did the institution have in the autumn of 1936-37:- Chinese - 71, Western - 15,- Total - 86.  
(2) About what per cent of the staff have been able to carry on their regular duties during the autumn term, 1937? (Make no deduction for members absent on regular furlough). - A great majority.  
(3) What cuts, if any, have been made in staff salaries? - Between 40% & 60%.  
(4) What arrangements have been made for staff members unable to carry on their regular work: (a) Chinese members: - In early fall they were released for public service on 40% salary; (b) Western members: - One returned to U.S.A. for retirement; two others for probable retirement; two off salary on field.

- E. Transfers. Please describe any transfers of students and/or staff from or to your institution as a result of war conditions, giving approximate numbers so transferred. - The first of December three boats were chartered to take approximately 500 students and staff, together with 480 boxes of equipment to Chengtu.

II. BUDGET SITUATION

(All figures should be expressed in U. S. dollars, at the rate of \$1 Chinese equals 30¢ American).

- A. Indicate for the year 1936-37 the total budget income and show its origin, as follows:-

	<u>University</u>	<u>Hospital</u>
Chinese sources	113,199.80	65,784.00
Western sources	<u>105,989.06</u>	<u>6,057.85</u>
	219,188.86	71,841.85

- B. Please indicate below the general budget situation for 1937-38. (Do not include grants or anticipated grants from \$250,000 emergency fund.)

<u>INCOME</u>	<u>Budget originally drawn up before crisis developed</u>		<u>Revised Estimates at present</u>	
	<u>University</u>	<u>Hospital</u>	<u>University</u>	<u>Hospital</u>
<u>From Chinese Sources:</u>				
1. Tuition	67,980.60		10,000.00	
2. Government Grants	16,050.00		-	
3. Other Fees	19,466.40	76,650.00	5,000.00	15,000.00
4. Contributions of Individuals and Organizations	13,610.25			
5. Other special sources of income	<u>37,339.85</u>	<u>1,255.00</u>	<u>10,000.00</u>	<u>1,255.00</u>
Total from Chinese Sources	154,447.10	77,905.00	25,000.00	16,255.00
<u>From Western Sources:</u>				
1. Income on Endowment	18,444.55		18,444.55	
2. Mission Board Grants	23,355.00	7,055.00	23,355.00	7,055.00
3. Contributions of Organizations and Individuals	49,999.07		49,999.07	
4. Other sources	<u>53,355.30</u>		<u>53,355.30</u>	
Total from Western Sources	145,153.92	7,055.00	145,153.92	7,055.00
GRAND TOTAL	299,601.02	84,960.00	170,153.92	23,310.00
<u>EXPENDITURES</u>				
1. General Administration	13,904.40		10,000.00	
2. Operation & Maintenance Plant	17,488.00	77,160.00	15,000.00	44,500.00
3. Equipment & Supplies	13,982.40	7,800.00	10,000.00	8,700.00
4. Instruction	238,091.79		166,000.00	
5. Miscellaneous	<u>16,134.43</u>		<u>5,000.00</u>	
Total Expenditures	299,601.02	84,960.00	206,000.00	53,200.00
ANTICIPATED DEFICITS			35,846.08	29,890.00

- C. Please indicate any special arrangements being made to reduce or eliminate any anticipated deficit, exclusive of assistance from the \$250,000 emergency fund: - None

III. EMERGENCY EXPENSES

- A. Please indicate the nature and amount of any actual or anticipated emergency expenses (outside the budget) growing out of the present crisis.
- (1) Transportation of staff and/or students from regular campus to other points. \$9,000 (estimated)
  - (2) Erection of temporary structures to accommodate staff and/or students. If Nanking carries on at Chengtu, West China will take care of accommodations.
  - (3) Rental of temporary quarters. - \$2,000.
  - (4) Replacements which must be made during the current fiscal year of equipment and supplies lost as a result of the present crisis.  
  
Situation not clear - possibly \$5,000.
  - (5) Any other emergency expenses (indicate exact nature).  
  
Headquarters in Hankow and other expenses - \$2,000.
- B. Indicate what regular or special funds are available or may become available, outside the proposed \$250,000 emergency fund, to meet some or all of the above emergency expenses.
- C. Where students are transferred from or to your institution, describe the extent to which the expenses involved are borne by your institution and the extent to which they are borne by the institution or institutions to or from which such transfers are made.

Apparently all travel has been borne by Nanking.

IV. ANY SPECIAL INFORMATION OR REMARKS

January 26, 1938

Board of Trustees  
University of Nanking

ROBERT C. MORRIS

ROC

Treasurer



MINUTES OF MEETING  
COMMITTEE ON PROMOTION  
UNIVERSITY OF NANKING

12:00 M Friday, February 4th, 1938  
Hotel Parkside, New York City

List of Members

* E. C. Lobenstine	K. W. Moore
R. E. Diffendorfer	* J. W. Decker

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

The committee gave consideration to a report on promotional activities as presented by Mr. Wheeler, a copy of which is attached to these minutes. This was studied with considerable care, with special reference to the results for the year up to date, and the source of income.

The method of allocating names between the various universities was also discussed at some length. It was felt that activities for promotional work should not be limited to the New York area, and that an effort should be made between now and the end of the fiscal year to try out different localities. It was therefore

P-949 VOTED (a) That, after conferring with those directing the Emergency Fund Campaign, Nanking promotional efforts up to June 30, 1938 be directed to other centers as well as to the New York area in an effort to see what can be done permanently in building up interest for the University of Nanking and securing gifts.

(b) That W. R. Wheeler, Mr. Hedrick and Mr. Garside confer on clearing names and dates for work in various centers.

After further discussion of various individual items in Mr. Wheeler's report, it was

P-950 VOTED that the report of Mr. Wheeler dated February 4th covering promotional activities be accepted and filed with the minutes of this meeting.

On motion adjourned.

C. A. EVANS

ROC

Assistant Secretary

REPORT OF VICE PRESIDENT OF FOUNDERS TO THE  
PROMOTIONAL COMMITTEE OF THE UNIVERSITY OF NANKING

February 4, 1938

The objectives of the present campaign, as I understand them, are:

1. To supply publicity for the University of Nanking and win the interests of American friends of the University;
2. To secure gifts for the emergency needs of the University, as these have been agreed upon by the University Founders, and to prepare the way for later support and capital gifts;
3. To build up the membership of the University Board of Founders through the addition of individuals who are in a position to give time, thought and money to the University;
4. To keep faculty members on furlough informed of the situation in Nanking and to strengthen the spirit of unity and loyal fellowship among them;
5. To cooperate with the China Colleges Emergency Campaign and lend a hand wherever possible.

The methods attempted in the carrying out of these objectives during the past six months have been as follows:

1. (a) Printed letters have been sent to the Nanking constituency carrying reports from China and telling of the campaign in America. The mailing list, when I came to the office in August 1936, numbered approximately 600 names. It has now approximately 2800. An alphabetical and geographical file have been set up. Printed letters were sent out to the mailing list on October 10, November 10, and December 24. A brief letter is to be sent February 15, accompanying the leaflet, "China Colleges in the News," prepared by the China College office, which includes newspaper dispatches, and an article in "Time," concerning the capture of Nanking and the brave service of the missionaries there;
- (b) The newspapers, particularly the New York Times, have been kept informed of events in Nanking and at the University. The latest insertion in the New York Times was on January 23.
- (c) Articles have been written for various publications, including "Monday Morning," the weekly magazine which goes to over 8000 Presbyterian ministers; "Women and Missions," which in its January issue published the leading article on China; "These Days in China," written in this office, - ("Women and Missions" has a subscription list of approximately 50,000 Presbyterian women); articles have been sent to the Editor of the Christian Advocate, and the editorial secretaries of the boards cooperating in the University. "Pageant," the new monthly magazine of the Presbyterian Church, will carry in its March issue, an article "Heroic Missionaries at Nanking." The office has cooperated with "Time" in supplying information for Time's Foreign News Section dealing with China. The biography of Dr. John E. Williams of Nanking has been given to individuals, who might be interested through it in the work in China. An article based on the diary of Dr. Robert O. Wilson of the University of Nanking Hospital staff has been prepared. Articles by Mr. Oliver J. Caldwell of the University Faculty have been received for publication;

Report of Vice President of Founders  
to the Promotional Committee of the University  
of Nanking. February 4, 1938

- (d) Addresses have been made whenever possible and wherever it seemed that gifts might follow;
- (e) The press reports concerning the capture of Nanking and the heroic service of the missionaries there, have provided unusual publicity in themselves and the leaflet, "China Colleges in the News," reproduces some of these reports.
- 2.(a) Efforts have been made to secure contributions through mail appeals from the office, through personal calls and solicitation, through the cooperative efforts of the Emergency Campaign of the several colleges, and through the help of members of the faculty and staff now on furlough in this country. Appeals were made to the constituency by letter; to previous donors on December 1st, and to others on the mailing list on December 10; and another general appeal was made February 1. There will be a follow-up letter February 15.
- (b) The total amount received during the past six months, through these various efforts, chiefly through the Associated Boards' office, is \$13,248.82.
- (c) Calls in the Metropolitan area are being made on individuals assigned at the conference among the representatives of the different colleges. A number of the individuals on the lists attended, or were invited to attend, the Cravath Luncheon on November 19, and the Davis Luncheon on December 6. Because of the prior claims of the other Universities, the number of individuals assigned to this office to be followed up and solicited, was comparatively small. There is a wider list of those who have been cultivated by the University and to whom printed letters have been sent.
- 3.(a) Invitations have been sent to several individuals to become members of the Board of Founders, but the men invited have not seen their way clear as yet, to accept election. These efforts will be continued, and the aid of the individual members of the Board of Founders is needed in this quest.
- 4.(a) The Faculty members on furlough have been kept informed of developments on the field and pledge cards have been sent to them for use in solicitation. Two members of the faculty have sent in several gifts secured from friends of the University.
- 5.(a) Efforts have been made, through conference and consultation and mutual adjustments, to fit into the general campaign.

In these efforts, and in the various relationships in this united promotional effort, human nature is involved, which always presents certain difficulties, but there is in this task, a Divine nature also; the members of the University staff on the field have been displaying fortitude and ability which are in line with the highest traditions of the University; and it is my hope and belief that the problems can be solved in a spirit of mutual patience and mutual concession, and in undiscourageable courage and faith.

Respectfully submitted,

W. Reginald Wheeler

MINUTES OF MEETING  
EXECUTIVE COMMITTEE  
UNIVERSITY OF NANKING

12:30 P.M. Wednesday, March 16, 1938  
Hotel Parkside, New York City

List of Members

*J. W. Decker	Theodore Cuyler Speers
Mrs. F. J. McConnell	*E. C. Lobenstine
Robert C. Morris	*F. T. Cartwright
*George B. Huntington	

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

APPROVAL OF MINUTES

Minutes of the following meetings were approved as distributed:

Executive-Finance Committees January 21st  
Finance Committee January 28th (approved by circulation vote by Executive Com.)  
Promotional Committee February 4th

HOSPITAL MAINTENANCE APPROPRIATION

It was reported in connection with the minutes of the Finance Committee meeting of January 28th that the field had sent notification that the \$3,000 appropriated for the hospital would not be required, as other means of support have been secured temporarily, and it was requested to release this for other emergency needs. After a thorough canvassing of the situation, which involved the review of promotional deficits on the Founders' books, it was

E-951 VOTED that in view of the notification received from China that \$3,000 appropriated for the hospital for the months of November and December in 1937 would not be required and had not been drawn, this amount be added to the \$4,409.35 appropriated for general use, subject to the same conditions as set forth in action F-883.

CONSIDERATION OF REVISED AND EMERGENCY BUDGETS

The committee learned that the revised budget for the current fiscal year, as well as the allocation of emergency funds, had not been received from the field. It was

E-952 VOTED that the Secretary be instructed to call a meeting of the Finance Committee as soon as the budgets are received from China, or not later than April 1st, and that consideration be given to emergency and current needs, as well as promotional costs already assumed.

REPORT ON MEDICAL SUPPLIES

Attention was called to a communication from Sharp & Dohme, the organization through which biological supplies were purchased last October for the University of Nanking Hospital. This included a letter from Miss Grace Bauer dated

January 7th, wherein she acknowledged receipt of the supplies, listing the various articles, thereby definitely establishing the fact that all supplies ordered and paid for were delivered to the University of Nanking Hospital. The committee noted this communication with gratification.

MATTERS ARISING OUT OF THE FIELD MINUTES OF JANUARY 13th, 1938

The minutes of the meeting of certain members of the Board and Executive Committee of the Board of Directors of the University of Nanking held in the Missions Building in Shanghai on January 13th were considered. It was

E-953 VOTED to note with gratification the meeting of the Executive Committee of the Board of Directors held on January 13th, and to acknowledge receipt of these minutes.

Transferring Work and Equipment to Chengtu. It was observed that in the above meeting approval had been given to the emergency action of the administration transferring the work of the University to Chengtu, and it was

E-954 VOTED to accept and to approve the temporary transfer of the work and some equipment to Chengtu, recognizing that this action was taken in accordance with the best judgment available at the time and dictated by conditions of frightful emergency.

Letters Regarding Removal of Work. Several communications covering the removal of University students, staff and equipment to Chengtu were given very sympathetic and thoughtful attention. These consisted of several letters from Dr. John C. Ferguson and kindred correspondence on the subject. After a very thorough and frank discussion, it was

E-955 VOTED that the Chairman of the Board of Founders be requested to write to Dr. John C. Ferguson, Mr. T. C. Woo, and President Y. G. Chen, setting forth the attitude of the Board of Founders in this matter.

Prof. M. Searle Bates as Representative of the Board of Founders. It was noted that Prof. M. Searle Bates has been elected by the Shanghai meeting of the Executive Committee of the Board of Directors to serve as Vice-President of the University, and it was felt that in view of his experience and special knowledge of the situation, that he should be given authority to act for the Board of Founders. It was

E-956 VOTED that the Executive Committee, acting for the Board of Founders of the University of Nanking, give full power of attorney to Prof. M. Searle Bates, appointing him as a representative of the Board of Founders in all matters pertaining to the property of the Board of Founders in the University, with the understanding that guidance in the use of such power should be sought when possible in conference with colleagues and with available members of the Board of Directors.

Several cooperating Boards have submitted papers covering their action along this line, and the Nanking document will be framed in a similar manner.

Use of Advice Distributed by Foreign Missions Conference. It was stated that the Foreign Missions Conference is distributing a memorandum covering various conferences of the Far Eastern Committee and with the State Department, advising that wherever possible local settlement be sought and effected in cases of claims for compensation for damages to or occupation of mission property, and for the return of occupied property to its rightful owners. It was

E-957 VOTED to transfer to Prof. M. Searle Bates, with the approval of this committee, the pertinent minute, information and advice distributed by the Foreign Missions Conference.

Cooperating Universities in Shanghai. It was noted with gratification that action had been taken by the Board of Directors looking to cooperation with other Christian universities and middle schools in establishing emergency units in Shanghai.

#### CORRESPONDENCE FROM NANKING

The Secretary called attention to the large amount of correspondence coming through from China descriptive of conditions in Nanking, and of the pressure which is being exerted for the distribution of this material. The purposes of such distribution and the results to be achieved were discussed fully, and it was

E-958 VOTED that as a Board of Founders we release confidential correspondence descriptive of conditions in Nanking only for use as background material and not for publication, and that it be carefully restricted to those who will make constructive use of it.

In connection with the foregoing, it was pointed out that some central agency for the control of this material should be established, and it was

E-959 VOTED to recommend to the Foreign Missions Conference the appointment of a small committee to control the releasing of material descriptive of conditions in China.

#### BOARD OF FOUNDERS COMMITTEE ON WAR MATERIAL

The Secretary raised a question as to the advisability of having a committee from the Board of Founders to act as a clearing bureau for the correspondence coming from China to this Board. It was

E-960 VOTED that B. A. Garside and W. R. Wheeler be appointed a committee of two to control the release of China material descriptive of conditions in Nanking, in conference with the Chairman where necessary.

#### REPRESENTATION ON GINLING BOARD

It was noted that no representatives had been elected to the Ginling College Board of Founders, and it was

E-961 VOTED that John W. Decker and E. C. Lobenstine be elected our representatives on the Ginling Board.

MEMBERSHIP ON FINANCE COMMITTEE

It was stated that difficulty had been experienced in securing adequate representation on the Finance Committee, and that it would be desirable to fill the quota of Board members on the committee. It was

E-962 VOTED that W. A. Eldridge and E. C. Lobenstine be appointed additional members of the Finance Committee.

DISTRIBUTION OF ALUMINUM DIVIDENDS IN HARVARD-YENCHING INSTITUTE RESTRICTED FUNDS

The Secretary reminded the committee that under date of January 27, 1937, action was taken by the Nanking Finance Committee covering the proposed distribution of \$25,250. available on back dividends of the Aluminum Company of America held within the Harvard-Yenching Institute restricted account.

Since that time there have been additional accumulations within this account totalling about \$50,000. The Executive Committee was asked to render judgment regarding the disposition of Nanking's share (3/19) of these restricted funds. Reference was made to the action taken on January 27, 1937, F-883, and it was

E-963 VOTED (a) To reiterate the former action of the Finance Committee regarding the distribution of accumulated Harvard-Yenching Institute back dividends.

(b) That if the Boards of Trustees of other beneficiary institutions desire to confer on the distribution of the surplus, George B. Huntington be appointed representative from the Nanking Board.

PROMOTIONAL WORK

Before retiring from the meeting, Mr. Wheeler recommended that a conference be held of various promotional workers of the Associated Boards and individual colleges for the purpose of obtaining concrete, practical views as to future plans and possibilities in promotional work, and where changes in the present system might make it more effective. The committee gave thought to the future of promotional work and to the personnel to be involved in such a program. It was stated that early action should be taken, and it was

E-964 VOTED (a) To ask a special committee, which will report to the Executive Committee, to investigate Nanking's relationship to the program of the Associated Boards and to the support of that program, together with the matter of personnel and plans of Nanking's own promotional efforts.

(b) That this special committee should be as follows:

E. C. Lobenstine, Chairman  
F. T. Cartwright  
Ralph Wells  
Alexander Paul  
Robert C. Morris  
John W. Decker, ex officio

On motion adjourned.

ROC

C.A. EVANS  
Assistant Secretary

*Minutes*  
DOCKET OF MEETING  
FINANCE COMMITTEE  
UNIVERSITY OF NANKING

12:30 P.M. Thursday, March 31, 1938  
Room 4, City Midday Club, 25 Broad St., New York, N.Y.

LIST OF MEMBERS

Morris W. Ehnes, Chairman	✓ E. C. Lobenstine
J. H. Banton	K. W. Moore
✓ W. A. Eldridge	✓ Robert C. Morris
✓ G. B. Huntington	✓ John W. Decker, ex officio

1. \$1,000. ADVANCED FOR TRAVEL. Early in the fall of 1937 we received word from Miss Priest stating that the Board of Managers were taking action upon the return of certain staff members. Later on word came through that Mrs. Riggs and children were sailing from Tientsin, and that Miss Bowen likewise was leaving on furlough, the request being that \$1,000 be sent to the American Embassy at Tientsin to cover advances made for this travel account.

Fortunately Mrs. Riggs made arrangements through the American Board, and Miss Bowen was able to finance her own trip. These charges have been taken care of, the total amount being \$1,455.42. One thousand dollars of this was charged against the emergency account. Miss Priest states that this should be a regular travel charge and not a part of the emergency budget, and requests that \$1,000 additional be released for emergency purposes, the travel to be charged against the regular field account.

It is therefore recommended that the \$1,000 used for travel be transferred to the emergency fund.

2. REVISED AND EMERGENCY BUDGETS. The Executive Committee on March 16th, under action E-952, voted that the Secretary be instructed to call a meeting of the Finance Committee as soon as the budgets were received from China, or not later than April 1st, and that consideration be given to emergency and current needs, as well as promotional costs already assumed.

Up to date the revised budgets have not been received from China, either for the current or emergency requirements.

The standing of income and expenditures on the current budget for which the Board of Founders is directly responsible is as follows:-

Field Budget.....	\$20,804.00
Home Administration, Exec. Office.....	3,540.00
Incidentals.....	450.00
Promotional.....	1,111.00
Special Promotional - W. R. Wheeler.....	<u>7,000.00</u>
	\$32,905.00
Received to February 28th.....	\$19,004.46
Anticipated Income from 2/1 - 6/30... ..	<u>7,115.62</u>
	26,120.08
Anticipated Overdraft.....	<u>\$ 6,784.92</u>



The foregoing does not include the 2% additional loan to the Associated Boards for promotional expenses, the amount advanced being \$2,222. It will be necessary to bear some portion of the cost of securing funds from the Associated Boards, although the exact figure cannot be estimated until the close of the fiscal year on June 30th.

3. ALUMINUM COMPANY BACK DIVIDENDS. The Executive Committee has not definitely allocated the accrued back dividends on Aluminum Company of America received since July, 1937, amounting to \$9,450. There is still \$2.25 due on back dividends amounting to \$3,150. It is hoped that this will be paid during the calendar year.

It must be borne in mind, however, that the field has made application to the Board of Founders for the amount now held on hand in this account to cover deficits up to June 30, 1937.

4. EMERGENCY FUND. It must be borne in mind that Nanking has received its share of the \$105,000 allocated to various cooperating universities, amounting to \$14,725. The schedule showing authorizations is as follows:

Emergency Fund.....	\$14,725.00
Medical Supplies.....	4,815.65
Hospital Appropriation.....	<u>1,500.00</u>
	<u>6,315.65</u>
	\$ 8,409.35

This does not include the transfer of \$1,000 of travel previously allocated against this fund. The balance as shown above is awaiting release by the Board of Founders against the emergency budget being received from China.

Other funds will be available for emergency use when and as voted by the Allocation Committee. The proportion to be received by each university will be in accordance with the need, but as Nanking's application called for a much larger amount than any other university, it is hoped that a goodly sum will be derived from this source.

5. INVESTMENTS. 414 Brook Avenue, Bronx. \$8,000 mortgage. Recently the owner petitioned us to advance \$2,300 more to be added on to the first mortgage for the purpose of making repairs to cover violations filed against the property. We refused to do this, and funds were secured elsewhere, our mortgage remaining intact. There are no unpaid charges against the property at the present time, interest being paid to date, with the exception of \$100., which has been promised on April 15th. The violations have been removed, and the owner is requesting that the rate of interest be reduced to 5% in consideration of having completed repairs on the property.

There are no recommendations by the Mortgage Corporation of New York, now servicing the property, but a more detailed inspection will be made and the report sent to us at an early date.

6157 Tyndall Avenue, Bronx. - \$9,000. Date purchased - 3/31/30; time defaulted - 4/30/35.

This property occupies a very desirable location in the Riverdale section

3/31/38

of the Bronx. There are three lots of irregular size, the house being a frame structure. Up to the time when foreclosure proceedings were instituted it had been kept in excellent condition. The premises have been occupied by the owner of the Broadway Storage Warehouse Corporation or a member of his family. While occupied by them, the grounds and building were kept in excellent condition. Difficulties in the warehousing business during the depression caused a sharp shrinkage of income, and there seems to be no opportunity of recouping these losses.

There was a second mortgage upon the property for \$7,000., and the owner is reputed to have invested \$8,000. Every effort has been made to work out some plan with the owner, but without success. The second mortgagee has forced a foreclosure, and the proceedings have reached the point of where the sale will be advertised at once. It is hoped that title can be secured (if there are no other bidders) by the latter part of April. A receiver was appointed some time ago for the property and has been operating same. The receiver states he has on hand about \$500., which, after expenses are paid, might be turned over to the mortgagee. The building is now occupied and is being well maintained. *John*  
*My*  
*OK*

Our attorneys inform us that there are back taxes amounting to \$2,100 against the property, with penalties which will bring the total to \$2,300. In addition there will be probably \$160. expenses for foreclosure costs.

The property is assessed for \$16,000, and the appraised value in 1934 was \$13,500., the land being \$10,000 and the building \$3,500. This is a very conservative estimate.

Mr. Oscar Stabiner of Hays, St. John, Abramson & Schulman feels that our total investment can be realized, and recommends that the \$2,300 additional be advanced for taxes.

*M. Stabiner*

*Schiffman, St. John*

*Mr. Stabiner*

MINUTES OF MEETING  
FINANCE COMMITTEE  
UNIVERSITY OF NANKING

12:30 P.M. Thursday, March 31, 1938  
Room 4, City Midday Club, 25 Broad St., New York, N.Y.

List of Members

Morris W. Ehnes, Chairman	*E. C. Lobenstine
J. H. Banton	K. W. Moore
*W. A. Eldridge	*Robert C. Morris
*G. B. Huntington	*John W. Decker, ex officio

Those whose names are starred were present, also C. A. Evans.

Dr. Lobenstine was elected Chairman pro tem.

The committee gave a cordial reception to Mr. W. A. Eldridge, this being his first meeting since appointment on the Board. It was also observed that Dr. E. C. Lobenstine had been recently elected to membership on the committee.

\$1,000 ADVANCED FOR TRAVEL

The committee was reminded that early in the fall of 1937 Miss Priest wrote regarding the return of several staff members, requesting that \$1,000 be sent to the American Embassy at Tientsin to cover travel advances to be made for Mrs. Riggs and children and Miss Bowen.

As Mrs. Riggs made arrangements through the American Board, and Miss Bowen financed her own trip, the \$1,000 was not needed, and was transferred to the current field account. The Founders' treasurer, however, subsequently reimbursed \$1,455.42 for the total travel, \$1,000. being charged against the Emergency Relief Fund.

Miss Priest has written recently that this should be a regular travel charge against the field budget, and not a part of the emergency expenditure. The field requested that this \$1,000 be transferred to the Board of Directors' budget and \$1,000 be released for emergency use. It was

F-965 VOTED to instruct the Treasurer to transfer the charge of \$1,000 for travel from emergency relief funds to the current budget of the Directors, adding same to the \$7,409.35 of emergency funds appropriated for general use, and subject to the same conditions as set forth in actions F-946 and E-951.

REVISED AND EMERGENCY BUDGETS

It was stated that the Executive Committee, on March 16th, under action E-952, voted that the Secretary be instructed to call a meeting of the Finance Committee as soon as the budgets were received from China, or not later than April 1st, and that consideration be given to emergency and current needs, as well as promotional costs already assumed.

It was reported that no budgets had been received from China, and it was suggested that the Secretary cable asking when budgets had been mailed.

Revised figures covering the Trustees' budget for the current year were presented, which showed an anticipated overdraft to June 30, 1938 of \$6,784.92. The committee recognized this as a definite responsibility of the Board of Founders, and discussed various methods and reviewed various balances on the books which might be considered as available to cover the deficit.

The question was raised as to the possibility of using emergency funds raised through the Associated Boards for this purpose, additional funds totalling \$16,000 having recently been appropriated by the Allocation Committee, and the accumulated back dividends on Aluminum preferred were also discussed.

After a very thorough canvassing of the situation, it was felt that no immediate action would be necessary, it being the understanding that the Board of Founders would assume the entire responsibility for the overdraft, including promotional costs as definitely known at the present time. It was felt, however, that no disposition should be made of the Aluminum dividends until a clearer idea as to the University's requirements and the Board of Founders responsibility for the current year could be definitely established. It was

F-966 VOTED to recommend to the Executive Committee that no decision be made regarding the accumulated back dividends on Aluminum preferred, pending decision providing for deficits in the current year's budget.

Further thought was given to the discussion surrounding the use of emergency funds for current use. The committee had in mind the understanding within the National Emergency Committee that no promotional expenses would be deducted from funds received for emergency relief. It was felt that Nanking should adhere to this position, and it was

F-967 VOTED to inform the Executive Committee that in view of the attitude assumed by the National Emergency Committee, where no expenses are deducted from gifts received for this purpose, this Finance Committee deems it inappropriate to use funds received from the campaign for current budget, or deficits not due to the emergency.

In connection with the discussion as to funds available, it was reported that \$16,000 has been appropriated to Nanking by the Committee on Allocation for additional emergency funds received recently.

#### INVESTMENTS

\$8,000 mortgage - 414 Brook Avenue, Bronx. A communication from the Mortgage Corporation of New York, servicing corporation for the captioned mortgage, indicated that the owner of the property had complied with the demands of the Building Department of the City and made repairs which removed certain violations on the property. In view of the added expenditure entailed, a request was made that the interest be reduced from six to five per cent. It was

F-968 VOTED that in connection with any negotiations regarding further payments of interest, the treasurer be authorized to negotiate that the reduction of interest of one per cent be applied to amortizing the principal.

\$9,000 - 6157 Tyndall Avenue, Bronx. It was stated that this property occupies a very desirable location in the Riverdale section of the Bronx. There are three lots of irregular size, the house being a frame structure. Up to the time that

foreclosure proceedings were instituted, the premises were occupied by the owner of the Broadway Storage Warehouse Corporation or a member of his family. While thus occupied, the grounds and buildings were kept in excellent condition. Difficulties in the warehousing industry during the depression caused a sharp shrinkage of income, and there seems to be no opportunity of recouping these losses, thus the foreclosure proceedings. Sale of the property is now being advertised, and it is hoped that title can be secured by the latter part of April. During the past eighteen months, a receiver has been operating the property, and states that there will be about \$300. which, after expenses are paid, might be turned over to the mortgagee.

There are back taxes and penalties totalling \$2,300. against the property, plus approximately \$160. for foreclosure costs. It was recognized that the only method of protecting the original investment and securing title would be by paying the back taxes, and it was

F-969 VOTED to authorize the Treasurer to make payment of such tax bills and penalties and other foreclosure costs which are necessary, using cash balances in the endowment section for this purpose.

NEXT MEETING OF THE COMMITTEE

Time and place for the next meeting of the committee were discussed, and it was left to the Secretary to make such arrangements as could be secured in the downtown area, the committee to meet when advices from the field warranted a meeting.

On motion adjourned.

C. A. EVANS

Assistant Secretary

ROC

MINUTES OF MEETING  
FINANCE COMMITTEE  
UNIVERSITY OF NANKING

12:30 P.M. Wednesday, April 20, 1938  
65 Liberty Street, New York, N.Y.

List of Members

*Morris W. Ehnes, Chairman	J. H. Banton
*George B. Huntington	K. W. Moore
*Robert C. Morris	*J. W. Decker
W. A. Eldridge	E. C. Lobenstine

Those whose names are starred above were present, also C. A. Evans.

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

COMMUNICATION REGARDING CURRENT BUDGETS

The committee gave consideration to a letter from the Field Treasurer, dated March 21, 1938, together with revised budgets for the current year for both the University and the Hospital, also the current emergency budget. There was also in hand a schedule covering the estimated losses for Agricultural Experiment Station and Farm in and about Nanking. The covering letter from the field stated that all salaries were cut 50% January 1st, but that such hardships were entailed that a 70% schedule would be instituted March 1st. The current deficit minus emergency items amounted to LC\$2,016.04, not including the Middle School. The emergency budget totalled \$39,883.78, some items representing actual expenditures, whereas others were estimates.

It was stated that last June the field closed with a current deficit of LC\$27,435.16, and it was hoped that certain funds in the hands of the Board of Founders could be utilized to cover this deficit; also that \$5,000. had been anticipated by the field as income from the promotional activities in the United States. The combination of all deficits as enumerated by the field totalled LC\$71,194.14, aside from any deficit of the Middle School.

It was noted that in the Hospital account some funds had been left with those in charge of the Hospital at Nanking, but hardly enough to last through December. It was stated that the income for the Hospital was very uncertain, and that there would be a shortage on June 30th of approximately LC\$54,725.84. While there has been some help from various sources, yet the situation at Nanking, as a result of the invasion, had practically dried up all channels of assistance. The covering statement regarding capital losses stated that the reconditioning of buildings alone might reach a figure of LC\$50,000.

In giving consideration to the data in hand, the Finance Committee reviewed a summary of deficits both on the field and at home. Same is attached herewith as Appendix A. The University receipts and expenditures and emergency budget are attached as Appendices B and C.

US\$5,000 FROM PROMOTIONAL WORK

It was noted that the field had included US\$5,000 of anticipated income from the United States to be derived from promotional work to be conducted by the Founders of the University. As this had not been included in the underwritings of the Board of Founders, it was felt that a word of caution should be expressed. It was therefore

F-970 VOTED to advise the Executive Committee that the Finance Committee views with concern the impropriety of including \$5,000 as anticipated income from the Board of Founders as the result of promotional work by Mr. Wheeler.

EMERGENCY DEFICIT

A further study of the schedule on deficits was made, and it was recognized that all items clearly representing emergency expenditures should be cared for from the emergency funds raised in the United States. It was therefore

F-971 VOTED to recommend to the Executive Committee that the following emergency items be covered by receipts from the Associated Boards and designated gifts received through the University, amounting to \$30,725., and that authorization be given to the field to draw the amount stipulated:-

Anticipated from promotional work by Founders.....		US\$5,000.00
Anticipated current field deficit.....	LC\$2,016.04	
Emergency field budget.....	<u>39,883.78</u>	
	@ 27¢	LC\$41,899.82-
		11,312.95
Purchase of Hospital supplies.....	US\$ 4,815.65	
Emergency Hospital appropriation.....	<u>4,500.00</u>	9,315.65
		<u>US\$25,628.60</u>

It was noted that the above authorizations left a balance of \$5,096.40 in emergency funds, and it was

F-972 VOTED to recommend to the Executive Committee that US\$5,096.40 balance of emergency receipts would be held against further emergency needs.

UNIVERSITY HOSPITAL

The condition of the Hospital, as represented by the field budget, showed a deficit of LC\$54,725.84, aside from appropriation voted in motion F-971. This matter was considered at length, and as the emergency receipts from the Associated Boards represented gifts for the University, aside from designated gifts for the Hospital, it was felt that further relief funds from this source should not be voted. The most logical course seemed to be to comply with the request of the field and refer same to the cooperating Mission Boards. It was

F-973 VOTED to call attention of the cooperating Mission Boards to the deficit amounting to LC\$54,725.84, urgently requesting that special appropriations be made from emergency funds to help rescue the Hospital from its serious plight.

BOARD OF FOUNDERS DEFICIT

It was noted that the Board of Founders is carrying a deficit of \$903.10, and that it is anticipated that there will be a deficit of \$6,765. for the current year, making a total of approximately \$7,668.10. The committee felt that the back dividends on Aluminum could be used to cover this pending deficit, and it was

F-974 VOTED to recommend to the Executive Committee that so much of accumulated back dividends of Aluminum Company preferred as may be necessary to clear accumulated deficits to June 30th be so applied.

ANTICIPATED INCOME FOR 1938-39

The Assistant Treasurer presented a schedule of anticipated income for 1938-39, but as many factors would enter into the setting up of the coming year's budget which were not available to the committee, it was suggested that a schedule of anticipated income be submitted to the Executive Committee for its study in connection with the Founders budget.

On motion adjourned.

C. A. EVANS

Assistant Secretary



3/15/38

SUMMARY OF NANKING DEFICITS1937-38

	<u>L.C.\$</u>	<u>U.S.\$</u> <u>@ 27¢ LC</u>
Anticipated deficits on current field budget.....	2,016.04	
Emergency budget from field.....	39,883.78	
Hospital Deficit 12/31/37.....	985.84	
" " 1/1/38 to 6/30/38.....	<u>53740.00</u>	54,725.84
Emergency Supplies.....		4,815.65
" Appropriation.....		1,500.00
Estimated Loss on Property.....	<u>62,905.00</u>	
	159,530.66	
Less L.C. available in China for Hospital.....	<u>7,235.63</u>	
	@ 27¢ 152,295.03 -	<u>41,119.66</u>
		47,435.31
Emergency funds allocated 1/28/38.....	14,725.	
" " " later.....	<u>16,000.00</u>	<u>30,725.00</u>
		16,710.31
Field Deficit 6/30/37.....	27,435.16 -	7,404.50
Board of Founders Deficit 1937-38 (estimated).....		6,785.00
" " " Old Deficit.....		<u>903.10</u>
		<u>31,802.91</u>
Funds available: Back dividends on Aluminum Preferred.....		9,450.00
" " " " " anticipated...		<u>3,150.00</u>
		<u>12,500.00</u>

ROC

UNIVERSITY OF NANKING  
SUMMARY OF REVISED BUDGET 1937-38  
Compared with original budget

(All figures in local currency)

RECEIPTS

	<u>Revised</u>	<u>Original</u>
Student Fees: Arts.....	4,725.00	26,320.00
Science.....	5,480.00	35,620.00
Agriculture.....	10,292.00	29,080.00
Non-Instructional Fees.....	3,200.00	30,136.00
From Board of Founders.....	154,876.50	156,616.50
Staff Rents.....	4,500.00	-
Grants: Ministry of Education.....	26,350.00	30,000.00
British Boxer.....	20,000.00	20,000.00
Movies.....	22,000.00	26,400.00
Electrical Engineering Project.....	20,000.00	-
Rockefeller Foundation.....	60,000.00	106,225.00
Harvard-Yenching Institute.....	41,600.00	41,600.00
Science Shop etc. ....	1,200.00	-
Administration Charges.....	14,635.00	19,000.00
Cultural Studies Account.....	1,666.66	1,666.66
Famine Funds for Instruction.....	10,500.00	10,500.00
Interest on Library Bonds.....	3,600.00	3,600.00
Ginling College for Treasurer.....	500.00	500.00
National Christian Council.....	3,000.00	3,000.00
Local Government Project.....	1,650.00	3,500.00
Farms and Experiment Stations (Nanking).....	28,650.00	64,888.00
Famine Funds.....	180,851.00	216,241.00
	<u>2,016.04</u>	<u>28,704.85</u>
Deficit.....	<u>621,292.20</u>	<u>853,598.01</u>

EXPENDITURES

Administration.....	31,656.30	46,348.00
Operation and Maintenance.....	16,066.34	40,653.35
Instruction: College of Arts.....	69,889.93	94,782.00
"    "    Science.....	95,922.03	101,100.00
"    "    Agriculture.....	47,465.84	78,846.00
Chinese Cultural Studies.....	13,343.16	19,406.66
Library.....	14,991.10	24,404.00
Non-Instructional Items.....	2,200.00	5,300.00
Student Activities.....	1,100.00	12,560.00
Dormitories for Men.....	11,074.00	15,700.00
"    "    Women.....	1,073.00	1,940.00
Construction Department.....	2,009.50	2,730.00
Experiment Stations: Gardens.....	13,000.00	33,860.00
Farms.....	9,650.00	14,976.00
Sericulture.....	6,000.00	16,052.00
Projects: Electrical Engineering.....	20,000.00	-
Movies.....	22,000.00	19,474.00
National Christian Council.....	3,000.00	3,000.00
Rockefeller Foundation.....	60,000.00	106,225.00
Famine Funds Budget.....	<u>180,851.00</u>	<u>216,241.00</u>
	<u>621,292.20</u>	<u>853,598.01</u>

UNIVERSITY OF NANKINGEMERGENCY BUDGET1937-38Estimated Expenses to March, 1938

Dugouts, painting roofs, flags, etc. ....	\$ 2,409.08
Travel and survey in Kuling.....	120.00
Expenses, boxes, local expenses Nanking-Chengtu.....	3,646.04
Freight on boxes, Nanking-Chungking.....	10,856.66
Estimated cost from Chungking to Chengtu.....	2,500.00
Furniture & Furnishings in Chengtu (in process of construction)	10,000.00
Travel Allowance for Staff Nanking-Chengtu..... (Allowed at rate of \$65. per person)	9,552.00
Other expenses - estimated.....	<u>800.00</u>
	\$39,883.78

Anticipated Income

Board of Founders US\$4,409.35.....	\$14,550.84
Deficit.....	<u>25,332.94</u>
	\$39,883.78

ROC

MINUTES OF MEETING  
EXECUTIVE COMMITTEE  
UNIVERSITY OF NANKING

12:30 P.M. Friday, April 22, 1938  
Parkside Hotel, New York, N.Y.

List of Members

*J. W. Decker, Chairman	Theodore Cuyler Speers
*Mrs. F. J. McConnell	*E. C. Lobenstine
Robert C. Morris	Frank T. Cartwright
*George B. Huntington	

Those whose names are starred were present, also B. A. Garside and C. A. Evans, and Dr. George F. Sutherland substituting for Dr. Cartwright.

The meeting was opened with prayer led by Mrs. McConnell.

APPROVAL OF MINUTES

Minutes of the following meetings were approved as distributed:- Executive Committee, March 16; Finance Committee, March 31st.

MINUTES OF FINANCE COMMITTEE MEETING APRIL 20TH

Communication Regarding Current Budgets. The summary of a letter from the Field Treasurer, dated March 21, 1938, was read for the information of the committee.

US\$5,000 from Promotional Work. The committee reviewed action F-970, which called attention to \$5,000 included by the field in estimates for 1937-38 budget as coming from the Board of Founders. It was

E-975 VOTED to adopt action F-970 as recommended by the Finance Committee, with the added suggestion that the field be advised to include only such amounts in anticipated income from the Board as are authorized by the Board of Founders.

Emergency Deficit. The action as outlined under F-971 was studied carefully, each item included in the emergency authorizations being studied individually.

It was also noted that F-972 recommended that the balance of emergency receipts be held against further emergency needs. It was

E-976 VOTED to approve actions F-971 and F-972, with the understanding that action F-971 covers all previous emergency commitments and appropriations voted by the Board of Founders and Finance Committee, and that a careful analysis covering emergency grants be prepared and submitted to the field.

University Hospital. The committee considered at length action F-973, noting that LC\$54,725.84 represented the anticipated deficit as of June 30, 1938, and suggested the motion be corrected accordingly.

The question was raised as to the method to be used in presenting the situation to cooperating Mission Boards, and it was

E-977 VOTED to appoint a special committee of Messrs. E. C. Lobenstine, F. T. Cartwright, Alexander Paul, Clarence H. Hamilton, and C. A. Evans to study the financial situation of the Hospital and to present its needs to the cooperating Boards and other sources of financial aid.

Board of Founders Deficit. In studying action F-974, it was suggested that the total amount of Aluminum dividends now held for allocation, amounting to \$9,450., be recorded, and that the accumulated deficits to June 30th referred to in the motion be stated as deficits on the books of the Board of Founders. It was

E-978 VOTED to approve action F-974, with the understanding that the deficits referred to are those on the Board of Founders' books, but not to include any possible additional costs arising from promotional charges of the Associated Boards, such allocations to be taken up when they are known.

REPORT OF SPECIAL COMMITTEE ON PROMOTIONAL WORK

The Chairman of the committee, Dr. E. C. Lobenstine, presented the report of the committee. He stated that several meetings had been held, some in conference with Mr. Wheeler, and that the whole situation had been thoroughly canvassed.

The committee gave careful thought to each proposed step in the report, special consideration being given to the anticipated cost of participation with the Associated Boards program, and whether or not a staff adequate to carry Nanking's promotional activities would be employed. It was finally

E-979 VOTED to recommend to the Board of Founders that the University of Nanking continue with the Associated Boards in promotional and administrative work, and refer to the Board of Founders the amounts to be contributed to the Associated Boards, such contributions to be based upon the promotional plans of the Associated Boards for the coming year, and whether these will adequately meet the needs of Nanking.

On motion adjourned.

C. A. EVANS

Assistant Secretary

ROC

MINUTES OF ANNUAL MEETING  
BOARD OF FOUNDERS, UNIVERSITY OF NANKING

9:30 A.M. Friday, May 6, 1938  
The Solarium, Parkside Hotel, New York, N. Y.

List of Members

<u>Board</u>	<u>1938</u>	<u>1939</u>	<u>1940</u>	<u>Alternates</u>
Baptist		John W. Decker	*R. L. Howard	
Disciples	Alexander Paul	Stephen J. Corey	C. M. Yocum	C. T. Paul
Methodist	*R. E. Diffendorfer	Robert C. Morris	(vacancy)	F.T.Cartwright
Presbyterian	*E. C. Lobenstine	W.A. Eldridge	*R. C. Wells	
Coopted	Robert E. Speer	Russell Carter	T. C. Speers	
	J. H. Banton	*Mrs.F.J.McConnell		
	*Margaret E.Hodge	Miss F. G. Tyler		
		*W. R. Wheeler		

Those whose names are starred were present, also Mrs. T. D. Macmillan; George B. Huntington (substituting for Dr. Decker), E. H. Cressy, Clarence Hamilton (substituting for Alexander Paul), B. A. Garside, and C. A. Evans.

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

In the absence of the Chairman, Mrs. McConnell, Vice Chairman, presided until called away late in the meeting, when Dr. Howard took the chair.

Apologies for absence were presented from Dr. R. E. Speer, Mr. J. H. Banton, Dr. J. W. Decker, and Dr. Frank T. Cartwright.

It was noted that Dr. Decker's absence was due to death in his immediate family, and it was

BF-980 VOTED that the Secretary be instructed to convey to Dr. Decker the sympathy of the Board in his bereavement.

APPROVAL OF MINUTES

It was

BF-981 VOTED to approve the following minutes as circulated:- Board of Founders, May 13, 1937; Executive-Promotion Committees, September 21, 1937; Executive-Finance Committees, October 15, 1937; Executive-Finance Committees, November 5, 1937; Finance Committee, November 9, 1937; Executive-Finance Committees, January 21, 1938; Finance Committee, January 28, 1938; Committee on Promotion, February 4, 1938; Executive Committee, March 16, 1938; Finance Committee, March 31, 1938; Finance Committee, April 20, 1938; Executive Committee, April 22, 1938.

FINANCIAL REPORT

The financial forecast and statement was presented by the Assistant Treasurer, and is attached to these minutes as Appendix A. It was

BF-982 VOTED to accept and place on file the financial forecast and statement attached as Appendix A.

REPORT OF PROMOTIONAL COMMITTEE

At the request of the Chairman of the Promotional Committee, Dr. E. C. Lobenstine, Mr. W. R. Wheeler presented the report covering the past ten months' work. Same is attached as Appendix B.

In the discussion which followed attention was called to the changes which are to be consummated within the Associated Boards during the coming fiscal year, same being closely related to the question as to Nanking's own promotional work, and whether or not this could be accomplished in conjunction with the promotional work of the Associated Boards. .

Mr. Wheeler called attention to the spiritual emphasis needed in carrying on the promotional work, and Mr. Garside paid tribute to the fine spirit manifested by Mr. Wheeler in working in conjunction with the Associated Boards promotional work during the past year.

It was stated that of the proposed China Colleges emergency fund of \$300,000., about \$175,000 had been raised, Nanking being represented with requests for the largest amount for emergency expenditures of any of the institutions.

Mr. Wheeler withdrew from the meeting during the discussion regarding his personal relationship with the Board. Every phase of promotional endeavor was then considered, especially the part played by Mr. Wheeler during the past year, and his possible value to the Board over the next twelve months. With warmest appreciation for what Mr. Wheeler has accomplished during the past year, and with a hope of larger success during the coming year, it was

BF-983 VOTED (a) To enter into the arrangement with Mr. Wheeler as proposed in the attached report, with great appreciation for the financial concessions that he has proposed, and to approve a maximum of \$13,000 to June 30, 1939, delegating to the Executive Committee the working out of details.

(b) That the Executive Committee be instructed to enter into an agreement with Mr. Wheeler to continue his service for one year from September 1, 1938 at the revised rate.

PARTICIPATION IN THE ASSOCIATED BOARDS

The Board recognized that the foregoing action included an item covering participation in the Associated Boards program, and it was

BF-984 VOTED to continue relationships with the Associated Boards on the basis of total contributions for the year 1938-39 of \$8,750. to include administrative and promotional costs of the Associated Boards program.

REPORT BY PROFESSOR ELISSEEFF

The Board received with deep appreciation the report of Dr. Serge Elisseeff on his visit to Christian Colleges in China while there on a recent visit. It was

BF-985 VOTED to accept Dr. Elisseeff's report and letter with sincere appreciation, instructing the Secretary to make such acknowledgment as seemed expedient.

REPORT ON CONDITIONS IN CHINA

Mr. E. H. Cressy was called upon to report on conditions in China, and while paying high tribute to those who carried on doing the emergency work on the Nanking campus, also pointed out the tremendous problems involved in the close relationships of the University work in West China, - how remarkably well the situation is being handled. He called attention to the growing sympathetic attitude of the Chinese Government toward the Christian institutions, where in some cases rural reconstruction work has been delegated to Christian colleges. He called attention to the fact that while the foreigners were risking all in giving their services to the cause of China, yet the Chinese were in even greater danger of their lives, but ever so many had carried on with a most remarkable devotion, loyalty and courage. There was unanimous approbation for the manner in which the relief work at Nanking had been handled, and it was

BF-986 VOTED that the Board of Founders extend its deepest gratitude to all those who so nobly risked their lives for the cause of China in staying on the University campus during the horrible chaotic conditions, with special appreciation and recognition being given to the Chinese who so willingly and sacrificially stayed on to take their share in the relief work.

MINUTES OF EMERGENCY EXECUTIVE COMMITTEE MARCH 5th

The Board listened to a survey of the minutes of the Emergency Executive Committee meeting of March 15, 1938. As Mr. Cressy attended that meeting in China, as well as being Acting Secretary for the January 13th and February 14th emergency meetings of the Shanghai members of the Board of Directors held in Shanghai, he was able to explain more fully some of the actions taken. After some discussion, action was taken on the following items:-

Return of Staff to China. As these actions dealt with the return of Mission Board staff to China, it was felt that an early meeting of the Executive Committee should be held to deal with the situation, and it was

BF-987 VOTED to refer actions EE-11 and EE-12 to the Executive Committee with power.

Field Budget. In this connection actions EE-14 and EE-15 were discussed, there being presented a summary of the current revised budget to June 30, 1938, not including the Middle School and Hospital.

Actions EE-16 and EE-17 dealing with the budget for 1938-39 called for explanation from Mr. Cressy, who paid tribute to the remarkable manner in which the University staff faced the ordeal of moving to Szechwan, and the willingness of the entire faculty body to sacrifice salary. It was noted that the coming year's budget would be presented at a later date.

University Hospital. Actions EE-18 and EE-19 approved of the revised budget for the balance of the current year, and requested Mr. Cressy and other members of the Board of Directors and Founders to present the work of the hospital wherever possible for the purpose of securing adequate funds to carry on the work. It was

BF-988 VOTED that the Board notes with gratification actions EE-18 and EE-19 of the Emergency Executive Committee, and F-973 and E-977 of the Founders regarding support of the University Hospital, heartily endorsing these actions, urging cooperating Mission Boards to assist in meeting the financial emergency growing out of war conditions.



ELECTION OF OFFICERS AND APPOINTMENT OF COMMITTEES

Attention was given to the election of officers and appointment of committees for the ensuing year. The Board was informed that Dr. R. L. Howard had been elected by the Baptist Board to succeed Dr. G. B. Huntington; retired. After reviewing the roster of officers, it was

BF-989 VOTED to instruct the Secretary to cast an unanimous ballott for the following officers for the ensuing year:-

Honorary President	Robert E. Speer
President	John W. Decker
Vice Presidents	Mrs. F. J. McConnell
	Theodore Cuyler Speers
	W. Reginald Wheeler
Treasurer	Robert C. Morris
Secretary and Assistant Treasurer	B. A. Garside
Assistant Secretary and Assistant Treasurer	C. A. Evans

BF-990 VOTED to appoint the following members of the Executive Committee for the ensuing year, the committee being authorized to fill one vacancy caused by the resignation of Dr. R. E. Speer from the committee:-

J. W. Decker, Chairman	T. C. Speers
Mrs. F. J. McConnell	E. C. Lobenstine
Robert C. Morris	Frank T. Cartwright
R. L. Howard	

BF-991 VOTED to refer to the Executive Committee, with power, the appointment of other standing committees of the Nanking Board of Founders, together with representatives of the Nanking Founders on the various standing committees of the Associated Boards.

Attention was directed to vacancies in the coopted section of the Board of Founders, and it was

BF-992 VOTED to coopt the following:-

John T. Ogden	(Class of 1940)
Kenneth W. Moore	( " " 1941)
G. B. Huntington	( " " 1941)

It was noted that three coopted members term of office expired, and it was

BF-993 VOTED to reelect the following in the class of 1941:- R. E. Speer, J. H. Banton, and Miss Margaret E. Hodge.

Mr. Cressy was asked to speak upon the work being accomplished by the University in China and of the problems and opportunities in connection with the moving to Chengtu. He stated that without question Nanking would be able to make a major contribution to educational work in Szechwan Province, it being especially well equipped to help in the reorganization of the rural problem, and even under war-time conditions, great help was being rendered in the reorganization of civilian population. He also spoke of the need of training engineers, who would take a major part in the development of modern China, and dwelt upon the strengthening of the Department of Religion, with the hope that a stronger Christian influence would be exerted. He stated that all through the present crisis

everyone had retained the hope of returning to Nanking and taking up the work on the campus as soon as possible. If the University remains in Chengtu for the coming year, relief work and adult education will be the major projects carried on at the campus at Nanking.

In view of the splendid spirit manifested by West China Union University and the wholehearted welcome given to the University of Nanking, it was

BF-994 VOTED that the Board of Founders recognize with gratification and sincere thanksgiving the warm-hearted welcome extended to the students and faculty of Nanking University, and for all that has been done to bring comfort to those of the University who have gone to Szechwan Province.

On motion adjourned.

C. A. EVANS

Assistant Secretary

ROC

**FINANCIAL STATEMENT AND FORECAST**  
**UNIVERSITY OF NANKING**  
**STATEMENT TO APRIL 30; FORECAST TO JUNE 30, 1938**

	<u>Budget</u>	<u>Received to 4/30</u>	<u>Estimated Additional to 6/30</u>	<u>Total to 6/30</u>	<u>Increase or *Decrease</u>
<b>RECEIPTS</b>					
<b>Mission Boards</b>					
U.C.M.S. ....	1,500.00	1,500.00	-	1,500.00	-
Methodist.....	1,055.00	791.25	263.75	1,055.00	-
Presbyterian Board.....	2,920.00	2,920.00	-	2,920.00	-
Baptist.....	800.00	800.00	-	800.00	-
Special Gifts, Curr.Bud.	-	20.00	-	20.00	20.00
	<u>6,275.00</u>	<u>6,031.25</u>	<u>263.75</u>	<u>6,295.00</u>	<u>20.00</u>
<b>Endowment Income</b>					
U.C.M.S. ....	402.00	380.22	26.46	406.68	4.68
General.....	40.00	38.10	2.65	40.75	.75
Hall Estate.....	14,188.00	13,310.46	924.33	14,234.79	46.79
Swasey Fund.....	2,000.00	1,973.60	-	1,973.60	26.40*
M.E. Bd.-Agr. & For.	3,000.00	2,250.00	750.00	3,000.00	-
	<u>19,630.00</u>	<u>17,952.38</u>	<u>1,703.44</u>	<u>19,655.82</u>	<u>25.82</u>
<b>Other Income</b>					
Back dividends-Aluminum			7,000.00	7,000.00	-
<b>Hospital</b>					
Methodist Board.....	340.00	255.00	85.00	340.00	-
U.C.M.S. ....	375.00	375.00	-	375.00	-
Presbyterian Board.....	580.00	580.00	-	580.00	-
	<u>1,295.00</u>	<u>1,210.00</u>	<u>85.00</u>	<u>1,295.00</u>	<u>-</u>
Totals.....	27,200.00	25,193.65	9,052.19	34,245.82	45.82
Net total increased income					45.82
<b>EXPENDITURES</b>					
Current Field Budget.....	20,804.00	20,934.16	-	20,934.16	130.16
Hospital.....	1,295.00	786.04	508.96	1,295.00	-
Home Adm.-Exec.Office....	3,540.00	3,676.87	-	3,676.87	136.87
Incidentals....	450.00	219.87	230.63	450.00	-
Trustees.....		316.81	-	316.81	316.81
Promotional.....	1,111.00	3,333.00	-	3,333.00	2,222.00
Spec.Pro.-W.R.Wheeler....	7,000.00	5,750.05	1,249.95	7,000.00	-
	<u>34,200.00</u>	<u>35,016.80</u>	<u>1,989.54</u>	<u>37,005.84</u>	<u>2,805.84</u>
Net total increase in expenditures less cash increase					2,760.02
<b>SPECIAL FUNDS</b>					
Harvard-Yenching Inst. .	14,210.52	10,657.89	10,647.89	-	-
Hoover Gift.....	500.00	-	-	-	-
U.C.M.S. Vacancy.....	1,300.00	600.00	600.00	-	-
Famine Funds 1936-37.....	54,311.00	57,967.97	53,290.75	4,677.22	-
"    "    1937-38.....	53,560.91	32,503.56	20,000.00	12,503.56	-
<b>EMERGENCY FUNDS</b>					
Undesignated Assoc. Bds. ....				11,992.01	
Designated through Assoc. Bds. ....				832.74	
Through Nanking University.....				<u>5,661.15</u>	18,485.90
Available for Field Use.....			7,409.35		
Hospital Supplies & Appropriation.....			<u>6,315.65</u>		<u>13,725.00</u>
					4,760.90

REPORT ON PROMOTION, 1937-38

In this statement, I will summarize briefly the work of the present year and make certain recommendations for the coming year.

Reports on certain aspects of the work have already been made; on February 4, 1938, to the Founders, on the objectives of the campaign and the methods used in attempting to reach those objectives, and the results attained; on April 6, 1938, to a Special Committee on Promotion, following a meeting of that Committee, March 28, 1938, giving additional information and a detailed list of gifts received through April 6, 1938.

Copies of these reports are available herewith. I will not duplicate now their contents.

Since February 4, 1938, I have cooperated in campaigning in Philadelphia, with Dr. Young and Mr. Hall, in Rochester, with Mrs. Macmillan; and in New York, with other members of the staff. Addresses were made in Rochester; at the Central Presbyterian Church, in the Third Presbyterian Church, in the First Baptist Church, at a meeting of the Presbytery of Rochester, and at a parlor meeting at the home of Mr. and Mrs. J. Allen Farley.

A printed letter dated April 20 was sent out to our constituency.

Articles have been written for the "Missionary Review of the World," (May number) and for three issues of "Pageant," for March, April and May.

After this week I expect to go to Washington to work with Mr. Aydelott there.

The financial results of the campaign from July 1, 1937, to May 4, 1938, are as follows:

Received as a result of a personal call or letter from a representative of the University (This total represents gifts from 138 donors, ranging from \$1.00 to \$1,500.00)	\$8,921.24
Received through the Associated Boards	11,992.01
Allocated from undesignated gifts in hand and to include future designated gifts	10,331.75
	<u>\$31,245.00</u>

The individuals who are giving to the University are making contributions in comparatively small amounts. They are capable of much more generous gifts. It is hoped that later, after the recession has receded and the war has ceased, that they will give more substantially; meanwhile their interest and good will should be maintained, and the list should be increased.

RECOMMENDATIONS FOR THE COMING YEAR

The budget adopted by the Associated Boards, May 3, 1938, for administration and promotional expenses for the coming year was \$75,095.00. Of this total, 12% or \$8,750.00 was allocated to the University of Nanking.

The question inevitably arises as to the continuation of the University's own promotional efforts. This year, in addition to the University share in the cost of promotion of the Associated Boards, the Founders approved of an expenditure of \$5,000.00 for salary and moving expenses, and of \$2,000.00 for travel expenses and promotional literature for its own representative.

#### Recommendation I

There are three reasons why I believe the continuation of the promotional work of the University would be advisable:

(1) The experience of the University during the past four years, during two of these years cooperating with the Associated Boards Campaign without its own representatives to assist in the campaign, and for two years, having its own representatives in the campaign, would appear to indicate the value of such specific representation. In 1934-35, and 1935-36, when the University had no representatives in the campaign, its expenses were \$2,630.45 and \$2,194.00. The receipts were \$25.00 and \$115.00.

In the Fall of 1936 the University placed its own representatives in the field, Dr. Chen and Mr. Wheeler, in addition to the Associated Boards promotional staff. The deficit carried forward from the previous year was removed. The travelling expenses of Dr. Chen were covered, campaign expenses met, and a credit of \$3,434.89 was established. This year with the combined efforts of the Associated Boards and of the University of Nanking representatives, a total of \$31,245. has been secured, and the University advanced in its receipts from a position at the bottom of the list of the colleges to second, being exceeded only by Yenching.

(2) Other colleges which have secured substantial amounts have had their own promotional representatives. This has been true especially of Yenching. In 1919 Dr. Luce and I began work for Yenching when it had practically no liquid assets. Since then it has had a succession of individual representatives, including Dr. Luce, Mr. Caskey, Dr. Jenney, <sup>Dr. Gee and Mr. Wannamaker,</sup> and in later years since 1930, the special services of Pierce and Hedrick. Nanking, which has been out of the promotional field, since 1927, needs similar individual help.

(3) Other colleges in the joint campaign with budgets and obligations comparable to Nanking will continue their individual representatives; i.e., Yenching, Hua Chung, Lingnan, and Ginling. The Associated Boards helps those who help themselves.

The University of Nanking is in special need of help, and I think the Founders and its own representatives should continue to shoulder responsibility for securing gifts and should not rely wholly upon the Associated Boards. When the present war began in China, General Chiang Kai-shek affirmed that China could not stop in the middle of the war. The University of Nanking is just beginning to make progress in the battle, and I do not think now is the time to retreat.

It is obvious that the University cannot afford its share of the Associated Boards campaign expense and the continuance of its present expense for individual representation. I would propose the following modifications:

- (1) Reduction of salary from \$4,800.00 to \$3,600.00 plus pension premium \$270.00  
\$3,870.00
- (2) Request to the Associated Boards for an assignment of \$500.00 for literature and mail appeals from the items of \$4,000.00 for promotional literature and \$5,000.00 for mail appeals in the Associated Boards budget. This year the University spent \$501.50 for literature and appeals.

- (3) Request the assignment of \$1,000.00 for travel of the University representatives from the Associated Boards budget item of \$6,500.00 for travel of executive staff.
- (4) Request of clerical service from the budget item of \$18,700.00 for clerical staff of the Associated Boards. If these recommendations should be carried out, the expense to the University would be \$12,620.00.

Recommendation II

Experience has shown that campaigning is most effective, when a Chinese representative accompanies an American solicitor. The sum of \$4,500 is included in the Associated Boards budget for the coming year for travel from China of staff members. It is suggested that request be made for the coming of Djang Fang, Head of the University of Nanking Middle School, who is available this year, provided his expenses can be met. Djang Fang is a strong speaker, an earnest Christian, and would be a real help. A tentative figure of \$1,500.00 is suggested for his expenses, with the understanding he would be available for promotional work both for the Associated Boards and for the University of Nanking.

Recommendation III

That each member of the Board of Founders be asked for an individual gift and that each member attempt to secure at least five other gifts during the coming year.

Recommendation IV

That special efforts be made to complete the membership of the Board of Founders. At present, there are seven vacancies.

I do not wish to close this report without expressing my appreciation for the cooperation of the present members of the Board of Founders and of representatives of the Associated Boards. Nearly all the members of the Nanking Board have contributed to the financial needs of the University; those who are in New York have added to their already heavy schedules by giving freely of their time and thought to meetings of the University committees; and the representatives of the Associated Boards have been most generous and courteous in their cooperation in presenting the needs of the University. Finally, there is cause for gratitude in that the property of the University, aside from certain minor damages, has come through the war thus far unscathed; and that there have been no casualties among the members of the staff. The angels of the Lord have in truth been round about the members of the faculty, Chinese and Western, during these dangerous days; remembering these blessings and the manifold manifestations of Divine power and protection during the year that is past, we should thank God and take courage for the work of the year that lies ahead.

Respectfully submitted,

W. REGINALD WHEELER  
Vice-President

THE COLLEGES  
CHEELOO UNIVERSITY (SHANTUNG)  
FUKIEN CHRISTIAN UNIVERSITY  
GINLING COLLEGE  
HANGCHOW CHRISTIAN COLLEGE  
HUA CHUNG COLLEGE  
HWA NAN COLLEGE  
LINGNAN UNIVERSITY  
UNIVERSITY OF NANKING  
UNIVERSITY OF SHANGHAI  
SOOCHOW UNIVERSITY  
WEST CHINA UNION UNIVERSITY  
YENCHING UNIVERSITY

TEL. WATKINS 9-8703  
CABLE: ABCHICOL

# Associated Boards for Christian Colleges in China



## OFFICERS OF THE ASSOCIATED BOARDS

R. E. DIFFENDORFER, PRESIDENT  
GEORGE G. BARBER, VICE-PRES.  
JAMES ENDICOTT, VICE-PRES.  
MILDRED H. MCAFEE, VICE-PRES.  
A. L. WARNSHIUS, VICE-PRES.  
E. M. MCBRIER, TREASURER  
B. A. GARSIDE, EXECUTIVE SECY.  
BAYARD M. HEDRICK, EXECUTIVE SECY.  
C. A. EVANS, SECY. AND ASSOC. TREAS.  
MRS. T. D. MACMILLAN, SECRETARY  
GEORGE G. AYDELOTT, SECRETARY  
SHERMAN P. YOUNG, SECRETARY

150 FIFTH AVENUE  
NEW YORK

May 16, 1938

To Members of  
Board of Founders  
University of Nanking

Ladies and Gentlemen:

Through some unaccountable means the Report of the Promotional Committee as of April 6th was attached to the minutes of the annual meeting, instead of the Report on Promotion dated May 5th, of which we are enclosing copy herewith.

Kindly substitute this for Appendix B of the minutes of the annual meeting held May 6th sent out last Friday.

Very truly yours,

*C. A. Evans*

CAE:RC  
Enc.

THE UNIVERSITY OF NANKING

Appendix B  
May 5, 1938

REPORT ON PROMOTION, 1937-38

In this statement, I will summarize briefly the work of the present year and make certain recommendations for the coming year.

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Respectfully submitted,

W. REGINALD WHEELER  
Vice-President

MINUTES OF MEETING  
EXECUTIVE COMMITTEE  
UNIVERSITY OF NANKING

12:30 P.M. Friday, May 20, 1938  
West Parlor, Parkside Hotel, New York, N.Y.

List of Members

*J. W. Decker	Theodore Cuyler Speers
Mrs. F. J. McConnell	E. C. Lobenstine
*Robert C. Morris	F. T. Cartwright
*R. L. Howard	R. C. Wells

Those whose names are starred were present, with Dr. Morris W. Ehnes substituting for Dr. Cartwright, also Dr. W. P. Fenn for a portion of the meeting, B. A. Garside and C. A. Evans.

The attention of the committee was called to the minutes of the annual meeting of the Board of Founders held May 6th, wherein a number of items were referred to the Executive Committee for final disposition. It was agreed to take them up in order as they appeared on the docket.

ARRANGEMENTS WITH MR. WHEELER

The committee reviewed action BF-983, which delegated arrangements with Mr. Wheeler in the working out of details to the Executive Committee. A further study was also made of the report on promotional work dated May 5, which included the offer made by Mr. Wheeler to accept a reduction in salary from \$4,800 to \$3,600 plus pension premium of \$270. After discussion, it was

E-995 VOTED (a) To approve entering into an agreement with Mr. W. R. Wheeler for a period of ten months from September 1, 1938, at a salary of \$3,600 plus ten-twelfths of the annuity premium of \$270., with the understanding that provision be made in the budget for 1939-40 for two months' salary on the same basis as above, plus one-sixth of the annuity allowance.

(b) To approve a budget of \$1,000 for promotional travel for twelve months from July 1, 1938.

In order to conclude the arrangements with Mr. Wheeler, it was

E-996 VOTED to request the Chairman to arrange a personal conference with Mr. Wheeler with the understanding that due record be made of the agreement.

It was recognized that the foregoing represented the expenditures for Nanking promotional work, and that there were possibilities whereby the Associated Boards could use some of Mr. Wheeler's time, and it was

E-997 VOTED that the University of Nanking Board would welcome the use by the Associated Boards of Mr. Wheeler's time for special services, for which payment might be made, thereby decreasing the expenditure of the Nanking Board.

RETURN OF STAFF TO CHINA

The committee gave consideration to actions EE-11 and EE-12 of the Emergency Executive Committee meeting of March 15th held in China, listing requests for the return of various Mission Board supported staff members.

The committee discussed with Dr. William P. Fenn the problem created by the fact that although his services are urgently needed by the University conditions will probably not permit his family to accompany him to China this summer. Dr. Fenn stated that he and his family were ready to return for either a regular or a special term, and that he himself would be willing to go out alone with the understanding that the separation from his family would not exceed one year. This would mean that if the family could not rejoin him by the end of the year, he would wish to return to America in the summer of 1939. The Presbyterian Board may agree to send Dr. Fenn to China this summer with the understanding that if necessary it would pay his home-coming travel at the end of two years. Should he wish to return at the end of one year his home-coming travel would have to be met from some other source. Since Dr. Fenn would be unable to meet such an expense from personal funds, it had been suggested that he consult with the Nanking Board of Founders as to some possible means of providing for such travel expenses if the necessity for incurring it should arise.

The committee had in hand correspondence dealing with Dr. J. H. Daniels, Dr. A. N. Steward, Dr. J. T. Illick, and Mr. B. A. Slocum. The question was raised as to the advisability of returning staff members to China, and especially to Chengtu, which would involve larger costs, the separation of families, and the possible decrease in student enrollment. In view of the unanimous call from the field for the return of staff members and the moral effect upon the institutions as well as the Chinese constituency, it was

E-998 VOTED to approve in principle the return of foreign staff members to the University campus. Each case, however, is to be subject to individual study and investigation.

After further review of the various individuals and families, it was

E-999 VOTED (a) To approve the return of Dr. J. Horton Daniels as soon as convenient and desirable.

(b) To defer action on the return of Dr. J. T. Illick as he is accepting another position and resigning from the M. E. Board.

(c) That the Board of Foreign Missions of the Methodist Episcopal Church be urged to return Dr. A. N. Steward to China as soon as feasible.

(d) That action on the return of Mr. B. A. Slocum be deferred, pending the result of correspondence between the Baptist Board and Dr. Y. G. Chen.

(e) That recognition be given to the special need for return to the campus of Dr. William P. Fenn, with an expression of hope that an understanding will be reached with the Presbyterian Board which will make possible his return to the field.

5/20/38

It was noted that a request for the extension of the term of service for Mr. Charles H. Riggs for one year involved an expenditure of a portion of Famine Funds usually upon authorization from the field, and in view of the request from China, it was

E-1000 VOTED that in view of the agreement of the American Board to extend its appropriation for one year for the services of Mr. Charles H. Riggs and that his family is to remain in America during this additional time, approval be given to the extension of Mr. Riggs' service for one year, the financial arrangements continuing as previously.

#### APPOINTMENT OF COMMITTEES

It was noted that BF-990 instructed the Executive Committee to fill a vacancy on the committee caused by the resignation of Dr. R. E. Speer, and it was

E-1001 VOTED that Dr. Ralph C. Wells, or his successor, be elected as a member of the Executive Committee.

As the committee was instructed to appoint standing committees and representatives on the Associated Boards, it was

E-1002 VOTED that the following standing committees and representatives be appointed for the ensuing year:-

#### Finance Committee

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

#### Committee on Instruction

R. L. Howard, Chairman  
Ralph C. Wells  
Mrs. F. J. McConnell  
J. W. Decker, ex officio

#### Committee on Promotion

E. C. Lobenstine, Chairman  
Theodore Cuyler Speers  
Mrs. F. J. McConnell  
K. W. Moore  
J. W. Decker, ex officio

(with the understanding that other members may be added later)

Nanking Representatives on the Associated Boards Committees

Executive - J. W. Decker, R. E. Diffendorfer, R. C. Wells, alternate

Promotion - E. C. Lobenstine, Mrs. F. J. McConnell, F. T. Cartwright

Finance - R. C. Morris, M. W. Ehnes, alt.

Staff and Curriculum - F. T. Cartwright, R. L. Howard, Stephen Corey, alt.

Christian Character and Relation to Christian Movement - F. T. Cartwright,  
R. L. Howard, Stephen Corey, alt.

On motion adjourned.

C. A. EVANS

Assistant Secretary

ROC