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Nanking
Admin.
Board of Managers 1909-1913

Official

MINUTES

of meetings of Board of Managers

and Executive Committee.

University of Nanking.

1909

The Minutes of the first regular meeting
of the Board of Manager of the
University of Nanking.

Pursuant to the call of Dr. J. C. Garritt, Chairman of the General Committee of the three Missions, the Board of Managers elect met on December 21st, 1909, at 9 a.m., in the office of President, A. J. Bowen, Nanking.

There were present Dr. R. C. Beebe, Dr. J. C. Ferguson, A. J. Bowen, Dr. F. D. Gamewell, (the newly appointed superintendent of education for the Methodist Mission in China,) representing the Central China Mission of the Methodist Episcopal Church; Dr. E. I. Osgood, A. E. Cory, C. S. Settlemyer, and Frank Garrett, representing the Central China Mission of the Disciples of Christ; Dr. J. C. Garritt, J. E. Williams, A. V. Gray, W. J. Drummond, representing the Kiang-An Mission of the Presbyterian Church in the United States of America.

A. J. Bowen was chosen temporary chairman, and Frank Garrett temporary secretary. After an opening prayer, Dr. J. C. Garritt stated the reasons for the call of this meeting. He called attention to the fact, that, inasmuch as the members present were only, as yet, the chosen representatives of the Missions and were not confirmed by the Board of Trustees, we must consider the business conducted at this meeting as somewhat tentative. But, inasmuch as it is desired to commence effective work under the union by February 1910, it is not advisable to delay this meeting. However the personnel of the Committee will, in all probability, not be changed, so that the actions taken at this meeting will only need to be formally confirmed by this same Board of Managers, after its legal appointment by the Board of Trustees, to give our actions of to-day a proper legal status.

Dr. Garritt further stated that the three Missions interested had reported their election of members on the Board of Managers to have resulted as follows:—

The Methodist Mission, A. J. Bowen, Dr. G. A. Stuart, Dr. J. C. Ferguson, and Dr. R. C. Beebe.

The Presbyterian Mission, Dr. S. Cochran, Rev. E. C. Lobenstine, Dr. J. C. Garritt, and Rev. W. J. Drummond.

The Disciples' Mission, Rev. A. E. Cory, Dr. E. I. Osgood, Prof. C. S. Settlemyer and Frank Garrett.

Letters from E. C. Lobenstine, and Dr. S. Cochran were read asking that A. V. Gray and J. E. Williams act as their proxies respectively. These proxies were accepted. In Dr. Stuart's absence, Dr. F. D. Gamewell was asked to act as his proxy.

Dr. Ferguson then moved that one from each Mission be asked to state the facts as to the acceptance of the present plan of union by the Mission which he represents.

Dr. Garritt reported for the Presbyterian Mission as follows:—"The Kiang-An Mission of the Presbyterian Church at its annual meeting September 16th, 1909, adopted the Constitution of the proposed University of Nanking, and sent it on to the Board in New York."

Dr. E. I. Osgood reported for the Disciples' Mission as follows:—"The Constitution of the proposed University of Nanking was presented to and passed by the Central China Christian Mission at its annual Convention in Kuling, July 26-31, 1909. It was forwarded to the Executive Committee of the Foreign Christian Missionary Society in Cincinnati, Ohio.

A. J. Bowen reported for the Methodist Mission as follows:—"Our Mission met at Kuling and carefully considered the plan of the union and after much discussion unanimously adopted the plan as herewith presented."

The clause which occurs in the printed Constitution, Art. IV, Sec. I, "From among its regular Missionaries," was declared a typographical error and was deleted.

On motion it was decided to call the attention of the Board of Trustees and of the three Societies to the legal and property questions arising from Arts. II. and III. (Kinds of property; and title to the same—with unification of present property. Board of Trustees, how constituted—duties and powers—additions to corporation). These questions are of vital importance to the welfare of this institution, but are, in great measure, beyond the province of this Board of Managers.

Dr. J. C. Garritt presented the following resolution, which was seconded by A. E. Cory, and carried unanimously: **RESOLVED**, that in consideration of the fact that the Boards at home have approved of the general plan of union, we, duly appointed by the three contracting Missions, do now organize as the Board of Managers of the University of Nanking in accordance with the provisions of the Constitution.

The temporary organization, as mentioned above, was then made the permanent organization, and all actions taken in the foregoing part of this present meeting were ratified. It was ordered that certified copies of all minutes of previous preliminary meetings preparatory to this present union be placed on permanent record.

The three Missions then presented general statements of the properties and the monies available as assets in the consummation of this union. The Methodist and the Presbyterian Mission were each declared to be entitled to four representatives on the Board of Managers, according to the basis of representation as provided in the Constitution." (Article IV.) Because of some indefiniteness in the correspondence from the Executive Committee of the Foreign Christian Missionary Society, the Disciples' Mission signified its willingness to be represented for the present by three only on the Board of Managers, these three representatives to be Dr. E. I. Osgood, C. S. Settlemyer, and Frank Garrett. These three were then declared to be members of the Board of Manager.

It was then moved by Frank Garrett and seconded by J. E. Williams that A. J. Bowen be elected as President of the University of Nanking. This was carried unanimously. Inasmuch as this makes A. J. Bowen *ex officio* President of the Board of Managers, and thus the official representative of the three Missions concerned, the Methodist Mission was declared entitled to elect another representative on the Board of Managers.

An executive committee as provided by the Constitution was then chosen as follows: Dr. R. C. Beebe, Dr. J. C. Ferguson, C. S. Settlemyer, Frank Garrett, Dr. J. C. Garritt and J. E. Williams.

This Executive Committee was asked to refer the Constitution to the Board of Trustees, calling their attention to any special points which may need to be changed, and asking them to secure legal advice on the same.

Dr. Garritt moved, and Mr. Settlemyer seconded that the proposed dormitory suggested by Mr. Bowen be approved and erected on the present site of the Nanking University, under the direction of the Executive Committee. The sum of \$20,000.00 Mexican was set aside for this purpose.

\$1,000.00 Gold was allowed for the purchase of school desks.

\$5,000.00 Mexican was allowed for the erection of a two-story building in the present University compound, for foreign teachers.

The Executive Committee was instructed to have drawn up a general plan for the development of the University plant, and for the adaptation of the present buildings to this general plan.

\$7,000.00 Mexican was set aside for the improvement of the Drum Tower school property as suggested by the former Committee, that is, the enlargement of the square building so as to accommodate 175 students in all, the changing of the main entrance to the Southwest Corner, and the construction of a proper driveway.

The Executive Committee was further instructed to locate and erect residences for two families. \$6,000.00 Gold was appropriated for this purpose.

In addition to A. J. Bowen, President, the following teachers were elected for the new year.—W. F. Wilson, A. W. Martin, W. F. Hummel, W. M. Milward, E. C. Gifford, F. E. Meigs, C. S. Settlemyer, (The Disciples Mission will furnish another man, name not yet given), J. E. Williams, A. A. Bullock, Mrs. Jones.

The present staff of Chinese teachers, 22 in number, in the two institutions was approved for the coming year, subject to arrangement of contracts by the Executive Committee.

The approval of the minutes of this meeting was left with the executive committee.

Adjourned at 9 p.m., subject to the call of the Chairman.

(Signed) A. J. BOWEN,
President.

(Signed) FRANK GARRETT,
Secretary.

[4]

First Regular Meeting of the Executive Committee of the Board of Managers of the University of Nanking.

The meeting was called to order in President Bowen's office at 1.20 p.m. on January 3rd, 1910.

After the opening prayer by Dr. J. C. Garritt, the minutes of the meeting of the Board of Managers, of December 21st, 1909, were read and approved.

It was decided that students of the primary grade only, and under thirteen years of age, should be received at the Hubundjai school next year, and the number of such should not exceed forty boarding pupils. At the Drum Tower school boarding pupils of the primary and intermediate grades are to be received, not to exceed 120 in number. At the Gan-ho-yen school advanced students, not to exceed 225 in number, of boarding pupils, may be received. This makes a possible total of 385 boarding pupils.

On motion, it was decided to offer courses in the various departments with terms of years as follows: Primary, three years; intermediate, three years; preparatory, four years, and college, four years. The terminology used in the Chinese government schools shall be used in referring in Chinese to these departments.

The fee for board and incidentals in all departments was fixed at forty dollars. In addition to this there will be a tuition fee in the primary department of twenty dollars, in the intermediate and preparatory of sixty dollars, and in the college a matriculation fee of ten dollars.

Messrs. Hsü, Li, Woo, Wren, C. S. Settlemyer, and W. F. Wilson were chosen as a Board of Registrars. The dates for registration shall be February 22-24. (Of the Chinese first month the 13-15.)

Messrs. Williams, Settlemyer, and Martin were chosen a committee to arrange for the adjustment of fees for the children of Christian parents and for poor students.

Messrs. Settlemyer, Bowen, Williams, and the two head Chinese teachers were appointed a committee to prepare suitable announcements.

Messrs. Wilson, Settlemyer, Martin, Woo, Shu, Li, and Wren were appointed a committee to arrange a schedule of classes and to make assignments of teachers and classes.

Dr. Garritt was asked to prepare recommendation to the Board of Trustees on the needed alterations in the constitution and bye-laws.

Messrs. Williams, Settlemyer, and Martin were appointed a committee on budget and on lands and residences.

It was recommended that Mr. Li act as general overseer of the Chinese instruction in all departments.

It was decided to appoint three proctors for next year, who should be first sent to visit the Soochow University and there study methods.

President Bowen was asked to act as treasurer of the University until further arrangements could be made.

The Committee of Appraisers, formerly appointed, was asked to continue and to complete its work as soon as possible.

February 1st, 1910, was fixed upon as the date when all funds reported by the various missions as assets in the establishment of the University, should be turned into the treasury.

The committee then adjourned to meet at the call of the chairman.

(Signed) A. J. BOWEN, *Chairman.*

FRANK GARRETT, *Secretary.*

The Second Regular Meeting of the Executive Committee of the Board of Managers of the University of Nanking.

The committee met in the office of President A. J. Bowen at 9.30 a.m., January 31st, 1910.

After an opening prayer by Doctor R. C. Beebe, the minutes of the first meeting, January 3rd, 1910, were read and APPROVED.

The Board of Appraisers reported, and were continued in order to give them time to complete their work.

The Committee on Schedule of Classes and Arrangements of Classes and Teachers, brought in a carefully prepared report, which was accepted after slight alterations.

The need for another missionary instructor to be resident at the Drum Tower to aid in the oversight and discipline of that section of the school, was discussed. The president was requested to assign another suitable foreign instructor to live at the Drum Tower.

The Committee on Registration reported a satisfactory scheme of registration, which was APPROVED.

The committee appointed to prepare announcements reported that two thousand (2,000) large announcement posters had been printed and were being freely posted in the city and country. Three thousand (3,000) Student's Expense folders have also been printed and a new set of regulations and rules prepared for publication.

On the motion of Doctor R. C. Beebe, the president was requested to order from Hankow a large supply of posters giving the proper warnings and instructions looking to the prevention of tuberculosis.

The Committee on Policy with regard to the acceptance of the children of poor parents or Christian workers reported as follows:—

1. The University must receive, for each student, an amount sufficient to cover board and incidentals (next year \$40) either from scholarships or special grants from missions or individuals.

2. That it be the policy to require service for scholarships or special aid granted.

3. That it be the policy to secure by contract the payment of all back tuition accounts from students when they have secured lucrative employment after graduation; such contract to be determined by the merits of each case.

4. As the primary aim of the University is to give a thorough training to Christian boys, the management will do all possible to enable such boys to secure the best training the college can give. Tuition will be remitted to all students taking the college work.

After considerable discussion the committee decided not to accept the suggestion of the report just as given, but considered it would be better to establish what would be known as an "educational association," which association would give aid to those who should have special favors or opportunities granted to them. It was proposed that the University loan to this educational association at present an amount sufficient to enable this educational association to aid the students who are now in the various departments of the school on special terms, so that they may be received next year on the same terms as they have been received hitherto. The educational association shall refund to the University the amount of this loan as soon as possible.

The committee was asked to continue its work and to prepare a blank form for securing the necessary information to enable the registrars to determine who should be received on reduced or free tuition.

The Committee on Foreign Residences reported as follows:—

"Your committee recommend that new residences for missionaries on the teaching staff be located as a rule west of the road running north and south on the west of the University grounds. The location of each particular house to be determined by the mission building, in consultation with the president."

The Committee on Budget recommended that "one thousand (1,000.00) dollars U. S. Gold currency be appropriated for chemicals and for physical apparatus," and it was APPROVED and the committee was continued to complete their budget.

It was ordered that the desks and other equipment at the Drum Tower be put in order and increased in number sufficient for the work for the New Year.

The Committee on Constitution reported, and the report was ACCEPTED.

The minutes of the meetings of January third (3rd) and thirty-first (31st), 1910, were ordered printed.

It was ordered that the minutes of this present meeting be approved by the president.

The meeting then adjourned.

A. J. BOWEN, *President.*

FRANK GARRETT, *Secretary.*

Extracts from the Minutes of the Third Meeting
of the Executive Committee of the Board of
Managers of the University of Nanking,
April 2nd, 1910.

It was announced that Mr. W. F. Wilson had been elected from the Methodist Mission to a place on the Board of Managers. Mr. Wilson was asked to act on the Executive Committee in place of Mr. J. C. Ferguson when it was inconvenient for the latter to be present.

It was decided to purchase as rapidly as possible the land immediately adjoining the Ganhoyen property on the south, west and north; and also the property on the west of the road between the Drum Tower and the Ganhoyen property, especially the large enclosed piece. \$12,000.00 Gold was set aside for use in purchasing land during the year.

On motion of Dr. J. C. Garritt, seconded by Mr. Williams, the publishing of a catalogue of the University was approved.

Mr. Wilson read the report of the Committee on Course of Study. The report was accepted practically as read, and the committee was continued to add a strong course in Chinese literature, and otherwise perfect the course of study before it is printed in the catalogue.

Plans for a new Science Building were presented, together with the builders' bids on the same. It was decided to add a third story to the building and to ask for new bids.

Fourth Meeting, April 25th, 1910.

Mr. Cory reported for the Appraisement Committee. Acting on the report the following actions were taken;

Dr. Garritt moved, and Dr. Beebe seconded, that inasmuch as the Presbyterian Mission proposes to retain the Hubuhdjai property and put into the University funds \$10,000.00 Gold instead, the University agrees to use the said property as collateral for the said \$10,000.00 Gold until the money is received; the property itself not being inventoried for incorporation in the University appraisement.

The Foreign Christian Mission having at the time of the organization of the Board of Managers, December 21st, 1909, no definite statement from its Executive Committee regarding the forthcoming of the funds required, the Mission was temporarily represented by three members only. This definite word having arrived their fourth member of the Board, Rev. A. E. Cory, was seated in the Board.

On motion of Dr. Beebe, Dr. Garritt and Mr. Garrett were appointed a committee to consider the relation of the denominational services to the University. This committee will report later to the Executive Committee.

The valuation put upon the Foreign Christian Mission chapel and Bible college building and grounds by the Appraisement Committee was accepted, and should this property be accepted in the future by the University it will be at this valuation.

It was moved and carried that the valuation of all properties coming into the University, made in Mexican, be transformed into gold at the rate of exchange of \$2.20 to \$1.00.

It was further moved that all gold coming from abroad be paid over in Mexican at the current rate of exchange.

The appraisement made by the committee was then accepted and placed on file. The report shows the following totals:

[2]

Foreign Christian Missionary Society:

Lands	\$ 30,070	Mex.
Buildings and walls	32,500	"
Equipment	5,614	"
Total of	\$ 68,184	Mex.
Mex. \$68,184 converted at 2.20	\$ 30,993	Gold.
Cash coming from U. S. A... ..	9,007	"
Total of	\$ 40,000	Gold.

Methodist Mission:

Lands	\$ 24,130	Mex.
Buildings and walls	89,066	"
Equipment	10,219	"
Endowment	2,800	"
Cash held for purchase of physical apparatus	1,900	"
Cash held for same purpose as above (gift Alumni.)	1,000	"
Books for sale to students for cash	1,100	"
	\$130,215	Mex.
Mex. \$130,215 converted at 2.20	\$ 59,189	Gold.

Presbyterian Mission:

Cash	\$ 40,000	Gold.
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It was ordered that all monies due the University from the home Boards be written for with the request that the money be forwarded at once by cable.

Mr. Williams was asked to make an estimate of the amount of lumber needed for the buildings by the University and to confer with Mr. Dollar to ascertain what aid he can give us in the purchase of the same.

Adjourned.

(Signed) A. J. BOWEN, *Chairman.*

(Signed) FRANK GARRETT, *Secretary.*

[3]

UNIVERSITY OF NANKING.
EXECUTIVE COMMITTEE OF BOARD OF MANAGERS.
MINUTES OF MEETING OF JUNE 1ST 1910.

The committee met in President Bowen's office.

Mr. Williams led in prayer.

All members were present.

The plans drawn by Mr. Bullock for residence were examined, certain alterations suggested and the plans returned for his reconsideration.

On motion of Dr. Beebe, seconded by Mr. Settlemyer, it was voted to allow \$400 Mex. for the supplying of heavy furniture in each residence built by the University.

The suggested list of furniture is as follows:—

1 Heating stove.

1 Cooking stove.

2 Bedroom sets, consisting of a bed, chest of drawers and a washstand.

1 Dining room table.

8 Dining room chairs.

1 Side-board.

1 Book-case.

Rev. Frank Garrett, Rev. W. F. Wilson and Rev. J. E. Williams were elected as members of a Building and Property Committee. This committee will have charge of the letting of contracts, supervision of buildings and the repair of the University.

\$5,000 Mex. was fixed as the amount to be granted for each residence. Other items such as land, wall, well, grading, walks and so forth to be decided by the Building and Property Committee and then by the Executive Committee.

Plans for a single men's residence for teachers, to be erected in the Drum Tower school compound were approved.

The location of the house for Mr. Settlemyer was left to the Building and Property Committee.

The final approval of Mr. Bullock's plans was left to the Building and Property Committee.

The committee then adjourned.

(Signed) A. J. BOWEN,
President.

(Signed) FRANK GARRETT,
Secretary.

UNIVERSITY OF NANKING.
EXECUTIVE COMMITTEE OF BOARD OF MANAGERS.
MINUTES OF MEETING OF JUNE 29, 1910.

The committee met on call of the President in his office.

All members except Dr. Beebe were present.

Rev. Frank Garrett led in opening prayer.

The minutes of the previous meeting were read and approved.

The Building and Property Committee reported that they had decided on the location of the new residence in the South end of the Kulco compound, on the strengthening of the wall next to Dr. Macklin's compound, so as to throw the trees and a strip of land about 10ft. wide into Dr. Macklin's compound. Mr. Garrett was asked to prepare a general plan for specifications and form of contract for residences. The following had been asked to prepare estimates for repairs of buildings: Kan Ho Yien, Mr. Wilson; Hu-lu giai, Mr. Williams; and Kulco, Mr. Garrett.

The Building and Property Committee was authorized to proceed with the repairs of property and \$1,000 Mex. was voted for this purpose if so much be needed.

The plans of the Science Hall were then examined and the following suggestions on the same were made.

Place 12 large dormer windows in the attic.

Floor so much of the attic as can be made usable.

Over the Audience Room raise the ceiling five or six feet if possible.

Arrange so that no roof timbers show under the ceiling.

The approach to the large front door was ordered made after the plan presented by Prof. Martin, with due care taken to the proportions of the entire frontage.

Arrange if possible a "light well" in the ceiling of the audience room.

The above suggestions, excepting the attic floor, are to be referred to the architect for his recommendations.

It was suggested that windows be made to slide up and down and not to open on hinges.

It was proposed to have all outside wood work of Singapore wood.

A communication was read from the Disciples Mission asking that all personal teachers used by the missionaries teaching in the University be supplied by the University.

It was decided by Executive Committee that the University would furnish teachers for the foreigners engaged by the University but that the missions should furnish personal teachers for the missionaries who represent their missions respectively. It is however noted that the rule of the Presbyterian Mission is to furnish personal teachers to their missionaries for the first three years only, and the Methodist furnish the same for five years only. After the expiration of this period if the missionary requires a teacher or writer the same shall be furnished by the University.

The Disciples Mission asked the University to remove the swings recently erected at the Drum Tower.

Another communication was read from the Disciples Mission asking that the gates recently erected at the ends of the lane adjoining the Meigs compound be removed as they were objectionable to the parties living in the two residences on the North.

These two questions were referred to President Bowen and Prof. Settlemyer to settle in conference with the Disciples Mission.

It was declared to be the policy of the University that all foreign teachers be required to secure a good working knowledge of the Chinese language, and that their work in the University be arranged with this in view.

(SIGNED) A. J. BOWEN, CHAIRMAN.

(SIGNED) FRANK GARRETT, SECRETARY.

MINUTES OF MEETING OF THE EXECUTIVE COMMITTEE
OF THE BOARD OF MANAGERS OF THE UNIVERSITY
OF NANKING, SEPTEMBER 22nd 1910.

The Committee met in the office of President A. J. Bowen, at the University of Nanking, at 8-0 p. m.

The following were present: Rev. A. J. Bowen (Presiding,) Dr. J. C. Garritt, Rev. W. F. Wilson, Rev. Frank Garrett, Rev. C. S. Settlemyer, Rev. J. E. Williams; other members of the Board of Managers present were: Rev. W. J. Drummond, Rev. A. E. Cory.

Mr. Drummond led in opening prayer.

On the motion of Mr. Cory, seconded by Dr. Garritt, it was unanimously decided that the following action be taken.

"The Board of Managers of the University of Nanking invite the proposed Bible Teacher's Training School for Chinese to locate in Nanking and we pledge our most hearty cooperation"

It was decided that the President appoint a committee, of which he shall be ex-officio member, of three to recommend departments and suggest possible heads.

The committee chosen consisted of Dr. J. C. Garritt, Rev. A. E. Cory and Dr. R. C. Beebe

It was moved that a committee be appointed to investigate the subject of the University Press and bring in a detailed report for the next meeting of the Board of Managers. The following were appointed members of the committee, Rev. W. J. Drummond, Rev. C. S. Settlemyer and Rev. W. F. Wilson,

The official and fiscal year was declared to be from January 1st to December 31st.

The term of office of each member of the Board of Managers was announced as follows:

Christian Mission.		Presbyterian Mission.	
Rev. Alex. Paul	4 years.	Rev. J. E. Williams	4 years.
Rev. F. Garrett	3 "	Rev. W. J. Drummond	3 "
Rev. A. E. Cory	2 "	Rev. E. C. Lobenstine	2 "
Dr. E. I. Osgood	1 "	Dr. J. C. Garritt	1 "

The terms of office of the members of the Methodist Mission will be decided at the annual meeting of the mission, to be held in Nanking, October 27th.

The question of the University employing H. C. Hwang in the interests of the Christian work of the University and city, and of assigning part of Mr. Williams' time to the general Christian work of the University in connection with the Y. M. C. A. of the city, was referred to the committee appointed to consider the relation of the denominational services to the University: Dr. Beebe, Dr. Garritt, Rev. F. Garrett.

It was decided to call the meeting of the Board of Managers previously arranged for Sep: 22, to meet in Nanking about Oct: 4.

(SIGNED) F. GARRETT, SECRETARY.

(SIGNED) A. J. BOWEN, CHAIRMAN.

**Minutes of the Second Regular Meeting of the
Board of Managers of the University
of Nanking.**

October 18, 1910.

Members present: Messrs Bowen, Wilson, Settlemyer, Williams, Lobenstine, Beebe, Cory, Garritt, Drummond, Osgood, and Garrett.

The minutes of the meetings of the Executive Committee of January 3rd, 31st, April 2nd, 25th, June 1st, 29th, and September 22nd were read. These were taken as a report of the work of the Executive Committee. The approval of the same was deferred until the various actions involved might have fuller discussion.

Dr. Garritt read the report of the committee appointed to consider the establishment of departments in the University.

The report of the committee to consider the relations of the denominational services to the University was read.

The committee on employment of H. C. Hwang reported a favourable interview with him.

Adjourned.

October 19, 1910.

The meeting was called to order at 9-00 a.m., and Dr. Osgood lead in Prayer.

The minutes of the previous meeting were read and approved.

The report of the committee on departments was then taken up for discussion.

It was finally moved that the report of the committee on departments be referred to a committee with President Bowen as a member. This committee is to report to the Board of Managers at its next meeting.

It was decided to make the following assignments of work:

Mr. Wilson in charge of the work of Foreign Languages.

Mrs. A. V. Gray to be associate in English.

Mr. Settlemyer in charge of work of History, and Economics and Political Sciences.

Dr. Henke in charge of work of Philosophy, Ethics and Social Science.

Mr. Li in charge of work of Chinese, with Mr. Williams as associate.

Mr. Bullock in charge of work of Normal Training.

Mr. Meigs in charge of work of Bible Instruction, with Mr. Hummel as associate.

Mr. Millward in charge of work of Biology and Geology.

Mr. Martin in charge of Chemistry and Physics.

Mr. Williams and Mr. Hwang to be in charge of the Religious Activities of the University.

Mr. Bailie in charge of work of Mathematics.

Mr. Ch'en Chuen Ho is to be Principal of the Primary School.

Mr. Settlemyer is to be principal and Mr. Bailie Assistant Principal of the Intermediate School.

It was decided that the teaching staff both foreign and Chinese be divided into Professors, Assistant Professors and Instructors.

The assignment of the work of all teachers not now provided for is to be left with the Executive Committee in consultation with the Faculty.

It was recommended that the Executive Committee report at the next Board Meeting upon a classification of all the teaching staff, in harmony with the above actions.

It was decided that the Faculty should consist of all Professors, together with the Assistant Professors who are in charge of departments.

The report of the committee on the printing press was read and it was decided to dispose of the printing press by sale or rent.

Adjourned.

2-30 p.m.

The meeting was called to order at 2-30 p.m. and Mr. Wilson led in prayer.

Members present the same as the previous session.

Minutes of previous meeting were read and approved.

The report of the committee on the relation of the denominational services to the University was taken up for discussion.

On the motion the following was adopted: We recommend that there be no church organization in the University, but that there be special services for the University students to be arranged under the direction of those having charge of the religious activities of the University.

It was recommended that in harmony with the resolution of the Executive Committee of the Board of Managers, Mr. J. E. Williams and Mr. H. C. Hwang be asked to take charge of the Religious Activities of the University.

It was recommended that the students who are members of the various churches be allowed to attend their own church services on Sunday morning under the regulations of the University management.

Mr. Williams, Mr. Cory and Mr. Bowen were appointed a Finance Committee to have charge of the development of the financial interests of the University.

President Bowen was asked to visit other educational institutions. A six weeks leave of absence was granted for the purpose, he is asked on this trip to make a special study of University methods, plans and ideals.

The Executive Committee were asked to bring a recommendation before the next Board Meeting of a schedule of salaries for foreign teachers employed by the University.

The Board expressed its appreciation of Mr. Bailie's services and recommended his employment by the University after the expiration of his present contract with the Disciples Mission.

The President's semi-annual report was taken as read and accepted.

The report of the Building and Property Committee was read and approved.

Acting on the report of the committee appointed to review the work of the Executive Committee the following actions were taken:

The budget was referred to the Finance Committee to report at the next meeting of the Board of Managers. Any urgent matters may be presented to the Board by correspondence.

The authority for loaning funds should be in the hands of the Treasurers in conference with the Finance Committee.

The appointment of Mr. Bowen as Treasurer was ratified.

The plans made by the Executive Committee for loan association were ratified by the Board.

The decision to build and the location of all buildings costing \$500 Mex. or more shall be referred to the Board of Managers before letting contracts for their erection. Buildings costing less than this amount must be passed upon by Executive Committee.

In response to a request that students from another school be received by the University without entrance examination, it was decided that to all schools so desiring the University shall send our final term examination questions to be given students desiring to enter, in the presence of the missionary in charge, the papers after being graded by him to the University for inspection.

The setting aside of \$12,000 gold for the purchase of land was approved.

The course of study prepared by the Executive Committee was approved.

The supplying of a residence on the Drum Tower property was approved.

The supplying of heavy furniture for the new residences built by the University was referred to the Executive Committee with instructions to grant \$400 Mex. to each residence to be occupied by missionaries of the Methodist Mission or to other missionary teachers whose missions do not give outfit allowance.

The amount fixed by the Executive Committee as necessary for the building of a residence was approved, namely \$5,000.

The University policy as established by the Executive Committee in regard to the study of the language by the foreign teachers was approved.

The question of the proper disposition of the well plot, about 6' x 6', recently enclosed on the Drum Tower property was referred to the Building and Property committee.

The gates at the ends of the Meigs Lane having been removed the Board ask that the posts and frames be also removed. Adjourned.

Oct: 20, 1910.

Meeting called to order at 9.20 a.m. and Mr. Cory led in prayer.

Members present same as previous meeting except Mr. Drummond.

The minutes of the last meeting were read and approved.

The plans of the Science Hall were then discussed and the Board adjourned to the grounds where the building is being erected for inspection of the building with especial reference to the approach to the main entrance. The plans were then referred for completion in detail to the Building and Property Committee in consultation with members of the Board.

The Building and Property Committee were directed to appoint some one man to have general oversight of the building operations, in connection with the Science Hall. Mr. Wilson was so appointed.

The President was authorized to buy a fireproof safe for the use of the University.

Mrs. A. V. Gray, Mr. Joseph Bailie, Mr. F. G. Henke were approved as members of the teaching staff.

The Methodist Mission was asked to allow Mr. Millward to give to the University one half of his time with the understanding that the University pay one half of his salary.

A letter from Mr. Bailie was read in which he asked that he, having charge of the department of mathematics be allowed to arrange for the teaching to be done in Chinese. The matter was referred to the committee on departments before appointed, namely Dr. Garritt, Mr. Cory and Dr. Beebe together with the President.

The Treasurer was authorized to pay the travelling expenses incurred by President Bowen on his trip as ordered by the Board of Managers.

In view of the urgent need of securing a proper endowment fund for the University and funds for further equipment, the Finance Committee was asked to bring in a report on the subject at our next meeting.

The question of securing a Treasurer for the University was referred to the Executive Committee.

Dr. Beebe and Mr. Frank Garrett were appointed an auditing committee to audit the Treasurer's books at the end of the year.

It was decided that the committee on the Educational Loan Fund be continued to perfect plans for loans for students, and that they be requested to bring in a report to the next meeting of the Board so that the plan can go into effect at the beginning of the next school year.

The building and property committee was asked to make out estimates for the furnishing of the Science Hall and sub-

**Minutes of the Eighth Meeting of the Executive
Committee of the Board of Managers of the
University of Nanking,**

Tuesday, Oct. 25th, 1910.

Meeting was called to order in the Presidents office at two o'clock p.m.

All members were present.

Mr. Settlemyer led in prayer.

The minutes of the last session of the Board of Managers, held Thursday morning Oct. 20th, were read and approved.

The minutes of the entire meeting, Oct. 18-20, were ordered printed.

The Board of Managers having asked the Executive Committee to define the distinction between professor, assistant professor and instructor as used in the classification of the teaching staff and to classify the teachers under these terms, the matter was referred to the special committee on departments, Dr. Garritt, Dr. Beebe and Mr. Cory with Pres. Bowen.

Messrs. Wilson, Williams and Settlemyer were asked to act in conference with the President as a committee for the assignment of the work for all teachers not now provided for.

Mr. Settlemyer in connection with the Building and Property committee was authorized to dispose of the printing press and outfit as ordered by the Board of Managers.

Dr. Beebe, Dr. Garritt and Mr. Cory were appointed to make out a schedule of salaries for the foreign teachers employed by the University.

The Building and Property committee reported that they had appointed Mr. Wilson to oversee the work of construction on the new Science Building. This appointment was approved by the Executive Committee.

On motion it was recommended that for the present our relation to night schools be the same as outlined for other schools. The minutes of the afternoon of Oct. 19th state these relations.

President Bowen was asked to investigate and report regarding the practicability of establishing a telephone service for the University.

On the recommendation of the President, Mr. W. Millward was appointed treasurer.

The question as to the best length for the school year was discussed and the President was asked to make it a matter of investigation on his trip among the schools of China.

Professors Martin and Millward acting with President Bowen were authorized to order goods for the equipment of the Science Department as granted by the Board of Managers, to the amount of \$2,500 Gold. An incomplete list of the desired goods was presented at this meeting of the Executive Committee and approved.

Prof. Martin, and Prof Millward with Pres. Bowen were asked to act as a committee to report on the relative importance of the remaining items on the list which was recently presented to the Board of Managers.

The question of what requirement the University should make regarding the students supplying themselves with uniforms was discussed and the President was asked to make it a point of enquiry to ascertain what position was taken by other Colleges and Universities.

Attention was called to the fact that Dodd, Mead and Co. had presented the University with an excellent set of the New International Encyclopedia. The committee ordered a letter of thanks written to the Company expressing our appreciation of their gift.

The president was asked to consider the securing of a librarian for the University and report to the next meeting of the Board of Managers.

Adjourned,

Signed { A. J. Bowen, Chairmen
 { Frank Garrett, Sec.

The Minutes of the First Regular Meeting
of the Board of Managers of the
University of Nanking.

Pursuant to the call of Dr. J. C. Garritt,*Chairman of the General Committee of the three Missions, the Board of Managers elect met on December 21st, 1909, at 9 a.m., in the office of president, A. J. Bowen, Nanking.

There were present Dr. R. C. Beebe, Dr. J. C. Ferguson, A. J. Bowen, Dr. F. D. Gamewell (the newly appointed superintendent of education for the Methodist Mission in China), representing the Central China Mission of the Methodist Episcopal Church; Dr. E. I. Osgood, A. E. Cory, C. S. Settlemyer, and Frank Garrett, representing the Central China Mission of the Disciples of Christ; Dr. J. C. Garritt, J. E. Williams, A. V. Gray, W. J. Drummond, representing the Kiangnan Mission of the Presbyterian Church in the United States of America.

A. J. Bowen was chosen temporary chairman, and Frank Garrett temporary secretary. After an opening prayer, Dr. J. C. Garritt stated the reasons for the call of this meeting. He called attention to the fact that inasmuch as the members present were only as yet the chosen representatives of the Missions and were not confirmed by the Board of Trustees, we must consider the business conducted at this meeting as somewhat tentative. But inasmuch as it is desired to commence effective work under the union by February, 1910, it is not advisable to delay this meeting. However the *personnel* of the committee will, in all probability, not be changed, so that the actions taken at this meeting will only need to be formally confirmed by this same Board of Managers, after its legal appointment by the Board of Trustees, to give our actions of to-day a proper legal status.

Dr. Garritt further stated that the three Missions interested had reported their election of members on the Board of Managers to have resulted as follows:—

The Methodist Mission, A. J. Bowen—Dr. G. A. Stuart, Dr. J. C. Ferguson, and Dr. R. C. Beebe.

The Presbyterian Mission—Dr. S. Cochran, Rev. E. C. Lobenstine, Dr. J. C. Garritt, and Rev. W. J. Drummond.

The Disciples' Mission—Rev. A. E. Cory, Dr. E. I. Osgood, Prof. C. S. Settlemyer, and Frank Garrett.

Letters from E. C. Lobenstine, and Dr. S. Cochran were read, asking that A. V. Gray and J. E. Williams act as their proxies respectively. These proxies were accepted. In Dr. Stuart's absence Dr. F. D. Gamewell was asked to act as his proxy.

Dr. Ferguson then moved that one from each Mission be asked to state the facts as to the acceptance of the present plan of union by the Mission which he represents.

Dr. Garritt reported for the Presbyterian Mission as follows: "The Kiangnan Mission of the Presbyterian Church at its annual meeting, September 16th, 1909, adopted the constitution of the proposed University of Nanking and sent it on to the Board in New York."

Dr. E. I. Osgood reported for the Disciples' Mission as follows: "The constitution of the proposed University of Nanking was presented to, and passed by, the Central China Christian Mission at its annual convention in Kuling, July 26-31, 1909. It was forwarded to the Executive Committee of the Foreign Christian Missionary Society in Cincinnati, Ohio.

A. J. Bowen reported for the Methodist Mission as follows: "Our Mission met at Kuling and carefully considered the plan of the union, and after much discussion unanimously adopted the plan as herewith presented."

The clause which occurs in the printed constitution, Art. IV, Sec. I, "From among its regular missionaries," was declared a typographical error and was deleted.

On motion, it was decided to call the attention of the Board of Trustees and of the three Societies to the legal and property questions arising from Arts. II. and III. (Kinds of property and title to the same, with unification of present property. Board of Trustees, how constituted—duties and powers—additions to corporation). These questions are of vital importance to the welfare of this institution, but are, in great measure, beyond the province of this Board of Managers.

Dr. J. C. Garritt presented the following resolution, which was seconded by A. E. Cory and carried unanimously: *Resolved*, That in consideration of the fact that the Boards

at home have approved of the general plan of union we, duly appointed by the three contracting Missions, do now organize as the Board of Managers of the University of Nanking in accordance with the provisions of the constitution.

The temporary organization, as mentioned above, was then made the permanent organization, and all actions taken in the foregoing part of this present meeting were ratified. It was ordered that certified copies of all minutes of previous preliminary meetings, preparatory to this present union, be placed on permanent record.

The three Missions then presented general statements of the properties and the monies available as assets in the consummation of this union. The Methodist and the Presbyterian Mission were each declared to be entitled to four representatives on the Board of Managers according to the basis of representation as provided in the constitution. (Article IV.) Because of some indefiniteness in the correspondence from the Executive Committee of the Foreign Christian Missionary Society, the Disciples' Mission signified its willingness to be represented for the present by three only on the Board of Managers; these three representatives to be Dr. E. I. Osgood, C. S. Settlemyer, and Frank Garrett. These three were then declared to be members of the Board of Managers.

It was then moved by Frank Garrett and seconded by J. E. Williams that A. J. Bowen be elected as president of the University of Nanking. This was carried unanimously. Inasmuch as this makes A. J. Bowen *ex-officio* president of the Board of Managers, and thus the official representative of the three Missions concerned, the Methodist Mission was declared entitled to elect another representative on the Board of Managers.

An executive committee as provided by the constitution was then chosen as follows: Dr. R. C. Beebe, Dr. J. C. Ferguson, C. S. Settlemyer, Frank Garrett, Dr. J. C. Garritt, and J. E. Williams.

This executive committee was asked to refer the constitution to the Board of Trustees, calling their attention to any special points which may need to be changed and asking them to secure legal advice on the same.

Dr. Garritt moved, and Mr. Settlemyer seconded that the proposed dormitory suggested by Mr. Bowen be approved and

erected on the present site of the Nanking University, under the direction of the Executive Committee. The sum of \$20,000.00 Mexican was set aside for this purpose.

\$1,000.00 Gold was allowed for the purchase of school desks.

\$5,000.00 Mexican was allowed for the erection of a two-story building in the present University compound, for foreign teachers.

The Executive Committee was instructed to have drawn up a general plan for the development of the University plant and for the adaptation of the present buildings to this general plan.

\$7,000.00 Mexican was set aside for the improvement of the Drum Tower school property as suggested by the former committee, that is, the enlargement of the square building so as to accommodate 175 students in all, the changing of the main entrance to the southwest corner, and the construction of a proper driveway.

The Executive Committee was further instructed to locate and erect residences for two families. \$6,000.00 Gold was appropriated for this purpose.

In addition to A. J. Bowen, president, the following teachers were elected for the new year: W. F. Wilson, A. W. Martin, W. F. Hummel, W. M. Milward, E. C. Gifford, F. E. Meigs, C. S. Settlemyer (the Disciples Mission will furnish another man, name not yet given), J. E. Williams, A. A. Bullock, and Mrs. Jones.

The present staff of Chinese teachers, 22 in number, in the two institutions, was approved for the coming year, subject to arrangement of contracts by the Executive Committee.

The approval of the minutes of this meeting was left with the Executive Committee.

Adjourned at 9 p.m., subject to the call of the chairman.

(Signed) A. J. BOWEN,
President.

(Signed) FRANK GARRETT,
Secretary.

First Regular Meeting of the Executive Committee
of the Board of Managers of the University
of Nanking.

The meeting was called to order in President Bowen's office at 1.20 p.m. on January 3rd, 1910.

After the opening prayer by Dr. J. C. Garritt, the minutes of the meeting of the Board of Managers, of December 21st, 1909, were read and approved.

It was decided that students of the primary grade only, and under thirteen years of age, should be received at the Hubundjai school next year, and the number of such should not exceed forty boarding pupils. At the Drum Tower school boarding pupils of the primary and intermediate grades are to be received, not to exceed 120 in number. At the Gan-ho-yen school advanced students, not to exceed 225 in number, of boarding pupils, may be received. This makes a possible total of 385 boarding pupils.

On motion, it was decided to offer courses in the various departments with terms of years as follows: Primary, three years; intermediate, three years; preparatory, four years, and college, four years. The terminology used in the Chinese government schools shall be used in referring in Chinese to these departments.

The fee for board and incidentals in all departments was fixed at forty dollars. In addition to this there will be a tuition fee in the primary department of twenty dollars, in the intermediate and preparatory of sixty dollars, and in the college a matriculation fee of ten dollars.

Messrs. Hsi, Li, Woo, Wren, C. S. Settlemyer, and W. F. Wilson were chosen as a Board of Registrars. The dates for registration shall be February 22-24. (Of the Chinese first month the 13-15.)

Messrs. Williams, Settlemyer, and Martin were chosen a committee to arrange for the adjustment of fees for the children of Christian parents and for poor students.

Messrs. Settlemyer, Bowen, Williams, and the two head Chinese teachers were appointed a committee to prepare suitable announcements.

Messrs. Wilson, Settlemyer, Martin, Woo, Shu, Li, and Wren were appointed a committee to arrange a schedule of classes and to make assignments of teachers and classes.

Dr. Garritt was asked to prepare recommendation to the Board of Trustees on the needed alterations in the constitution and bye-laws.

Messrs. Williams, Settlemyer, and Martin were appointed a committee on budget and on lands and residences.

It was recommended that Mr. Li act as general overseer of the Chinese instruction in all departments.

It was decided to appoint three proctors for next year, who should be first sent to visit the Soochow University and there study methods.

President Bowen was asked to act as treasurer of the University until further arrangements could be made.

The Committee of Appraisers, formerly appointed, was asked to continue and to complete its work as soon as possible.

February 1st, 1910, was fixed upon as the date when all funds reported by the various missions as assets in the establishment of the University, should be turned into the treasury.

The committee then adjourned to meet at the call of the chairman.

(Signed) A. J. BOWEN, *Chairman.*

FRANK GARRETT, *Secretary.*

First Regular Meeting of the Executive Committee of the Board of
Managers of the University of Nanking.

The meeting was called to order in Pres. Bowen's office at
1:20 P.M. on Jan. 5rd. 1910.

After the opening prayer by Dr. J.C. Garritt, the minutes of the ^{meeting of}
the Board of Managers, of Dec. 21st. 1909, were read and approved.

It was decided that students of the primary grade only, and under
13 years of age, should be received at the Huby~~nd~~jal school next
year, and the number of such should not exceed forty; boarding pupils.
At the Drum Tower school boarding pupils of the primary and intermed-
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Gan-ho-y~~en~~ school advanced students not ^{to} exceed 225 in number, of
boarding pupils, may be received. This makes a possible total of
385 boarding pupils.

On motion it was decided to offer courses in the various departments
with terms of years as follows:- Primary-three years, Intermediate -
three years, Preparatory - four years and College-four years. The
terminology used in the Chinese ^{Government} schools shall be used in referring in
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The fee for board and incidentals in all departments was fixed at
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Primary department of twenty dollars, in the Intermediate and Prepar-
atory of sixty dollars, and in the College a matriculation fee of ten
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chosen as a Board of Registrars. The dates for registration shall be
Feb. 22 - 24. (Of the Chinese first month the 13 - 15.)

Messers Williams, Settlemyer and Martin were chosen a committee to
arrange for the adjustment of fees for the children of Christian parents
and for poor students.

Messers Settlemyer, Bowen, Williams and the two head Chinese teachers
were appointed a committee to prepare suitable announcements.

Messers Wilson, Settlemyer, Martin, Woo, Shu, Li, and Wren were
appointed a committee to arrange a schedule of classes and to make
assignments of teachers and classes.

Dr. Garritt was asked to prepare recommendation to the Board of
Trustees on the needed alterations in the constitution and bye-laws.

Messers Williams, Settlemyer and Martin were appointed a committee
on budget and on lands and residences.

It was recommended that Mr. Li act as general overseer of the
Chinese instruction in all departments.

**The Second Regular Meeting of the Executive
Committee of the Board of Managers of the
University of Nanking.**

The committee met in the office of President A. J. Bowen at 9.30 a.m., January 31st, 1910.

After an opening prayer by Doctor R. C. Beebe, the minutes of the first meeting, January 3rd, 1910, were read and APPROVED.

The Board of Appraisers reported, and were continued in order to give them time to complete their work.

The Committee on Schedule of Classes and Arrangements of Classes and Teachers, brought in a carefully prepared report, which was accepted after slight alterations.

The need for another missionary instructor to be resident at the Drum Tower to aid in the oversight and discipline of that section of the school, was discussed. The president was requested to assign another suitable foreign instructor to live at the Drum Tower.

The Committee on Registration reported a satisfactory scheme of registration, which was APPROVED.

The committee appointed to prepare announcements reported that two thousand (2,000) large announcement posters had been printed and were being freely posted in the city and country. Three thousand (3,000) Student's Expense folders have also been printed and a new set of regulations and rules prepared for publication.

On the motion of Doctor R. C. Beebe, the president was requested to order from Hankow a large supply of posters giving the proper warnings and instructions looking to the prevention of tuberculosis.

The Committee on Policy with regard to the acceptance of the children of poor parents or Christian workers reported as follows:—

1. The University must receive, for each student, an amount sufficient to cover board and incidentals (next year

\$40) either from scholarships or special grants from missions or individuals.

2. That it be the policy to require service for scholarships or special aid granted.

3. That it be the policy to secure by contract the payment of all back tuition accounts from students when they have secured lucrative employment after graduation; such contract to be determined by the merits of each case.

4. As the primary aim of the University is to give a thorough training to Christian boys, the management will do all possible to enable such boys to secure the best training the college can give. Tuition will be remitted to all students taking the college work.

After considerable discussion the committee decided not to accept the suggestion of the report just as given, but considered it would be better to establish what would be known as an "educational association," which association would give aid to those who should have special favors or opportunities granted to them. It was proposed that the University loan to this educational association at present an amount sufficient to enable this educational association to aid the students who are now in the various departments of the school on special terms, so that they may be received next year on the same terms as they have been received hitherto. The educational association shall refund to the University the amount of this loan as soon as possible.

The committee was asked to continue its work and to prepare a blank form for securing the necessary information to enable the registrars to determine who should be received on reduced or free tuition.

The Committee on Foreign Residences reported as follows:—

"Your committee recommend that new residences for missionaries on the teaching staff be located as a rule west of the road running north and south on the west of the University grounds. The location of each particular house to

be determined by the mission building, in consultation with the president."

The Committee on Budget recommended that "one thousand (1,000.00) dollars U. S. Gold currency be appropriated for chemicals and for physical apparatus," and it was APPROVED and the committee was continued to complete its budget.

It was ordered that the desks and other equipment at the Drum Tower be put in order and increased in number sufficient for the work for the New Year.

The Committee on Constitution reported, and the report was ACCEPTED.

The minutes of the meetings of January third (3rd) and thirty-first (31st), 1910, were ordered printed.

It was ordered that the minutes of this present meeting be approved by the president.

The meeting then adjourned.

A. J. BOWEN, *President.*

FRANK GARRETT, *Secretary.*

2

THE SECOND REGULAR MEETING OF THE
EXECUTIVE COMMITTEE OF THE BOARD OF MANAGERS OF
THE UNIVERSITY OF NANKING.
January 31st, 1910.

The committee met in the office of President A. J. Bowen, at 9.30 A. M.

After an opening prayer by Doctor R. C. Beebe, the Minutes of the first Meeting, January 3rd, 1910, were read and APPROVED.

The Board of Appraisers reported and were continued in order to give them time to complete their work.

The Committee on Schedule of Classes, and arrangements of Classes and Teachers, brought in a carefully prepared report which was accepted after slight alterations.

The need for another Missionary Instructor to be resident at the Drum Tower to aid in the oversight and discipline of that section of the School, was discussed. The President was requested to assign another suitable foreign instructor to live at the Drum Tower.

The committee on Registration reported a satisfactory scheme of Registration, which was APPROVED.

The Committee appointed to prepare announcements reported that Two Thousand (2000) large announcement posters had been printed and were being freely posted in the City and country. Three Thousand (3000) Student's Expense folders have also been printed and a new set of regulations and rules prepared for publication.

On the motion of Doctor R. C. Beebe, the President was requested to order from Hankow a large supply of posters giving the proper warnings and instructions looking to the prevention of tuberculosis.

The Committee on Policy with regard to the acceptance

of the children of poor parents or Christian workers reported as follows:-

1. The University must receive, for each student, an amount sufficient to cover board and incidentals (next year \$40) either from scholarships or special grants, from Missions' or individuals.

2. That it be the policy to require service for scholarships or special aid granted.

3. That it be the policy to secure by contract the payment of all back tuition accounts from students when they have secured lucrative employment after graduation, such contract to be determined by the merits of each case.

4. As the primary aim of the University is to give a thorough training to Christian boys, the management will do all possible to enable such boys to secure the best training the College can give. Tuition will be remitted to all students taking the College work.

After considerable discussion the Committee decided not to accept the suggestions of the Report as given, but ^{just} considered it would be better to establish what would be known as an "Educational Association", which Association would give aid to those who ^{should} have special favors or opportunities granted to them. It was proposed that the University loan to this Educational Association at present an amount sufficient to enable this Educational Association to aid the students who are now in the various departments of the School on special terms, so that they may be received ^{next year} on the same terms as they have been received hitherto. The Educational Association shall refund to the University the amount of this loan as soon as possible.

The Committee was asked to continue its work, and to prepare a blank form for securing the necessary information to enable the Registrars to determine who should be received on reduced or free tuition.

The Committee on Foreign Residences reported as follows:-

"Your Committee recommend that new residences for Missionaries on the teaching staff be located as a rule, west of the road running North and South on the West of the University grounds. The location of each particular house to be determined by the Mission building, in consultation with the

President."

The Committee on Budget recommended that "One Thousand (1,000.00) Dollars U. S. Gold Currency be appropriated for chemicals and for physical apparatus", and it was APPROVED, and the Committee was continued to complete their Budget.

It was ordered that the desks and other equipment at the Drum Tower be put in order, and increased in number sufficient for the work for the New Year.

The Committee on Constitution reported and the report was ACCEPTED.

The Minutes of the Meetings of January third, (3rd), and thirty-first (31st), 1910, were ordered printed.

It was ordered that the Minutes of this present meeting be approved by the President.

The Meeting then adjourned.

A. J. Bowen,
President.

Frank Garrett, Secretary.

Extracts from the Minutes of the Third Meeting
of the Executive Committee of the Board of
Managers of the University of Nanking,
April 2nd, 1910.

It was announced that Mr. W. F. Wilson had been elected from the Methodist Mission to a place on the Board of Managers. Mr. Wilson was asked to act on the Executive Committee in place of Mr. J. C. Ferguson when it was inconvenient for the latter to be present.

It was decided to purchase as rapidly as possible the land immediately adjoining the Ganhoyen property on the south, west and north; and also the property on the west of the road between the Drum Tower and the Ganhoyen property, especially the large enclosed piece. \$12,000.00 Gold was set aside for use in purchasing land during the year.

On motion of Dr. J. C. Garritt, seconded by Mr. Williams, the publishing of a catalogue of the University was approved.

Mr. Wilson read the report of the Committee on Course of Study. The report was accepted practically as read, and the committee was continued to add a strong course in Chinese literature, and otherwise perfect the course of study before it is printed in the catalogue.

Plans for a new Science Building were presented, together with the builders' bids on the same. It was decided to add a third story to the building and to ask for new bids.

Fourth Meeting, April 25th, 1910.

Mr. Cory reported for the Appraisalment Committee. Acting on the report the following actions were taken;

Dr. Garritt moved, and Dr. Beebe seconded, that inasmuch as the Presbyterian Mission proposes to retain the Hubuhdjai property and put into the University funds \$10,000.00 Gold instead, the University agrees to use the said property as collateral for the said \$10,000.00 Gold until the money is received; the property itself not being inventoried for incorporation in the University appraisalment.

The Foreign Christian Mission having at the time of the organization of the Board of Managers, December 21st, 1909, no definite statement from its Executive Committee regarding the forthcoming of the funds required, the Mission was temporarily represented by three members only. This definite word having arrived their fourth member of the Board, Rev. A. E. Cory, was seated in the Board.

On motion of Dr. Beebe, Dr. Garritt and Mr. Garrett were appointed a committee to consider the relation of the denominational services to the University. This committee will report later to the Executive Committee.

The valuation put upon the Foreign Christian Mission chapel and Bible college building and grounds by the Appraisalment Committee was accepted, and should this property be accepted in the future by the University it will be at this valuation.

It was moved and carried that the valuation of all properties coming into the University, made in Mexican, be transformed into gold at the rate of exchange of \$2.20 to \$1.00.

It was further moved that all gold coming from abroad be paid over in Mexican at the current rate of exchange.

The appraisalment made by the committee was then accepted and placed on file. The report shows the following totals:

[2]

Foreign Christian Missionary Society:

Lands	\$ 30,070	Mex.
Buildings and walls	32,500	"
Equipment	5,614	"
Total of	\$ 68,184	Mex.
Mex. \$68,184 converted at 2.20	\$ 30,993	Gold.
Cash coming from U. S. A....	9,007	"
Total of	\$ 40,000	Gold.

Methodist Mission:

Lands	\$ 24,130	Mex.
Buildings and walls	89,066	"
Equipment	10,219	"
Endowment	2,800	"
Cash held for purchase of physical apparatus ...	1,900	"
Cash held for same purpose as above (gift Alumni.)	1,000	"
Books for sale to students for cash	1,100	"
	\$130,215	Mex.
Mex. \$130,215 converted at 2.20	\$ 59,189	Gold.

Presbyterian Mission:

Cash	\$ 40,000	Gold.
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It was ordered that all monies due the University from the home Boards be written for with the request that the money be forwarded at once by cable.

Mr. Williams was asked to make an estimate of the amount of lumber needed for the buildings by the University and to confer with Mr. Dollar to ascertain what aid he can give us in the purchase of the same.

Adjourned.

(Signed) A. J. BOWEN, *Chairman.*

(Signed) FRANK GARRETT, *Secretary.*

[3]

CHEUNG KONG UNIVERSITY
GENERAL OFFICE
150 FIFTH AVENUE
NEW YORK, N. Y.

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of the Executive Committee of the Board of
Managers of the University of Nanking,
April 2nd, 1910.**

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It was decided to purchase as rapidly as possible the land immediately adjoining the Ganhoyen property on the south, west and north; and also the property on the west of the road between the Drum Tower and the Ganhoyen property, especially the large enclosed piece. \$12,000.00 Gold was set aside for use in purchasing land during the year.

On motion of Dr. J. C. Garritt, seconded by Mr. Williams, the publishing of a catalogue of the University was approved.

Mr. Wilson read the report of the Committee on Course of Study. The report was accepted practically as read, and the committee was continued to add a strong course in Chinese literature, and otherwise perfect the course of study before it is printed in the catalogue.

Plans for a new Science Building were presented, together with the builders' bids on the same. It was decided to add a third story to the building and to ask for new bids.

Fourth Meeting, April 25th, 1910.

Mr. Cory reported for the Appraisement Committee. Acting on the report the following actions were taken;

Dr. Garritt moved, and Dr. Beebe seconded, that inasmuch as the Presbyterian Mission proposes to retain the Hubuhdjai property and put into the University funds \$10,000.00 Gold instead, the University agrees to use the said property as collateral for the said \$10,000.00 Gold until the money is received; the property itself not being inventoried for incorporation in the University appraisement.

The Foreign Christian Mission having at the time of the organization of the Board of Managers, December 21st, 1909, no definite statement from its Executive Committee regarding the forthcoming of the funds required, the Mission was temporarily represented by three members only. This definite word having arrived their fourth member of the Board, Rev. A. E. Cory, was seated in the Board.

On motion of Dr. Beebe, Dr. Garritt and Mr. Garrett were appointed a committee to consider the relation of the denominational services to the University. This committee will report later to the Executive Committee.

The valuation put upon the Foreign Christian Mission chapel and Bible college building and grounds by the Appraisement Committee was accepted, and should this property be accepted in the future by the University it will be at this valuation.

It was moved and carried that the valuation of all properties coming into the University, made in Mexican, be transformed into gold at the rate of exchange of \$2.20 to \$1.00.

It was further moved that all gold coming from abroad be paid over in Mexican at the current rate of exchange.

The appraisement made by the committee was then accepted and placed on file. The report shows the following totals:

Foreign Christian Missionary Society:

Lands	\$ 30,070 Mex.
Buildings and walls	32,500 "
Equipment	5,614 "
Total of	\$ 68,184 Mex.
Mex. \$68,184 converted at 2.20	\$ 30,993 Gold.
Cash coming from U. S. A....	9,007 "
Total of	\$ 40,000 Gold.

Methodist Mission:

Lands	\$ 24,130 Mex.
Buildings and walls	89,066 "
Equipment	10,219 "
Endowment	2,800 "
Cash held for purchase of physical apparatus ...	1,900 "
Cash held for same purpose as above (gift Alumni.)	1,000 "
Books for sale to students for cash	1,100 "
	\$130,215 Mex.
Mex. \$130,215 converted at 2.20	\$ 59,189 Gold.

Presbyterian Mission:

Cash	\$ 40,000 Gold.
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It was ordered that all monies due the University from the home Boards be written for with the request that the money be forwarded at once by cable.

Mr. Williams was asked to make an estimate of the amount of lumber needed for the buildings by the University and to confer with Mr. Dollar to ascertain what aid he can give us in the purchase of the same.

Adjourned.

(Signed) A. J. BOWEN, *Chairman.*

(Signed) FRANK GARRETT, *Secretary.*

6

THIRD MEETING

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Minutes of Third Meeting of the Ex. Com. of Board Of
Managers of University of Nanking.

April 2nd 1910.

The meeting was called to order at 3:00 in the presidents office.
Chas. S. Settlemyer led in prayer. Those present were Messrs,
Bowen, Garritt, Beebe, Williams and Settlemyer.

In the absence of the Sec. Mr. Settlemyer was elected secretary
pro tem. The minutes of the previous meeting were not read as
they had been previously approved and printed.

Mr. Bowen suggested that we first discuss the question of an af-
filliation with the Union Medical School, which the various missios
are trying to establish in Nanking. Dr. Beebe and others spoke
quite fully and ~~freely~~ favorably. On request Dr. Shields came
before the committee and expressed his views.

On motion of Dr. Garritt, Dr. Beebe and Pres. Bowen were appointed
a committee to draw up articles of affiliation with the Medical
School and present to the Ex. Com. at the next meeting for approval.
This committee is empowered to call to their assistance anyone who is
able to aid in working out said articles.

X It was announce that Mr. ~~W.F.~~ Wilson had been elected from the
Methodist mission on the Board of Managers. Mr. Wilson was asked
to act on the Ex. Com. in the place of Mr. ~~J.C.~~ Furgeson when it was
inconvenient for the latter to be present.

X It was decided to purchase as rapidly as possible the land im-
mediately adjoining the Gan-ho-yen property on the south, west and
north; also all the property on the west of the ma-lu between the
Drum Tower and the Gan-ho-yen property, especially the large enclos-
ed piece. \$12,000 gold was set aside for use in purchasing land
during the year.

X On a motion of Dr. Garritt's seconded by Mr. Williams ~~it was de-~~
~~cidet to get out a first class catalogue of the University.~~
It was suggested that we decide on a University seal and that both
Chinese and foreigners be asked to present designs for the same.
Mr. Wilson read the report of the committee on course of study.
The report was accepted practically as read and the committee was
continued to add a strong course in Chinese literature and other-
wise perfect the course of study before it is printed in the catalog.
Plans for a new science building were presented together with bids
on the same. It was decided to add a third story to the building
and ask for new bids.

On motion the committee adjourned.

A. J. Bowen Chairman

Chas. S. Settlemyer Sec. Pro tem.

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Minutes of the Fourth Meeting of the Ex. Com. of the Board of Managers of the University of Nanking.

The meeting was held in Pres. Bowens office. There were present Messrs Lobenstien, Williams, Garritt, Settlemyer, Bowen, Cory, Beebe, Wilson and Garrett.

Mr. E.C. Lobenstien led in prayer.

The minutes of the April 2nd. meeting were read and approved.

Mr. Cory reported for the appraisalment Committee. Acting on the report the following actions wre taken.

Dr. Garritt moved and Dr. Beebe seconded that the Presby-terian mission proposing to retain the Hubuhdjai ^{Property} and put into the University fund gold \$10.000 instead, the University agrees to use the said property as collateral for the said \$10.000 until received; the property itself not being inventoried for incorporation in the University appraisalment.

The F.C.M.S. having at the time or organization of the Board of Managers, Dec. 21st. 1909 ~~no~~ definite statement from its Ex. Com. regarding the forthcoming of the funds required the mission was temporarily represented by three members only. This definite word having arrived their fourth member on the Board, Rev. A.E. Cory was seated on the committee. *B.A.M.*

On motion Dr. Beebe, Dr. Garritt and Frank Garrett were appointed a committee to consider the relation of the denominational services to the University. This committee will report later to the executive committee.

The valuation put upon the F.C. M. S. chapel and Bible College buildings and grounds, by the appraisers, be accepted and should this prop erty be accepted in the future bt the University it will be at this valuation.

It was moved and carried that the valuations of all properties coming into the University, made in Mexican, be transformed into gold at the rate of exchange of \$2.20 to \$1.00.

It was further moved that all gold coming from abroad be turned into Mexican at the current rate of exchange.

The appraisalment made by the committee was then accepted, and placed on file. The report shows the following totals;-

F.C.M.S.	Lands	- - - - -	\$30.070	
	Buildings and walls	- - - - -	32.500	
	Equipment	- - - - -	5.614	
	Total	- - - - -	68.184	68.184
M.E.S.	Land	- - - - -	24.130	
	Buildings and walls	- - - - -	89.066	
	Equipment	- - - - -	10.219	
	Endowment	- - - - -	2.800	
				<u>126.215</u>

It was ordered that all monies due the University from the home Boards be written for with the request that the money be forwarded at once by cahle.

Mr. Bowen and Mr. Cory were asked to make out the final form of the appraisalment, which, after being endorsed by the American Council, they are requested to forward to the Home Boards.

Mr. Geo. E. Steele was voted \$30.00 for extra work in getting out the appraisalment report.

The rate of interest on all funds due and not paid to the University is fixed at 5%. The enitial amounts due in the establishment of the University were due Feb. 1st. 1910.

The committee on ~~university~~ affiliation with the Union Medical College reported but action on their report was delayed until the actual organization of the Medical College.

Mr. Williams was asked to make ann estimate of the amount of lumber needed for buildings by the University and to confer with Mr. Dollar to ascertain what aid he can give us in the purchase of the same.

Mr. Settlemyer and Mr. Williams were asked to interview Chen Ah-ming to endeavor to get him to take the building of the new Drumtower dormitory, but at a price not more than \$500. above the bid tendered by the Kiangsi contractor.

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UNIVERSITY OF NANKING.
EXECUTIVE COMMITTEE OF BOARD OF MANAGERS.

MINUTES OF MEETING OF JUNE 1ST 1910.

The committee met in President Bowen's office.

Mr. Williams led in prayer.

All members were present.

The plans drawn by Mr. Bullock for residence were examined, certain alterations suggested and the plans returned for his reconsideration.

On motion of Dr. Beebe, seconded by Mr. Settlemyer, it was voted to allow \$400 Mex. for the supplying of heavy furniture in each residence built by the University.

The suggested list of furniture is as follows:-

- 1 Heating stove.
- 1 Cooking stove.
- 2 Bedroom sets, consisting of a bed, chest of drawers and a wash stand.
- 1 Dining room table.
- 8 Dining room chairs.
- 1 Side-board.
- 1 Book case.

Rev. Frank Garrett, Rev. W. F. Wilson and Rev. J. E. Williams were elected as members of a Building and Property Committee. This committee will have charge of the letting of contracts, supervision of buildings and the repair of old buildings and the general oversight of the property of the University.

\$5,000 Mex. was fixed as the amount to be granted for each residence. Other items such as land, wall, well, grading, walks and so forth to be decided by the necessities of the case. These items are first to be approved by the Building and Property Committee and then by the Executive Committee.

Plans for a single men's residence for teachers, to be erected in the Drum Tower school compound were approved.

The location of the house for Mr. Settlemyer was left to the Building and Property Committee.

The final approval of Mr. Bullock's plans was left to the Building and Property Committee.

The committee then adjourned.

(Signed) A. J. Bowen Chairman.

(Signed) Frank Garrett, Secretary.

UNIVERSITY OF NANKING.
EXECUTIVE COMMITTEE OF BOARD OF MANAGERS.
MINUTES OF MEETING OF JUNE 29, 1910.

The committee met on call of the President in his office.

All members except Dr. Beebe were present.

Rev. Frank Garrett led in opening prayer.

The minutes of the previous meeting were read and approved.

The Building and Property Committee reported that they had decided on the location of the new residence in the South end of the Kuleo compound, on the strengthening of the wall next to Dr. Macklin's compound, so as to throw the trees and a strip of land about 10ft. wide into Dr. Macklin's compound. Mr. Garrett was asked to prepare a general plan for specifications and form of contract for residences. The following had been asked to prepare estimates for repairs of buildings: Kan Ho Yien, Mr. Wilson; Hu-lu giai, Mr. Williams; and Kulco, Mr. Garrett.

The Building and Property Committee was authorized to proceed with the repairs of property and \$1,000 Mex. was voted for this purpose if so much be needed.

The plans of the Science Hall were then examined and the following suggestions on the same were made.

Place 12 large dormer windows in the attic.

Floor so much of the attic as can be made usable.

Over the Audience Room raise the ceiling five or six feet if possible.

Arrange so that no roof timbers show under the ceiling.

The approach to the large front door was ordered made after the plan presented by Prof. Martin, with due care taken to the proportions of the entire frontage.

Arrange if possible a "light well" in the ceiling of the audience room.

The above suggestions, excepting the attic floor, are to be referred to the architect for his recommendations.

It was suggested that windows be made to slide up and down and not to open on hinges.

It was proposed to have all outside wood work of Singapore wood.

A communication was read from the Disciples Mission asking that all personal teachers used by the missionaries teaching in the University be supplied by the University.

It was decided by Executive Committee that the University would furnish teachers for the foreigners engaged by the University but that the missions should furnish personal teachers for the missionaries who represent their missions respectively. It is however noted that the rule of the Presbyterian Mission is to furnish personal teachers to their missionaries for the first three years only, and the Methodist furnish the same for five years only. After the expiration of this period if the missionary requires a teacher or writer the same shall be furnished by the University.

The Disciples Mission asked the University to remove the swings recently erected at the Drum Tower.

Another communication was read from the Disciples Mission asking that the gates recently erected at the ends of the lane adjoining the Meigs compound be removed as they were objectionable to the parties living in the two residences on the North.

These two questions were referred to President Bowen and Prof. Settlemyer to settle in conference with the Disciples Mission.

It was declared to be the policy of the University that all foreign teachers be required to secure a good working knowledge of the Chinese language, and that their work in the University be arranged with this in view.

(SIGNED) A. J. BOWEN, CHAIRMAN.

(SIGNED) FRANK GARRETT, SECRETARY.

UNIVERSITY OF NANKING.
EXECUTIVE COMMITTEE OF BOARD OF MANAGERS.
MINUTES OF MEETING OF JUNE 1ST 1910.

The committee met in President Bowen's office.

Mr. Williams led in prayer.

All members were present.

The plans drawn by Mr. Bullock for residence were examined, certain alterations suggested and the plans returned for his reconsideration.

On motion of Dr. Beebe, seconded by Mr. Settlemyer, it was voted to allow \$400 Mex. for the supplying of heavy furniture in each residence built by the University.

The suggested list of furniture is as follows:—

- 1 Heating stove.
- 1 Cooking stove.
- 2 Bedroom sets, consisting of a bed, chest of drawers and a washstand.
- 1 Dining room table.
- 8 Dining room chairs.
- 1 Side-board.
- 1 Book-case.

Rev. Frank Garrett, Rev. W. F. Wilson and Rev. J. E. Williams were elected as members of a Building and Property Committee. This committee will have charge of the letting of contracts, supervision of buildings and the repair of the University.

\$5,000 Mex. was fixed as the amount to be granted for each residence. Other items such as land, wall, well, grading, walks and so forth to be decided by the Building and Property Committee and then by the Executive Committee.

Plans for a single men's residence for teachers, to be erected in the Drum Tower school compound were approved.

The location of the house for Mr. Settlemyer was left to the Building and Property Committee.

The final approval of Mr. Bullock's plans was left to the Building and Property Committee.

The committee then adjourned.

(Signed) A. J. BOWEN,
President.

(Signed) FRANK GARRETT,
Secretary.

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MINUTES OF MEETING OF THE EXECUTIVE COMMITTEE OF THE BOARD OF
MANAGERS OF THE UNIVERSITY OF NANKING, JUNE 29, 1910.

The committee met on call of the President in his office.

All members except Dr. Beebe were present.

Rev. Frank Garrett led in opening prayer.

The minutes of the previous meeting were read and approved.

The Building and Property Committee reported that they had decided on the location of the new residence in the South end of the Kuleo compound, on the strengthening of the wall next to Dr. Macklin's compound so as to throw the trees and a strip of land about 10' wide into Dr. Maclin's compound. Mr. Garrett was asked to prepare a general plan for specifications and form of contract for residences. The following had been asked to prepare estimates for repairs of buildings: Kan Ho Yien, Mr. Wilson; Hu-bu-giai, Mr. Williams; and Kuleo, Mr. Garrett.

The Building and Property Committee was authorized to proceed with the repairs of property and \$1,000 Mex. was voted for this purpose if so much be needed.

The plans of the Science Hall were then examined and the following suggestions on the same were made.

Place 12 large dormer windows in the attic.

Floor so much of the attic as can be made usable.

Over the Audience Room raise the ceiling five or six feet if possible. Arrange so that no roof timbers show under the ceiling.

The approach to the large front door was ordered made after the plan presented by Prof. Martin, with due care taken to the proportions of the entire frontage.

Arrange if possible a "light well" in the ceiling of the audience room.

The above suggestions, excepting the attic floor, are to be referred to the architect for his recommendations.

It was suggested that windows be made to slide up and down and not to open on hinges.

wood

It was proposed to have all outside work of Singapore wood.

A communication was read from the Disciples Mission asking that all personal teachers used by the missionaries teaching in the University, be supplied by the University.

It was decided by the Executive Committee that the University would furnish teachers for the foreigners engaged by the University but that the missions should furnish personal teachers for the missionaries who represent their missions respectively. It is however noted that the rule of the Presbyterian Mission is to furnish personal teachers to their missionaries for the first three years only, and the Methodist furnish the same for five years only. After the expiration of this period if the missionary requires a teacher or writer the same shall be furnished by the University.

Another communication was read from the Disciples Mission asking that the gates recently erected at the ends of the lane between the Meigs compound be removed as they were objectionable to the parties living in the two residences on the North.

These two questions were referred to President Bowen and Prof. Settlemyer to settle in conference with the Disciples Mission.

It was declared to be the policy of the University that all foreign teachers be required to secure a good working knowledge of the Chinese language, and that their work in the University be arranged with this in view.

(Signed) A.J. Bowen, Chairman.

(Signed) Frank Garrett, Secretary.

MINUTES OF MEETING OF THE EXECUTIVE COMMITTEE
OF THE BOARD OF MANAGERS OF THE UNIVERSITY
OF NANKING, SEPTEMBER 22nd 1910.

The Committee met in the office of President A. J. Bowen, at the University of Nanking, at 8-0 p. m.

The following were present: Rev. A. J. Bowen (Presiding), Dr. J. C. Garritt, Rev. W. F. Wilson, Rev. Frank Garrett, Rev. C. S. Settlemyer, Rev. J. E. Williams; other members of the Board of Managers present were: Rev. W. J. Drummond, Rev. A. E. Cory.

Mr. Drummond led in opening prayer.

On the motion of Mr. Cory, seconded by Dr. Garritt, it was unanimously decided that the following action be taken.

"The Board of Managers of the University of Nanking invite the proposed Bible Teacher's Training School for Chinese to locate in Nanking and we pledge our most hearty cooperation"

It was decided that the President appoint a committee, of which he shall be ex-officio member, of three to recommend departments and suggest possible heads.

The committee chosen consisted of Dr. J. C. Garritt, Rev. A. E. Cory and Dr. R. C. Beebe.

It was moved that a committee be appointed to investigate the subject of the University Press and bring in a detailed report for the next meeting of the Board of Managers. The following were appointed members of the committee, Rev. W. J. Drummond, Rev. C. S. Settlemyer and Rev. W. F. Wilson.

The official and fiscal year was declared to be from January 1st to December 31st.

The term of office of each member of the Board of Managers was announced as follows:--

Christian Mission.		Presbyterian Mission.	
Rev. Alex. Paul	4 years.	Rev. J. E. Williams	4 years.
Rev. F. Garrett	3 "	Rev. W. J. Drummond	3 "
Rev. A. E. Cory	2 "	Rev. E. C. Lobenstine	2 "
Dr. E. I. Osgood	1 "	Dr. J. C. Garritt	1 "

The terms of office of the members of the Methodist Mission will be decided at the annual meeting of the mission, to be held in Nanking, October 27th.

The question of the University employing H. C. Hwang in the interests of the Christian work of the University and city, and of assigning part of Mr. Williams' time to the general Christian work of the University in connection with the Y. M. C. A. of the city, was referred to the committee appointed to consider the relation of the denominational services to the University: Dr. Beebe, Dr. Garritt, Rev. F. Garrett.

It was decided to call the meeting of the Board of Managers previously arranged for Sep.: 22, to meet in Nanking about Oct.: 4.

(SIGNED) F. GARRETT, SECRETARY. (SIGNED) A. J. BOWEN, CHAIRMAN.

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MINUTES OF MEETING OF THE EXECUTIVE COMMITTEE OF THE

BOARD OF MANAGERS OF THE UNIVERSITY OF

NANKING, SEPTEMBER 22ND 1910.

The Committee met in the office of President A. J. Bowen, at the University of Nanking, at 8-0 p.m.

The following were present: Rev. A. J. Bowen (Presiding), Dr. J. C. Garritt, Rev. W. F. Wilson, Rev. Frank Garrett, Rev. C. S. Settlemyer, Rev. J. E. Williams; other members of the Board of Managers present were: Rev. W. J. Drummond, Rev. A. E. Cory.

Mr. Drummond led in opening prayer.

On the motion of Mr. Cory, seconded by Dr. Garritt, it was unanimously decided that the following action be taken:-

"The Board of Managers of the University of Nanking invite the proposed Bible Teachers' Training School for Chinese to locate in Nanking and we pledge our most hearty cooperation."

It was decided that the President appoint a committee, of which he shall be ex-officio member, of three to recommend departments and suggest possible heads.

The committee chosen consisted of Dr. J. C. Garritt, Rev. A. F. Cory and Dr. R. C. Beebe.

It was moved that a committee be appointed to investigate the subject of the University Press and bring in a detailed report for the next meeting of the Board of Managers. The following were appointed members of the committee: Rev. W. J. Drummond, Rev. C. S. Settlemyer and Rev. W. F. Wilson.

The official and fiscal year was declared to be from January 1st to December 31st.

The term of office of each member of the Board of Managers was announced as follows:-

Christian Mission.
Rev. Alex Paul 4 years,
Rev. F. Garrett 3 "
Rev. A. H. Cory 2 "
Dr. E. I. Osgood 1 "

Presbyterian Mission.
Rev. J. E. Williams 4 years.
Rev. W. J. Drummond 3 "
Rev. E. C. Lobenstine 2 "
Dr. J. C. Carritt 1 "

The terms of office of the members of the Methodist Mission will be decided at the annual meeting of the mission, to be held in Nanking, October 27th.

The question of the University employing Mr. H. C. Hwang in the interests of the Christian work of the University and city, and of assigning part of Mr. Williams' time to the general Christian work of the University in connection with the Y. M. C. A. of the city, was referred to the committee appointed to consider the relation of the denominational services to the University: Dr. Beebe, Dr. Garritt, Rev. F. Garrett.

It was decided to call the meeting of the Board of Managers previously arranged for Sep: 22, to meet in Nanking about Oct: 4.

(Signed) F. Garrett, Secretary.

(Signed) A. J. Bowen,
Chairman.

**Minutes of the Second Regular Meeting of the
Board of Managers of the University
of Nanking.**

October 18, 1910.

Members present: Messrs Bowen, Wilson, Settlemyer, Williams, Lobenstine, Beebe, Cory, Garritt, Drummond, Osgood, and Garrett.

The minutes of the meetings of the Executive Committee of January 3rd, 31st, April 2nd, 25th, June 1st, 29th, and September 22nd were read. These were taken as a report of the work of the Executive Committee. The approval of the same was deferred until the various actions involved might have fuller discussion.

Dr. Garritt read the report of the committee appointed to consider the establishment of departments in the University.

The report of the committee to consider the relations of the denominational services to the University was read.

The committee on employment of H. C. Hwang reported a favourable interview with him.

Adjourned.

October 19, 1910.

The meeting was called to order at 9-00 a.m., and Dr. Osgood lead in Prayer.

The minutes of the previous meeting were read and approved.

The report of the committee on departments was then taken up for discussion.

It was finally moved that the report of the committee on departments be referred to a committee with President Bowen as a member. This committee is to report to the Board of Managers at its next meeting.

It was decided to make the following assignments of work:

Mr. Wilson in charge of the work of Foreign Languages.

Mrs. A. V. Gray to be associate in English.

Mr. Settlemyer in charge of work of History, and Economics and Political Sciences.

Dr. Henke in charge of work of Philosophy, Ethics and Social Science.

Mr. Li in charge of work of Chinese, with Mr. Williams as associate.

Mr. Bullock in charge of work of Normal Training.

Mr. Meigs in charge of work of Bible Instruction, with Mr. Hummel as associate.

Mr. Millward in charge of work of Biology and Geology.

Mr. Martin in charge of Chemistry and Physics.

Mr. Williams and Mr. Hwang to be in charge of the Religious Activities of the University.

Mr. Bailie in charge of work of Mathematics.

Mr. Ch'en Chuen Ho is to be Principal of the Primary School.

Mr. Settlemyer is to be principal and Mr. Bailie Assistant Principal of the Intermediate School.

It was decided that the teaching staff both foreign and Chinese be divided into Professors, Assistant Professors and Instructors.

The assignment of the work of all teachers not now provided for is to be left with the Executive Committee in consultation with the Faculty.

It was recommended that the Executive Committee report at the next Board Meeting upon a classification of all the teaching staff, in harmony with the above actions.

It was decided that the Faculty should consist of all Professors, together with the Assistant Professors who are in charge of departments.

The report of the committee on the printing press was read and it was decided to dispose of the printing press by sale or rent.

Adjourned.

2-30 p.m.

The meeting was called to order at 2-30 p.m. and Mr. Wilson led in prayer.

Members present the same as the previous session.

Minutes of previous meeting were read and approved.

The report of the committee on the relation of the denominational services to the University was taken up for discussion.

On the motion the following was adopted: We recommend that there be no church organization in the University, but that there be special services for the University students to be arranged under the direction of those having charge of the religious activities of the University.

It was recommended that in harmony with the resolution of the Executive Committee of the Board of Managers, Mr. J. E. Williams and Mr. H. C. Hwang be asked to take charge of the Religious Activities of the University.

It was recommended that the students who are members of the various churches be allowed to attend their own church services on Sunday morning under the regulations of the University management.

Mr. Williams, Mr. Cory and Mr. Bowen were appointed a Finance Committee to have charge of the development of the financial interests of the University.

President Bowen was asked to visit other educational institutions. A six weeks leave of absence was granted for the purpose, he is asked on this trip to make a special study of University methods, plans and ideals.

The Executive Committee were asked to bring a recommendation before the next Board Meeting of a schedule of salaries for foreign teachers employed by the University.

The Board expressed its appreciation of Mr. Bailie's services and recommended his employment by the University after the expiration of his present contract with the Disciples Mission.

The President's semi-annual report was taken as read and accepted.

The report of the Building and Property Committee was read and approved.

Acting on the report of the committee appointed to review the work of the Executive Committee the following actions were taken:

The budget was referred to the Finance Committee to report at the next meeting of the Board of Managers. Any urgent matters may be presented to the Board by correspondence.

The authority for loaning funds should be in the hands of the Treasurers in conference with the Finance Committee.

The appointment of Mr. Bowen as Treasurer was ratified.

The plans made by the Executive Committee for loan association were ratified by the Board.

The decision to build and the location of all buildings costing \$500 Mex. or more shall be referred to the Board of Managers before letting contracts for their erection. Buildings costing less than this amount must be passed upon by Executive Committee.

In response to a request that students from another school be received by the University without entrance examination, it was decided that to all schools so desiring the University shall send our final term examination questions to be given students desiring to enter, in the presence of the missionary in charge, the papers after being graded by him to the University for inspection.

The setting aside of \$12,000 gold for the purchase of land was approved.

The course of study prepared by the Executive Committee was approved.

The supplying of a residence on the Drum Tower property was approved.

The supplying of heavy furniture for the new residences built by the University was referred to the Executive Committee with instructions to grant \$400 Mex. to each residence to be occupied by missionaries of the Methodist Mission or to other missionary teachers whose missions do not give outfit allowance.

The amount fixed by the Executive Committee as necessary for the building of a residence was approved, namely \$5,000.

The University policy as established by the Executive Committee in regard to the study of the language by the foreign teachers was approved.

The question of the proper disposition of the well plot, about 6' x 6', recently enclosed on the Drum Tower property was referred to the Building and Property committee.

The gates at the ends of the Meigs Lane having been removed the Board ask that the posts and frames be also removed. Adjourned.

Oct: 20, 1910.

Meeting called to order at 9.20 a.m. and Mr. Cory led in prayer.

Members present same as previous meeting except Mr. Drummond.

The minutes of the last meeting were read and approved.

The plans of the Science Hall were then discussed and the Board adjourned to the grounds where the building is being erected for inspection of the building with especial reference to the approach to the main entrance. The plans were then referred for completion in detail to the Building and Property Committee in consultation with members of the Board.

The Building and Property Committee were directed to appoint some one man to have general oversight of the building operations, in connection with the Science Hall. Mr. Wilson was so appointed.

The President was authorized to buy a fireproof safe for the use of the University.

Mrs. A. V. Gray, Mr. Joseph Bailie, Mr. F. G. Henke were approved as members of the teaching staff.

The Methodist Mission was asked to allow Mr. Millward to give to the University one half of his time with the understanding that the University pay one half of his salary.

A letter from Mr. Bailie was read in which he asked that he, having charge of the department of mathematics be allowed to arrange for the teaching to be done in Chinese. The matter was referred to the committee on departments before appointed, namely Dr. Garritt, Mr. Cory and Dr. Beebe together with the President.

The Treasurer was authorized to pay the travelling expenses incurred by President Bowen on his trip as ordered by the Board of Managers.

In view of the urgent need of securing a proper endowment fund for the University and funds for further equipment, the Finance Committee was asked to bring in a report on the subject at our next meeting.

The question of securing a Treasurer for the University was referred to the Executive Committee.

Dr. Beebe and Mr. Frank Garrett were appointed an auditing committee to audit the Treasurer's books at the end of the year.

It was decided that the committee on the Educational Loan Fund be continued to perfect plans for loans for students, and that they be requested to bring in a report to the next meeting of the Board so that the plan can go into effect at the beginning of the next school year.

The building and property committee was asked to make out estimates for the furnishing of the Science Hall and sub-

init to the members of the Board by correspondence. Other questions such as lighting plant, water plant and so forth should be investigated and a report presented to the next meeting of the Board, with as full specifications as possible.

In view of the fact that the President should represent all the interests of the University, and that the Methodist Mission is otherwise providing Mr. Henke, a third representative on the teaching staff, it was decided that after Jan. 1st, 1910, the University shall pay the salary of the President and the expenses incurred in his official duties.

The professors in charge of the authorized scientific courses presented estimates for apparatus and equipment for the new Science Hall.

The sum of \$2,500 Gold including the \$3,000 Mex. now in the hands of Prof. Martin was authorized for the ordering of equipment for the Science Building. The professors in Science were asked to refer to the Executive Committee a list of equipment immediately needed not to exceed this amount.

The Executive Committee was asked to report to the Board of Managers at the next meeting upon the relative importance of the remaining items of the estimate presented by the professors of the scientific department.

It was ordered that all actions to come before the Board of Managers shall, as far as possible, be submitted in writing to each member of the Board two weeks before the Board meeting.

Wednesday, 9.00 a.m. the fourth of January 1911, was fixed for the next meeting of the Board of Managers.

The whole question of night schools in connection with the University was referred to the Executive Committee with instructions to report to the next meeting of the Board of Managers.

The work done by the Executive Committee as reviewed by this meeting of the Board of Managers was approved.

The Executive Committee was asked to approve the minutes of this last session.

Dr. Garritt led in closing prayer.

The meeting adjourned.

Signed { A. J. Bowen, Chairman.
Frank Garrett, Secretary.

Minutes of the Eighth Meeting of the Executive Committee of the Board of Managers of the University of Nanking,

Tuesday, Oct. 25th, 1910.

Meeting was called to order in the Presidents office at two o'clock p.m.

All members were present.

Mr. Settlemyer led in prayer.

The minutes of the last session of the Board of Managers, held Thursday morning Oct. 20th, were read and approved.

The minutes of the entire meeting, Oct. 18-20, were ordered printed.

The Board of Managers having asked the Executive Committee to define the distinction between professor, assistant professor and instructor as used in the classification of the teaching staff and to classify the teachers under these terms, the matter was referred to the special committee on departments, Dr. Garritt, Dr. Beebe and Mr. Cory with Pres. Bowen.

Messrs. Wilson, Williams and Settlemyer were asked to act in conference with the President as a committee for the assignment of the work for all teachers not now provided for.

Mr. Settlemyer in connection with the Building and Property committee was authorized to dispose of the printing press and outfit as ordered by the Board of Managers.

Dr. Beebe, Dr. Garritt and Mr. Cory were appointed to make out a schedule of salaries for the foreign teachers employed by the University.

The Building and Property committee reported that they had appointed Mr. Wilson to oversee the work of construction on the new Science Building. This appointment was approved by the Executive Committee.

On motion it was recommended that for the present our relation to night schools be the same as outlined for other schools. The minutes of the afternoon of Oct. 19th state these relations.

President Bowen was asked to investigate and report regarding the practicability of establishing a telephone service for the University.

On the recommendation of the President, Mr. W. Millward was appointed treasurer.

The question as to the best length for the school year was discussed and the President was asked to make it a matter of investigation on his trip among the schools of China.

Professors Martin and Millward acting with President Bowen were authorized to order goods for the equipment of the Science Department as granted by the Board of Managers, to the amount of \$2,500 Gold. An incomplete list of the desired goods was presented at this meeting of the Executive Committee and approved.

Prof. Martin, and Prof Millward with Pres. Bowen were asked to act as a committee to report on the relative importance of the remaining items on the list which was recently presented to the Board of Managers.

The question of what requirement the University should make regarding the students supplying themselves with uniforms was discussed and the President was asked to make it a point of enquiry to ascertain what position was taken by other Colleges and Universities.

Attention was called to the fact that Dodd, Mead and Co. had presented the University with an excellent set of the New International Encyclopedia. The committee ordered a letter of thanks written to the Company expressing our appreciation of their gift.

The president was asked to consider the securing of a librarian for the University and report to the next meeting of the Board of Managers.

Adjourned,

Signed { A. J. Bowen, Chairmen
 { Frank Garrett, Sec.

MINUTES OF THE EIGH~~TH~~ MEETING OF THE EXECUTIVE
COMMITTEE OF THE BOARD OF MANAGERS OF THE UNIVERSITY
OF NANKING

8 11

Tuesday Oct 25th 1910.

Meeting was called to order in the Presidents office at two o'clock p.m.

All members were present.

Mr. Settlemyer led in prayer.

The minutes of the last session of the Board of Managers, held Thursday morning Oct. 20th, were read and approved.

The minutes of the entire meeting, Oct 18-20, were ordered printed.

The Board of Managers having asked the Executive Committee to define the distinction between professor, assistant professor and instructor as used in the classification of the teaching staff and to classify the teachers under these terms, the matter was referred to the special committee on departments, Dr. Garritt, Dr. Beebe and Mr. Cory with Pres. Bowen.

Messrs Wilson, Williams and Settlemyer were asked act in conference with the President as a committee for the assignment of the work for all teachers not now provided for.

Mr. Settlemyer in connection with the Building and Property committee was ~~asked to dispose of the~~ authorized to dispose of the printing press and outfit as ordered by the Board of Managers.

Dr. Beebe, Dr. Garritt and Mr. Cory were appointed to make out a schedule of salaries for the foreign teachers employed by the University.

The Building and Property committee reported that they had appointed Mr Wilson to oversee the work of construction on the new Science Building. This appointment was approved by the Executive Committee.

On motion it was recommended that for the present our relation to night schools be the same as outlined for other schools. The minutes of the afternoon of Oct 19th state these relations.

President Bowen was asked to investigate and report regarding the practicability of establishing a telephone service for the University.

On the recommendation of the President, Mr W. Millward was appointed acting treasurer.

The question as to the best length for the school year was discussed and the President was asked to make it a matter of investigation on his trip among the schools of China.

Professors Martin and Millward acting with President Bowen were authorized to order goods for the uquipment of the Science Department as granted by the Board of Managers, to the amount of \$2,500 Gold. An incomplete list of the desired goods was presented at this meeting of the Executive Committee and approved.

Prof. Martin, and Prof Millward with Pres Bowen were asked to act as a committee to report on the relative importance of ~~the~~ remaining items on the list which was recently presented to the Board of Managers.

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Attention was called to the fact that Dodd Mead and Co. had presented the University with an excellent set of the New International Encyclopedia. The committee ordered a letter of thanks written to the Company expressing our appreciation of their ~~kindness~~ gift.

The president was asked to consider the securing of a librarian for the University and report to the next meeting of the Board of Managers.

Adjourned,

Signed

(A. J. Bowen Chairman
(Frank Garrett Sec.

**Minutes of the Eighth Meeting of the Executive
Committee of the Board of Managers of the
University of Nanking,**

Tuesday, Oct. 25th, 1910.

Meeting was called to order in the Presidents office at two o'clock p.m.

All members were present.

Mr. Settlemyer led in prayer.

The minutes of the last session of the Board of Managers, held Thursday morning Oct. 20th, were read and approved.

The minutes of the entire meeting, Oct. 18-20, were ordered printed.

The Board of Managers having asked the Executive Committee to define the distinction between professor, assistant professor and instructor as used in the classification of the teaching staff and to classify the teachers under these terms, the matter was referred to the special committee on departments, Dr. Garritt, Dr. Beebe and Mr. Cory with Pres. Bowen.

Messrs. Wilson, Williams and Settlemyer were asked to act in conference with the President as a committee for the assignment of the work for all teachers not now provided for.

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On the recommendation of the President, Mr. W. Millward was appointed treasurer.

The question as to the best length for the school year was discussed and the President was asked to make it a matter of investigation on his trip among the schools of China.

Professors Martin and Millward acting with President Bowen were authorized to order goods for the equipment of the Science Department as granted by the Board of Managers, to the amount of \$2,500 Gold. An incomplete list of the desired goods was presented at this meeting of the Executive Committee and approved.

Prof. Martin, and Prof. Millward with Pres. Bowen were asked to act as a committee to report on the relative importance of the remaining items on the list which was recently presented to the Board of Managers.

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Attention was called to the fact that Dodd, Mead and Co. had presented the University with an excellent set of the New International Encyclopedia. The committee ordered a letter of thanks written to the Company expressing our appreciation of their gift.

The president was asked to consider the securing of a librarian for the University and report to the next meeting of the Board of Managers.

Adjourned,

Signed { A. J. Bowen, Chairman
 { Frank Garrett, Sec.

MINUTES OF THE NINTH MEETING OF THE EXECUTIVE COMMITTEE
OF THE BOARD OF MANAGERS OF THE UNIVERSITY OF NANKING
DEC. 27th 1910.

Meeting was called to order at 4:30 P.M. in Pres. Bowen's office.

Members present:- Bowen, Garritt, Beebe, Williams, Wilson,
Settlemyer and Garrett.

Mr. J.E. Williams led in prayer.

It was moved by Dr. Beebe and seconded by Dr. Garritt that we inform Liu Ching Fu and Chang Yung Hsun that as we have not now the authority to confer degrees, we will now assure them that they having passed the required examinations and the due authority having been granted us, we will at the end of the spring term grant them their diplomas and confer the degrees. This was carried.

It was moved by Dr. Beebe and seconded by Mr. Wilson that we recommend to the Board of Managers that the members of the Alumnae Association of Nanking University and the members of the Alumnae Association of Union Christian College be recognized as alumnae of the University of Nanking and that a suitable certificate be prepared in attestation thereof. This was carried.

A letter was read from Mr. Chas. H. Fahs of New York recommending two stenographers, and requesting a cable in case we wish either one sent out for work in the University of Nanking. On motion the President was authorized to cable- "Mission New-York send stenographer."

The building and property committee were asked to investigate and report on the advisability and method of enlarging the work and increasing the buildings at Hubuhdjai.

Mr. Settlemyer reported for the committee on diplomas and certificates. They recommend that certificates showing grades be issued to all completing the primary, intermediate, ^{high school or} preparatory, or college ~~and~~ ^{or} University courses. That degrees be conferred on those having finished the last two mentioned departments. ^{Col. course}
Suggested forms were presented. It was decided that after these have received the approval of Pres. Bowen and Prof. Williams they be accepted.

Pres Bowen was authorized to confer with three of the present teaching staff with a view to having them secure work elsewhere next year.

Adjourned,

(Signed) A.J. Bowen Pres
Frank Garrett Sec.

*the minutes of the
For, Third Regular Meeting of the
Board of Managers University of Nanking
See in Back of this Book after
the 14th meeting of the Board of M.*

NINTH MEETING OF THE EXECUTIVE COMMITTEE
OF THE BOARD OF MANAGERS OF THE UNIVERSITY
OF NANKING - 27 December 1910

The meeting was called to order at
4.30 P. M. in President Bowen's office.

Members present were Messrs. Bowen,
Beebe, Garrett, Garritt, Settlemyer,
Williams and Wilson.

Mr. J. E. Williams led in prayer.

It was moved by Dr. Beebe and second-
ed by Dr. Garritt that we inform Liu Ching-
fu and Chang Yung-hsun that as we have not
now the authority to confer degrees, we
will now assure them that they having
passed the required examinations and the
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This was carried.

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and the members of the Alumni Association
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as alumni of the University of Nanking and
that a suitable certificate be prepared in
attestation thereof. This was carried.

A letter was read from Mr. Charles H.
Fahs of New York, recommending two stenog-

graphers, and requesting a cable in case we wish either one sent out for work in the University of Nanking. On motion the President was authorized to cable:

"Mission New York send stenographer."

The Building and Property Committee were asked to investigate and report on the advisability and method of enlarging the work and increasing the building at Hubugiai.

Mr. Settemyer reported for the committee on diplomas and certificates. They recommend that certificates showing grades be issued to all completing the primary, intermediate, high school or college courses; and that degrees be conferred on those having finished the college course. Suggested forms were presented. It was decided that after these forms have received the approval of President Bowen and Professor Williams they be accepted.

President Bowen was authorized to confer with three of the present teaching staff with a view to having them secure work elsewhere next year.

Adjourned.

The Minutes of the Third Regular Meeting
of the Board of Managers of the
University of Nanking.

January 4th, 1911.

The meeting was called to order at 9:15 a. m. in president Bowen's office. Prayer was offered by Rev. E. C. Lobenstine.

Those present were: Dr. J. C. Ferguson, Dr. E. I. Osgood, Dr. R. C. Beebe, Dr. J. C. Garritt, Mr. J. E. Williams, Mr. E. C. Lobenstine, Mr. W. J. Drummond, Mr. W. F. Wilson, Mr. C. S. Settlemyer, Mr. A. E. Cory, and Mr. F. Garrett.

Dr. John Gowdy, of Foochow, Bishop W. S. Lewis and Rev. H. P. Shaw were welcomed to sit with us during the meetings.

Mr. Alex. Paul, of Wuhu, having been elected to a place on the board, but being unable to attend, was represented by Mr. C. S. Settlemyer.

The president read his half-yearly report, following which the agenda, as prepared by the president, were taken up in the order presented.

Bishop Lewis addressed the Board briefly. He considered the prospects of the University very bright. He emphasized the importance of primary education. Inasmuch as China has not a good school system, we must give special attention to developing our own day-schools. In these the poorer grade of students should be eliminated and the capable should be developed. He stated that in their mission in Foochow and Hinghwa conferences, perhaps seven-tenths of the churches were established by first opening day-schools. The day-school is the pioneer of the church. They now have 360 day-schools in the Foochow conference and about 70 in the Hinghwa conference, and are seeking to establish more as rapidly as possible.

Dr. Garritt reported for the committee on "Schedule of Salaries of Foreign Teachers employed by the University, but not under mission appointment."

After some emendations the report was adopted as follows:—

1st. That teachers now under special contracts be continued to the expiration of their contracts on the terms fixed upon.

2nd. That salaries of teachers to be employed by the University shall, for the future, be as follows: For a single person, gold \$650 per annum; for a married man, gold \$1,100 per annum, with an allowance of \$100 per child, increased to \$150 after ten years of age.

Furlough shall be allowed, under salary, for six months, exclusive of time of travel, at the end of five years, or a furlough of one year shall be allowed, exclusive of time of travel, after seven years of service.

Home allowance shall be granted as follows: \$600 for single and \$1,000 for married teachers. Children's allowance shall be continued while at home, and medical attendance shall be provided on the field.

3rd. We recommend the securing of teachers on the regular missionary basis. But in case of bringing out teachers under short-term contracts they should be passed upon in the regular way by one of the cooperating mission boards.

The Committee on Departments and Distinction between Professor, Instructor, etc., reported as follows:—

Your committee recommends that the plans regarding the departments referred to this committee, together with the matter of the distinction between "professor," "assistant professor," and "instructors," be referred to the president for revision and further recommendation to the Board of Managers at the meeting one year from now.

The matter of assignment of work for the teachers was referred to the president for appropriate action.

On motion, it was ordered that the organization of the faculty be referred to the president of the University and the teachers appointed by the three cooperating missions.

The Committee on Disposal of Printing Press reported progress, and the committee was continued.

The thanks of the Board of Managers were directed to be sent to the U. S. Geological Survey, and the Geological Survey of Canada for publications, and the Smithsonian Institute for pamphlets and specimens supplied by them to the University.

Meeting adjourned to meet at 2:30 p.m.

The afternoon meeting was called to order at 2:45 p.m. Opening prayer was offered by Dr. E. I. Osgood. The minutes of the morning session were read and approved.

Mr. J. E. Williams reported for the Committee on Loan Fund and Relations to Needy Students, calling attention to the four items regarding policy discussed by the Executive

Committee at its second meeting on January 31st, 1910, and made other verbal suggestions.

It was moved by Dr. Ferguson, and seconded by Mr. Williams, that the policy outlined in the four items submitted to the second meeting of the Executive Committee, January 31st, 1910, be adopted. And that the president of the University be authorized to call to his aid in the administration of the funds for the aid of needy students a committee of five Chinese selected from the former students or from patrons of the University. And further that an organization of an Educational Association, or an Association of Patrons, be approved for the purpose of interesting Chinese in the work and support of the University.

It was resolved that we recognize the alumni associations of the Nanking University and of the Union Christian College, and further that we recommend that these two associations form a united association as a basis of the alumni association of the University of Nanking.

On motion, the president, treasurer, and Building and Property Committee were asked to make up a financial statement for the next session. Dr. Ferguson was asked to act on the Auditing Committee.

The minutes of the Executive Committee meeting of October 25th, 1910, were read.

The election of Mr. W. Millward as treasurer was confirmed.

On motion, the remaining actions recited in the minutes were confirmed.

The minutes of the Executive Committee meeting of December 27th, 1910, were read, and the actions recited therein were approved, except paragraphs 1 and 2 referring to diplomas for graduates and to alumni.

On motion of Dr. Ferguson, the president was authorized to draw up a form of certificate to be given to those students who are entitled to diplomas from the University at the end of this year, which certificate shall entitle them to the diploma at such time as the form of such diploma is decided upon.

It was further ordered that the four students who formerly pursued their medical studies in the medical department of the Nanking University and have now completed such studies be granted a certificate indicating the work done by them

during their course. This certificate shall be signed by the president of the University and by Dr. Beebe.

The Disciples Mission were assured that the services of Ho Chen-kwan, as physical trainer, would be very acceptable, and they were asked to proceed with the arrangements to secure him for this position; it being understood that the University is not to be financially involved in the matter.

Meeting adjourned to 9:00 a.m. the following day.

January 5th, 1911.

Meeting called to order at 9:15 a.m. Dr. Ferguson led in prayer. The minutes of the last session were read and approved.

On motion of Dr. Ferguson, seconded by Frank Garrett, the following resolution was passed: In regard to the sum of \$12,500 Mexican which it appears was turned into the funds of the University of Nanking by inadvertence, we affirm our willingness to refund this sum. And we request the president to instruct the treasurer so to do.

The Financial Committee made its report, which was accepted and placed on file.

Dr. Osgood moved to reconsider the action taken, setting apart \$12,000 gold for the purchase of land. This was carried.

In consideration of the present financial condition, it was ordered that no further funds thus appropriated be used for purchase of land, except to complete transactions for which definite contracts have been made.

On motion of Dr. Ferguson it was resolved that the Executive Committee be instructed to use land already purchased as sites for additional residences required; it being understood that the property opposite the Kuleo school be not used for this purpose.

The Committee on Remaining Items of Equipment for the Science Hall reported as follows: A supply of the most urgently needed apparatus for science classes, amounting to the sum of \$2,500 gold appropriated by you, has been selected from original list amounting to some \$6,000, submitted to your last meeting. The committee wishes to secure the remaining items of the above list as rapidly as the finances of the institution permit, and will endeavor to expend most economically any sums appropriated for this purpose.

The report was accepted.

[4]

The budget was presented, and after adding the item that the suspense account of \$735 be at the disposal of the Executive Committee, it was accepted.

The rent of residence for teachers was ordered to be met from the interest account.

Adjourned to meet at 1:30 p.m.

Meeting was called to order at 1:30 p.m. Dr. Garritt led in prayer.

The revised course of study was presented and referred to the president, together with the mission teachers of the University.

The Auditing Committee, Dr. Beebe, Dr. Ferguson, and Frank Garrett, were continued for the current year.

A. E. Cory, Frank Garrett, Dr. Beebe, W. F. Wilson, Dr. J. C. Garritt, and J. E. Williams were elected as the Executive Committee for the current year.

Frank Garrett was elected secretary for the year.

The former Committees on Building and Property and on Finance were re-elected.

The Committee on Day-schools reported as follows:—

As far as we have been able to find out there are between 30 and 40 schools now in operation in this district.

That we are unable on such short notice to find out what are the possibilities of increasing this number. We know that some increase in the number of these schools is anticipated by the missions.

We would ask the question, What material help is the University willing to give in the opening of new schools?

We would make the following recommendations:—

1st. That a committee of three, one from each mission, be appointed by the president, who shall secure all available information as to opportunities, to whom the following recommendations may be referred with power to act.

2nd. That a teachers' institute be held each fall for two or three weeks for the help of teachers under employment.

3rd. That a normal school for Chinese teachers of the old school be instituted with a six months' course of study.

4th. That the missions adopt such course of study as may be adopted by the University.

5th. That there be efficient supervision and examination of all these schools.

6th. That examination papers be made out by the University for pupils who have completed the above course of study and that certificates be granted to successful candidates.

W. J. DRUMMOND, *Secretary*.

[5]

The above report was accepted and the following actions taken :—

The president appointed the following committee on day-schools: Frank Garrett, chairman; W. J. Drummond and W. F. Wilson.

On motion of Dr. Beebe the question of aid to day-schools was referred to the president.

The matter of training schools and institute for Chinese day-school teachers was referred to the Day-school Committee with power to act.

The harmonizing of courses and supervision of schools was approved as recommended. The matter of securing efficient supervision of day-schools was assigned to the president.

The general question of certificates was referred to the Day-school Committee.

Dr. Beebe presented a letter from Dr. H. W. Schwartz, of Japan, to which a suitable letter in reply was drafted and forwarded through the secretary.

The Methodist Mission reported the following members on the Board of Managers with terms as indicated :—

Dr. J. C. Ferguson	4 years.
Dr. R. C. Beebe	3 "
Dr. G. A. Stuart	2 "
Prof. W. F. Wilson	1 year.

On motion of Dr. Ferguson the furlough period of Prof. F. E. Meigs was extended another half year.

The president, in connection with the Building and Property Committee, was asked to procure furnishings for the Science Hall to the value of \$1,000 gold, which was set aside for this purpose.

It was ordered that one residence be erected in the near future and a second if possible.

On motion of Dr. Ferguson it was resolved that we request Mr. J. E. Williams to go to the United States at such time as may be decided upon by himself in consultation with the president of the University for the purpose of presenting the claims of the University, and that the Executive Committee be authorized to provide his expenses.

It was ordered that the nature of the appeal to be made in the U. S. be determined upon by Mr. Williams in connec-

tion with the Executive Committee, not going beyond what the Board of Managers has approved.

The president's report was then taken up for discussion. The recommendations regarding library and museum were approved and the present efforts commended. Mr. Williams was asked to seek, while in the United States, funds for the library, its equipment, support, and the support of the librarian.

With regard to a definite grant year by year for the maintenance and development of the scientific and other departments, the board favors the principle and asks the president, in consultation with the heads of departments, to bring something definite before the board for action year by year.

By request Dr. Ferguson addressed the Board in regard to plan for the development of University courses. He warned against the commercial spirit and urged the development of a true love of learning and culture. The higher courses should be the natural outgrowth of advanced work in present courses. The address was heartily approved, and he was requested to publish it.

It was noted that the Executive Committee had the power, if necessary, to transfer balances from one item of the budget to another.

The question of offering University scholarships to the best boys from the lower schools was referred to the Day-school Committee.

The Executive Committee was authorized to approve the final minutes of the meeting.

Adjourned with prayer by Dr. Beebe.

A. J. BOWEN, *President.*

FRANK GARRETT, *Secretary.*

MINUTES OF THE NINTH MEETING OF THE EXECUTIVE COMMITTEE
OF THE BOARD OF MANAGERS OF THE
UNIVERSITY OF NANKING

13

June 12th. 1911.

The meeting was called to order in Pres. Bowen's office at 9:30 am.

Members present:- A.J.Bowen, W.F.Wilson, A.E.Cory, Dr.R.C.Beebe, J.E.Williams, Dr. J.C. Garritt and Frank Garrett. Visitors present,- Alexander Paul, James Ware and Chas. Settlemyer.

Rev. James Ware led in prayer.

The president stated the purpose of the called meeting to be to make some final arrangements with a view to aiding Mr. Williams on his mission home on behalf of the interests of the University.

Mr. Williams made a statement of the spirit and conditions tending toward union in educational matters as noted on his recent trip *to other educational institutions north & south.*

After an extended discussion of matters pertaining to the welfare of the University and its future development the following resolutions were passed:-

Resolved that it be the sense of this Executive Committee that the purpose of Mr. Williams' home trip be to represent fully to the Boards and Trustees, the conditions of the field and the problems confronting the Board of Managers in regard to the present budget, and needed running expenses; the plans for scheme of College Buildings; the correlation of the Medical College and the Bible School under one Board of Trustees; to raise the question of enlarging the Board of Trustees so as to represent other missions; to confer with the Trustees or others on the question of relating the work of other centers with the work in Nanking; to plan for closer cooperation of the Board of Trustees; to approach the Presbyterian Mission regarding the Kennedy Fund; and that he shall be authorized to have conference regarding the general scheme, and that he aid in the outlining of plans for a larger canvass for an adequate endowment.

It is to be noted that when the endowment is secured, the \$2400. gold now furnished by each mission for running expenses will be released for use in further extending the primary schools, and it is the policy of the University to give further substantial aid in developing the primary schools.

Pres. Bowen and Mr. Williams were appointed a committee to complete the plans, secure needed information, survey and all data to aid Mr. Williams in his work at home.

The treasurer was asked to finance the home trip of Mr. Williams from the University treasury.

In view of ~~existing~~ the urgent need of securing another teacher for the English department, Mr. Meigs was asked to confer with Miss Jerome of Hiram and if arrangements can be made with her to come and he can secure the funds for her salary and travel, that she be sent to commence work in September of this year.

It was moved that the missions be asked to contemplate the appointment on the Board of Managers of some representative men outside the missions, including some Chinese, and ~~that~~ particularly that as rapidly as possible, members of the faculty be relieved from membership on the Board of Managers.

Adjourned.

A.J.Bowen, Chairman

Frank Garrett, Secretary

**Minutes of the Ninth Meeting of the Executive
Committee of the Board of Managers
of the University of Nanking.**

June 12th 1918.

The meeting was called to order in President Bowen's office at 9:30 a.m.

The members present were, Messrs A. J. Bowen, W. F. Wilson, A. E. Cory, Dr. R. C. Beebe, J. E. Williams, Dr. J. C. Garritt and Frank Garrett.

Visitors present were Alex. Paul, James Ware and Chas. Settemeyer.

Rev. James Ware led in prayer.

The president stated the purpose of the called meeting to be to make some final arrangements with a view to aiding Mr. Williams on his mission home on behalf of the interests of the University.

Mr. Williams made a statement of the spirit and conditions tending toward union in educational matters, as noted on his recent trip to other educational institutions north and south.

After an extended discussion of matters pertaining to the welfare of the University and its future development, the following resolutions were passed:—

Resolved, that it be the sense of this Executive Committee that the purpose of Mr. William's home trip be to represent fully to the Boards and Trustees the conditions of the field and the problems confronting the Board of Managers in regard to the present budget and needed running expenses; the plans for the scheme of college buildings; the correlation of the Medical College and the Bible School under one Board of Trustees; to raise the question of enlarging the Board of Trustees so as to represent other missions; to confer with the Trustees or others on the question of relating the work of other centers with the work in Nanking; to plan for closer co-operation of the Board of Trustees; to approach the

Presbyterian Mission regarding the Kennedy Fund ; and that he shall be authorized to have conferences regarding the general scheme and that he aid in outlining of plans for a larger canvass for an adequate endowment.

It is to be noted that when the endowment is secured the \$2400. gold, now furnished by each mission for running expenses, will be released for use in further extending the primary schools, and it is the policy of the University to give further substantial aid in developing primary schools.

President Bowen and Mr. Williams were appointed a committee to complete the plans, secure needed information, survey and all data, to aid Mr. Williams in his work at home.

The University was asked to finance the home trip of Mr. Williams from the University treasury.

In view of the urgent need of securing another teacher for the English department, Mr. Meigs was asked to confer with Miss Jerome, of Hiram, Ohio, and if arrangements can be made with her to come and he can secure the funds for her salary and travel, that she be sent to commence work in September of this year.

It was moved that the Missions be asked to contemplate the appointment on the Board of Managers of some representative men outside the missions, including some Chinese, and particularly that as rapidly as possible members of the Faculty be relieved from membership on the Board of Managers.

Adjourned

A. J. BOWEN *President*
FRANK GARRETT *Secretary*

MINUTES OF THE TENTH MEETING OF THE EXECUTIVE COMMITTEE
OF THE BOARD OF MANAGERS OF THE
UNIVERSITY OF NANKING.

January 15th 1912.

The committee met at the home of Pres. A. J. Bowen at 4:00 p.m. Members present were Pres. A. J. Bowen, Dr. J. C. Garratt, F. E. Meigs, W. J. Drummond, and Frank Garrett.

The meeting was opened with prayer by Rev. F. E. Meigs.

The members of the committee were very much pleased to have F. E. Meigs again with them after so long an absence, and wished to record their thankfulness to the Heavenly Father for granting him a recovery from his long illness and enabling him to again take up his work in the University.

The minutes of the meeting of June 12th were read and approved.

Mr. Meigs reported that Miss Jerome was engaged as teacher in Hiram, Ohio, and was unable to come to China at the present time.

The Methodist mission reported that Dr. F. D. Gamewell had been ~~chosen~~ chosen to take the place on the University Board of Management left vacant by the death of Dr. Geo. A. Stuart.

The Disciples mission reported that Mr. James Ware had been chosen to take the place of Mr. A. E. Cory and Mr. F. E. Meigs to take the place of Mr. C. S. Settlemyer on the Board of Managers.

It was resolved, that, We the members of the Board of Managers of the University of Nanking would record our sorrow at the death of Dr. Geo. A. Stuart, member of the Board and former President of the Nanking University, and our sense of loss to the work of this Board, and our appreciation of the great work he has done for this institution. The University has lost in his death a strong friend and helper.

Mr Meigs gave a ~~careful~~ careful report of the progress and status of Li Ying in his college and university work in America. The committee approved of the policy of engaging such young men as instructors in the University and recommended that the Board of Managers correspond with Mr. Li with a view of calling him to the work in the University of Nanking.

President Bowen read an interesting letter from Mr J. B. Williams in America, regarding the progress of his work there which was very encouraging. Our committee resolved to write Mr. Williams asking him to remain in America and bring to a completion, if possible, the campaign upon which he has entered.

Pres. Bowen was asked to furnish a review of the important points in the correspondence between himself and Mr. Williams for insertion in these minutes. The following is Pres. Bowen's report;— (See pp. 16-17)

The committee further recommend that Mr Williams consult with the Trustees with a view to the securing of endowment of the various chairs in the University, at not less than \$40,000 gold each.

Feb. 1st 1912 was fixed as the date for the opening of the next term of University work.

Jan 15th 1912.

It was decided to fix the amount of Board and Tuition for this term, for those students who paid full for last term, at \$25. For all other students the regular rate shall be \$40. The reduction for the students of last term is made in view of the fact that the University was able to do work only a part of the term and the students boarded only about half a regular term at the University.

Mr. Drummond was elected to take Mr Williams place on the Building and Property committee.

Our committee asked Mrs. Meigs to lend her assistance in looking after the general welfare of the students in the Drum Tower section of the school.

Having received authority from the Board of Trustees we voted to proceed with the purchase of more land for the University to the extent of \$7000. gold.

The president reported that Harvey E. Roys had been elected to a place on the faculty. This was made necessary by the absence of Prof. Martin, and was done by correspondence with members of the Board of Managers.

It was decided to have the next meeting of the Board of Managers as soon as possible after the 1st of Feb.

Adjourned

A. J. Bowen Chairman
Frank Garrett Secretary

MEMBER OF THE ASSOCIATION OF CHINESE
UNIVERSITIES AND COLLEGES
OF THE UNITED STATES AND CANADA
OFFICE OF THE ASSOCIATION, 1215 BROADWAY, NEW YORK, N. Y.

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OFFICE OF THE ASSOCIATION, 1215 BROADWAY, NEW YORK, N. Y.

ASSOCIATION OF CHINESE

ASSOCIATION OF CHINESE

ASSOCIATION OF CHINESE

**Minutes of the Tenth Meeting of the Executive
Committee of the Board of Managers of
the University of Nanking.**

January 15th 1922.

The committee met at the home of Pres. A. J. Bowen at 4.00 p.m.

Members present were Pres. A. J. Bowen, Dr. J. C. Garritt, F. E. Meigs, W. J. Drummond, and Frank Garrett.

The meeting was opened with prayer by Rev. F. E. Meigs.

The members of the committee were very much pleased to have F. E. Meigs again with them after so long an absence and wished to record their thankfulness to the Heavenly Father for granting him a recovery from his long illness and enabling him to again take up his work in the University.

The minutes of the meeting of June 12th were read and approved.

Mr. Meigs reported that Miss Jerome was engaged as teacher in Hiram, Ohio, and was unable to come to China at the present time.

The Methodist mission reported that Dr. F. D. Gamewell had been chosen to take the place on the University Board of Management left vacant by the death of Dr. Geo. A. Stuart.

The Disciples mission reported that Mr. James Ware had been chosen to take the place of Mr. A. E. Cory and Mr. F. E. Meigs to take the place of Mr. C. S. Settlemyer on the Board of Managers.

It was resolved, that, We the members of the Board of Managers of the University of Nanking would record our sorrow at the death of Dr. Geo. A. Stuart, member of the Board and former President of the Nanking University, and our sense of loss to the work of this Board, and our appreciation of the great work he has done for this institution. The University has lost in his death a strong friend and helper.

Mr. Meigs gave a careful report of the progress and status of Li Ying in his college and university work in

America. The committee approved of the policy of engaging such young men as instructors in the University and recommended that the Board of Managers correspond with Mr. Li with a view of calling him to the work in the University of Nanking.

President Bowen read an interesting letter from Mr. J. E. Williams in America, regarding the progress of his work there which was very encouraging. Our committee resolved to write Mr. Williams asking him to remain in America and bring to a completion, if possible, the campaign upon which he has entered.

Pres. Bowen was asked to furnish in writing a review of the important points in the correspondence between himself and Mr. Williams for insertion in these minutes. The following is Pres. Bowen's report.

Mr. Williams' work in America for the University.

1st. At the meeting of the Board of Trustees of the University of Nanking, held November 4th, 1911, New York City, it was resolved to request the Regents to amend the charter of the University so that the original Trustees have a right to enlarge their number by the addition of representatives of such other Boards or foreign missionary organizations as the Trustees may desire to have associated in the work of the University, such additional representatives to be chosen by the Boards or organizations which they represent, with such arrangements as to the terms of service as the Trustees may order.

2nd. The union Medical School and the Union Bible School were invited to come in on such terms as shall be agreed upon between our Trustees and the particular society uniting.

3rd. The Board of regents will grant the B. A. degree to our four college graduates and issue the diplomas, which are to be signed by the Chancellor of the Board of Regents, President of the Board of Trustees and the President of the University.

4th. The Board of Trustees voted to approve the effort to secure an equipment of \$186,500. gold, for land and buildings as follows:—

1. Three residences for the three new teachers \$3500 \$10500
2. Model Training School 15000
3. Land 20000
4. Central Building..... 35000
5. Chapel 6000
6. Science Hall..... 20000
7. Dormitory to accommodate 200 students 20000
8. Library, Special 30000
9. For Water and Light Plant 10000
10. Second Science Hall..... 20000

and \$300,000. for endowment for the University.

5. Each Board is to take on the support of a fourth man for the University faculty and increase the revenue \$600. (gold), making it \$3000 gold from each mission.

6th. \$7000. (gold) is to be applied to the purchase of land for the University.

7th. \$5000. (gold) has been sent for the purchase of land for the University and £9000. is reported as secured for the University.

The committee further recommend that Mr. Williams consult with the Trustees with a view to the securing of endowment of the various chairs in the University, at not less than \$40,000 gold each.

February 1st 1912 was fixed as the date for the opening of the next term of University work.

It was decided to fix the amount of Board and Tuition for this term, for those students who paid full fees for last term, at \$25. For all other students the regular rate shall be \$40. The reduction for the students of last term is made in view of the fact that the University was able to do work only a part of the term and the students boarded only about half a regular term at the University.

Mr. Drummond was elected to take Mr Williams place on the Building and Property committee.

Our committee asked Mrs. Meigs to lend her assistance in looking after the general welfare of the students in the Drum Tower section of the school.

Having received authority from the Board of Trustees we voted to proceed with the purchase of more land for the University to the extent of \$7000. gold.

The president reported that Harvey E. Roys had been elected to a place on the faculty. This was made necessary by the absence of Prof. Martin; and was done by correspondence with members of the Board of Managers.

It was decided to have the next meeting of the Board of Managers as soon as possible after the 1st of Feb.

Adjourned

A. J. BOWEN, *Chairman*
FRANK GARRETT, *Secretary*

February 9, 1912

REPORT OF THE BOARD OF MANAGERS
For the year 1911

My report prepared during the summer for the Board of Trustees and recently printed in America gives all possible information up to the beginning of the Fall Semester in September, and as this has already been mailed to you, we shall try not to repeat material there given.

The Fall term opened with 359 students (College 42, High and Middle 270, Elementary 47) - a falling off of nearly a hundred students, which was due chiefly to the financial stringency, and to serious floods in much of our patronizing territory. Probably the political unrest had also even as early as September begun to register its influence. There was a corresponding falling off in student's receipts. The total amount actually received being \$8,263.00 and due bills to be collected during the first three months amounting to \$1,537.00, of which only a small part was collected. Classes were continued until about November first, and after suspending classes for nearly a week the school was finally dismissed and the remaining students sent home. However during the latter part of October parents of a good many students sent for them to return home and wherever they sent specially for them to return we did not feel like refusing to allow them to go. We have continued to pay the teachers' salaries in full but have during the last month or two dispensed with the drill master and a few servants.

It is a matter of gratitude and thanksgiving that none of our students or teachers were injured and that none of our property was

destroyed. Quite a number of our students have joined the revolutionary forces in one way and another and more will not be able to return this term, because of lack of funds and of the necessity to earn money to help their families. Up to the present 110 old students have enrolled this semester. As we look over the work of the year the following points should be emphasized:

A much closer feeling of unity among the Chinese teachers and older students is noticeable. A slight shifting of teachers among the various plants has had good results. Our proctors, Mr. Chen, Mr. Tsao and Mr. Hung, have given faithful and efficient service and all teachers, both Chinese and foreign, have exerted themselves in every possible way for the good of the institution.

The famine relief work undertaken under the efficient leadership of Mr. Bailie has had a potent effect on the peace of the city. This with the more recent development of the colonization scheme is bringing not a little credit upon the University. Is not this the strategic time for us to seek an agricultural department where experiments may be carried on along all lines of modern methods and where new products suitable for the Yangtse valley may be tested? Will it not be possible to get some of our State Universities in America, for example Wisconsin, to establish an Experiment Station here with us? Should we not in the new and more practical regime, that is beginning, seek to establish some department or school that is eminently practical and that will help the common people more?

The completion of all the building operations begun last year is a matter of relief. These include six dwellings, enlarg-

Report for 1911

ing two dormitories, the science hall and minor buildings and changes incident upon getting our property into more effective working order. For all of this we have spent for houses including Mrs. Hwang's house and several Chinese houses purchased, \$36,404.00 ✓
 Land, walls etc. 10,580.00 ✓
 Permanent equipment has been added to the amount of 8,528.00 ✓
 All other buildings, 55,576.00

This is our first year of working under a definite budget and as most of the above items were not budgeted but were a completing of the items of a previous year, some things have not been so satisfactory as we shall hope to have them in the future.

Our receipts on budget amount to	\$45,904.00
and our estimates were	43,140.00
Our expenditure on budget amount was	50,607.00
and our estimated expenditure was	48,849.00

There is possibly \$1,000.00 yet due on building contracts and something like \$4,000.00 drawn on this year's appropriations of the Methodist Mission, but this pays in full the \$12,000.00 due that Mission.

The plan of having certain of our force especially in charge of the various branches taught, with the other members of our staff giving their time as largely as possible to one branch under these heads of departments has given satisfactory results, and better results may be looked for, as these departments become better organized, and the teachers get increased experience along the lines being worked out.

Report for 1911

REPORT ON WHAT MR. WILLIAMS IS ACCOMPLISHING AT HOME.

The decision arrived at in our meeting a year ago in January to have Mr. Williams return home to represent the University and place its interests fully before our Trustees and Boards is being amply justified by the splendid work he is doing. Much has been gained in correlating the three Boards, in getting them and the Trustees thoroughly interested in our educational undertaking, and in appreciating our opportunities and privileges. Our Trustees met Nov. 24, 1911, and in addition to Mr. Williams, Dr. Beebe and Mr. Cory were also present. At that time the following matters were decided upon. It was resolved to request the Regents to amend the charter of the University so that the original Trustees have the right to enlarge their number by the addition of representatives of such other Boards or Foreign Missionary Organizations as the Trustees may desire to have associated in the work of the University, such additional representatives to be chosen by the Boards or Organizations which they represent, with such arrangements as to terms of service as the Trustees may order.

The Union Medical School and the Union Bible School were invited to come in on such terms as shall be agreed upon between our Trustees and the particular society uniting.

The Board of Regents will grant the B. A. degree to our four College graduates and issue the diplomas, which are to be signed by the Chancellor of the Board of Regents, President of the Board of Trustees and the President of the University.

The Board of Trustees voted to approve the effort to secure equipment of \$186,500. for land and buildings as follows:

1- Three residences for the three new teachers, \$3500,	\$10,500.00
2- Model Training School	15,000.00
3- Land	20,000.00
4- Central Building	35,000.00
5- Chapel	6,000.00
6- Science Hall	20,000.00
7- Dormitory to Accommodate 200 Students,	20,000.00
8- Library (Special)	30,000.00
9- For Water and Lighting Plant,	10,000.00
10- Second Science Hall	20,000.00

And \$300,000.00 for endowment for the University.

Each Board is to take on the support of a fourth man for the University faculty and increase the revenue \$600 G and later word has come saying that each Board has agreed to this, the Disciples Board taking the funds from amounts raised by Mr. Cory, and the Methodist amount being guaranteed by Dr. Stuntz, Bishop McDowell and Dr. Goucher, and all to be available this year.

As to financial policy, the Trustees after careful consideration, decided that Mr. Williams should cooperate with the three Churches in raising the \$200,000.00 for land and buildings and the \$300,000.00 for endowment. The other plan discussed was that these funds be raised entirely outside of the three Boards. That the former plan was adopted is, I am sure, a matter of rejoicing, for it binds us closer to our Churches and to our Boards and we must ever keep them as well as ourselves reminded that this institution is a missionary undertaking, and one in which the interest and even the welfare of the Church, with its branches at home and in China is deeply and vitally concerned. The plan of having each Board take on the support of another missionary is also very wise for the same reason.

A cable was received directing us to use \$7,000 G to buy land and a little later another one to use \$5,000. G to but land

Report for 1911

and also stating that they had secured \$45,000 pounds sterling. The \$7000, it develops, is the balance due on the Hupuchai plant. After careful consideration both at home and here the exchange of several cables it was decided that Mrs. Williams should return home and thus enable Mr. Williams to take as much time as needed to complete the campaign that he has so successfully started. It would have been a great pity indeed to have had Mr. Williams return just when he had been accorded such a favorable reception and was making such excellent progress and was arousing such interest. We cannot but believe that it is providential that Mr. Williams is in America at this critical time, both in national affairs in China and in the development of our educational work. We believe that he is rendering the greatest service possible to our cause and to the church by remaining there and pushing this matter to a favorable conclusion. This meeting will, I am sure, desire to frame a cable-gram of appreciation to Mr. Williams and to our Trustees for what they are doing for us. We do not fail to appreciate the very great help that Dr. Beebe and Mr. Cory are also giving the University during their stay there.

The minutes of the December 29th meeting of the Trustees has not yet come to hand but Mr. Williams' letter of that date written after the meeting gave the chief items discussed, and the decisions reached. I desire to have this letter read.

In addition to the needs mentioned in my Report to the Trustees and those for which Mr. Williams is working, I should like to re-emphasize the urgency of developing primary and secondary schools throughout our three missions, and the urgency your Committee on Day Schools is seeking to meet. I trust that with the quieting down of political conditions we may be able to do more in

Report for 1911

this direction.

The need for a well equipped and effective Normal School and for Training Classes for Teachers is growing more imperative. The new government is undoubtedly going to lay more stress upon modern education and modern methods in the primary and elementary schools. Their decision to eliminate the study of the Classics, which means, no doubt, the mere memorizing of the 4 Books, during the first three years of the Primary School and putting more time on National Readers and modern books will demand new teachers, and we should help fill this demand by a well-equipped training and Normal School.

Another of our most urgent needs is a teacher of English, preferably a woman, to give all of her time to teaching in our Middle School. Here is where our English work begins and the beginning is of the greatest importance. Failure here means either the loss of the students or their being handicapped throughout all of their subsequent course.

Our Science Hall lecture room should be furnished with opera chairs, and considerable other furniture should be added. We greatly hope that provision can be made for this, so that popular lectures, lantern entertainments etc., may be possible.

We plan to make the Day of Prayer for Colleges (Feb. 25) a decision day, and later in the term Mr. Breckman has promised to come up and help in special religious services. Last term the troubles prevented much productive religious work but we trust ~~that~~ this term we may see better results than ever before.

I cannot close this report without recording my sincerest appreciation of the loyal cooperation of every member of our staff

and their willingness to enter heartily into all plans for the good of the University. I wish also to express my satisfaction and joy in the return of Mr. Meigs. We all know his years of prayer and active work for such a union as we now see growing broader and deeper and better year by year and we, with him, rejoice that he is back again in the actual labor of making it more effective and more a blessing to us and to China.

Nor do I fail to appreciate your generous support and help. Your constant interest in our work and your willing spirit to forward the interest of the University in every way possible, have made our burdens light and have made this union not only a possibility but an actuality.

God has manifestly been with us and is guiding our destinies. That he has plans and gracious purposes for this institution we cannot doubt. That we be faithful to our trust and to our God-given opportunity is my deepest desire. To live in such an age as this in China, and to realize even in a slight degree our opportunities can but drive one nearer to Him who alone can bring to pass the great things for His Kingdom now possible.

REPORT OF PRESIDENT.

Mr. Williams' work for the University in America:

1st. At the meeting of the Board of Trustees of the University of Nanking held Nov. 24th, 1911, New York City, it was resolved to request the Regents to amend the charter of the University so that the original Trustees have the right to enlarge their number by the addition of representatives of such other Boards or foreign missionary organizations as the Trustees may desire to have associated in the work of the University, such additional representatives to be chosen by the Boards or organizations which they represent, with such arrangements as to terms of service as the Trustees may order.

2d. The Union Medical School and Union Bible School were invited to come in on such terms as shall be agreed upon between our Trustees and the particular society uniting.

3d. The Board of Regents will grant the B.A. degree to our four college graduates and issue the diplomas, which are to be signed by the Chancellor of the Board of Regents, President of the Board of Trustees and the President of the University.

4th. The Board of Trustees voted to approve the effort to secure an equipment of \$186,500. for land and buildings as follows:

1. Three residences for the three new teachers, \$3500	\$10500.
2. Model Training School	15000.
3. Land	20000.
4. Central Building	35000.
5. Chapel	6000.
6. Science Hall	20000.
7. Dormitory to accommodate 200 students	20000.
8. Library, special	30000.
9. For water and lighting plant	10000.
10. Second Science Hall	20000.

and \$300,000. for endowment for the University.

-2-

5th. Each Board is to take on the support of a fourth man for the University faculty and increase the revenue \$600. (gold).

6th. \$7000 (gold) ^{to be applied to} ~~sent~~ for the purchase of land for the University.

7th \$5000. (gold) sent for purchase of land for Uni. and £9000. reported secured for the University.

For the ~~minutes~~ ^{+ Fifth} of the third, Fourth, Regular Meetings of the Board of Managers University of Nanking see back of this book p. 121 ff after the Fourteenth meeting B. of M.

MINUTES OF THE ELEVENTH MEETING OF THE EXECUTIVE COMMITTEE
OF THE BOARD OF MANAGERS OF THE
UNIVERSITY OF NANKING.

March 5th, 1912.

The committee met at the home of Pres. Bowen at 8:00 P.M.
Mr. F. E. Meigs led in the opening prayer.

Members present were:

Messrs. A.J. Bowen, W. J. Drummond, F. E. Meigs, Dr. J.C. Garritt,
W. F. Wilson and Frank Garrett.

The purpose of the meeting was to meet the following gentlemen:
Messrs. W. B. Pettus, Wm. R. Stewart and J. Leighton Stuart, who
came as a committee representing the Permanent Committee on Language
Schools for new missionaries, which recently met in Shanghai.

After preliminary statements as to the success of the Short
Term Language School, just closed in Shanghai, the following resolu-
tions were presented, which had been passed by the Permanent com-
mittee:-

a. That the chair appoint a committee of three, including the
chair, to invite the University of Nanking to establish a department
for training missionaries and that the whole matter of the adminis-
tration, expense of running, and tuition be left to the determina-
tion of the Board of Managers.

b. That the sub-committee for the Mandarin Language School be
instructed to cooperate with the Nanking University in asking some
Mission to set aside a man to be the head of the department of
language study.

The Executive Committee then passed a resolution expressing
their appreciation of the confidence thus shown in the University
of Nanking, and asked the visiting committee to remain with the
Executive Committee while the questions were being discussed.

On motion of Dr. J. C. Garritt, seconded by Mr. F. E. Meigs,
the Executive Committee voted to recommend to the Board of Managers
of the University that they establish a Department in the University
for the teaching and training of missionaries.

On motion of Mr. F. E. Meigs, seconded by Mr. W. F. Wilson, it
was voted to recommend to the Board of Managers of the University
that they ask the Baptist Board to set aside Mr. C. S. Keen to
take charge of this Department of the University as soon as poss-
ible with a view to opening the Department next September.

President Bowen was asked to gather all the data by correspond-
ence possible which would be needed in the establishment of this
Department.

President Bowen was also instructed to arrange a meeting of
representatives of the Executive Committee and members of the visiting
committee of the evening to meet the Executive Committee of the
East China Mission of the American Baptist Foreign Missionary
Society in Shanghai at a convenient date, to consider the matter
of Mr. Keen's appointment to the proposed Department in the Uni-
versity. Pres. Bowen, Dr. Garritt and Mr. F. E. Meigs were named as
our representatives.

Meeting adjourned.

Frank Garrett, Sec.

A. J. Bowen, Chairman.

MINUTES OF THE TWELFTH MEETING OF THE EXECUTIVE COMMITTEE
OF THE BOARD OF MANAGERS OF THE UNIVERSITY OF
NANKING.

April 5th, 1912.

The Committee met in President Bowen's office at 9:00 A.M.

Rev. W. J. Drummond led in prayer.

Members present were Messrs. A. J. Bowen, W. J. Drummond, F. H. Meigs, J. C. Garritt, W. F. Wilson and Frank Garrett.

The minutes of the meeting of the Board of Managers of Feb. 12th, 1912, were read and approved as also were the minutes of the meeting of the Executive Committee of March 5th, 1912.

The president read letters from Mr. F. J. White and Mr. Chas. S. Keen, representing the Baptist College and Seminary in Shanghai and the East China Baptist Mission, suggesting that representatives of the University meet with their representatives in Shanghai April the 11th, to consider questions relative to Mr. Keen's coming to the Language Study Department of the University and other questions of mutual interest. Our representatives as appointed at the last session were asked to attend this meeting if possible.

It was moved and carried that the matter of seating the Science building lecture hall be left with the Building and Property Committee with power to act.

The ground plan for the development of the University as prepared by the Board of Trustees was presented. It was resolved that we heartily appreciate the work done, and are delighted with the whole scheme and the manifest interest and largeness of plan in the minds of the members of the Board of Trustees. If these plans can be carried out we will be pleased beyond measure.

We suggest that President Bowen correspond with Mr. Williams with a view to certain alterations to bring the whole plan into more complete harmony with the contour of the grounds and local conditions.

On motion of Mr. Wilson, President Bowen was asked to continue correspondence with Mr. W. A. Kitchell of Soochow with a view to securing him for work in the University.

Mr. Drummond reported favorably on the industrial work so far carried out under Mr. Baillie's management.

Mr. Meigs reported that a reply from Mr. Li Ying in America indicated that he would not be available for work in the University. Final word regarding Prof. and Mrs. C. T. Paul's coming had not yet been received.

President Bowen reported that Miss Thirza Pierce and Miss Georgia Day had been employed and were at work on the teaching staff.

The Building and Property Committee recommended that \$50. per month be fixed as the rent of Mr. Williams' house occupied by Dr. Evans, and the Executive Committee approved of the rental at this rate.

On motion of Mr. Meigs it was resolved that the Executive Committee recognize that in some cases it might be wise to consider going slightly beyond the \$5000. fixed as the contract price for residences in order to meet special needs arising during the erection of houses. In such cases the needs ~~must~~ be presented to the Building and Property Committee before the expense is incurred and if approved an extra amount of expense may be incurred not to exceed \$200. Mexican.

Adjourned with prayer by Rev. F. H. Meigs,

A.J. Bowen, President.

Frank Garrett, Secretary.

**The Minutes of the Fourth Regular Meeting
of the Board of Managers of the
University of Nanking.**

February 13th, 1912.

The meeting was called to order at 2:00 p.m. in President Bowen's office.

Members present: Messrs. F. E. Meigs, W. J. Drummond, James Ware, W. F. Wilson, J. C. Garritt, A. J. Bowen, Frank Garrett, and Dr. James Butchard as proxy for Mr. Alex. Paul.

The minutes of the meeting of January 4th, 1911, were read and approved as were also the minutes of the Executive Committee meetings of June 12th, 1911, and January 15th, 1912.

The following members were announced as members of the Board for the current year:

Methodist Mission,—

Messrs. F. D. Gamewell,.....1915
J. C. Ferguson,1914
R. C. Beebe,1913
W. F. Wilson,.....1912

Presbyterian Mission,—

Messrs. J. C. Garritt,1915
J. E. Williams,1914
W. J. Drummond,1913
E. C. Lobenstine,1912

Disciples Mission,—

Messrs. James Ware,1915
Alex. Paul,1914
Frank Garrett,1913
F. E. Meigs,1912

The correspondence from J. E. Williams in America, the minutes of the meeting of the Trustees and other letters showing the work being done in America in the interests of the University were read.

Messrs. Bowen, Garritt and Meigs were appointed a Committee to arrange for the aid of needy students, Messrs. Williams, Martin and Settlemyer, former members of this Committee, all being in America.

Copies of the President's report were handed to each member of the Committee, which was taken as read and the items of business mentioned therein were acted upon as follows:

MOVED, That Mr. Bailie be relieved for the present from classroom work in order that he may give his time to working out the Colonization scheme, with the hope of developing ultimately an Agricultural Department and Experiment Station in connection with the University; and that President Bowen work out the plans and probable expense of establishing this department. The expense of a teacher for Mr. Bailie's classes is to be arranged for in consultation with the Central China Famine Relief Committee, from funds secured for the Colonization scheme.

A cable was ordered sent to Mr. Williams and the Trustees in America, giving our warmest appreciation of their services and stating that we had purchased all the land we wanted north of the Cory road and 12 meo south of it, also some land south of the University campus; that we had spent \$8,000. gold, for land and would need £7,000 to complete the plots contemplated.

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The Board again met at 3:00 P.M. Mr. James Ware led in opening prayer.

The president was asked to correspond with Miss T. M. Pierce with a view of engaging her for the present term as a teacher of English in the University. Her salary will be paid by the Presbyterian Mission.

The president was also asked to secure a teacher of mathematics for the classes formerly taught by Mr. Bailie.

The Executive Committee were empowered to select and secure seats for the Science Hall lecture room, and other furniture immediately needed in the building, the entire cost of which is not to exceed \$1000. Mex.

Mr. F. E. Meigs presented the needs of the work in his department,—the Department of Religious Instruction, and the following action was taken. We shall require daily Bible study in the Primary and Intermediate Departments; three hours per week in the High School; two hours per week in the College Freshman year and three hours in the Sophomore year. Besides this there will be required in the College course Comparative Religion and other subjects to enlighten and strengthen in religion and morals.

President Bowen and Prof. F. E. Meigs were asked to correspond with Prof. and Mrs. C. T. Paul of Indianapolis, Ind, with a view to engaging them for work in the University.

The following communication was received from Dr. R. T. Shields, Dean of the East China Union Medical College. "To the Board of Managers of the University of Nanking:— At the last meeting of the Board of Managers of the East China Union Medical College, it was decided to request your Board and the Foreign Christian Mission to sell to the Medical School their properties at Kulou. * * *

The Board of Managers of the University expressed their approval of disposing of this property to the Union Medical School and appointed Messrs. Garritt, Drummond and Wilson a committee to arrange the details. Their report is to be referred through the Executive Committee of the Board of Managers to the Trustees in America.

Should this transfer of property be made it is arranged that the sum received from the Medical School shall be divided between the University and the Foreign Christian Missionary Society pro-rata governed by an equitable appraisalment of the properties belonging to each party.

It is further agreed that the amount received by the Foreign Christian Missionary Society for the property which it has now loaned to the University, shall be used in the erection of a building, or buildings, on land which the Society has loaned to the University, the new building or buildings to be likewise loaned to the University.

Mr. C. S. Settlemyer was asked to discuss with the Trustees at home the location of his residence here, it being feared that his proposed location would be out of harmony with the general plan being worked out by the Trustees.

The Board approved the asking of a grant from the Carnegie Institute, or other institutions, for research work in Geology, as well as grants for such other departments as may wish to engage in research work.

On Feb. 14th the Board met at 9:30 A. M. Dr Butchart led in prayer.

It was decided that we should govern our school calendar by the calendar followed by the Chinese government.

The Building and Property Committee's report was read and accepted.

The report of the Committee on University Departments was read by Dr. Garritt and accepted.

The Treasurer's report was read by Mr. Millward and accepted.

The Auditing Committee reported as follows:—Your Auditing Committee—Dr. Gamewell and Dr. Ferguson being absent and Mr. Wilson acting on the Committee—report the books of the Treasurer examined and it is found that the Treasurer's report is correct according to the books.

We recommend that in the future the accounts of the University be kept according to the system recommended by the Carnegie Foundation and that a chartered accountant be engaged to enable the Treasurer to introduce this system, and to audit the Treasurer's books at the end of the year.

The report was accepted and the recommendation approved.

The Day School Committee reported and the report was accepted. It was ordered that the Day School Committee together with Mr. A. A. Bullock and Dr. Garritt in conjunction with the president take up in detail the instructions of the Board of Trustees to the effect that a careful study of our whole field be made, and a comprehensive plan for our whole Educational work of this territory be outlined, from primary up to University work, and that it be clearly indicated what part the Missions as such could be expected to provide, and what part the University provide.

It was voted to urge the appointment by each Mission of two able Chinese members on the Board of Managers as soon as the constitution can be changed to permit of it. In the meantime we suggest that such representative men be asked to sit in consultation with the Board of Managers.

The Board urged that steps be taken to relieve the president from his duties as teacher as far as possible that he may give his time and energies to general oversight and planning for the University, with a special view of keeping in close touch with the government and its educational work and thereby developing the University in the most acceptable and helpful manner.

The following Budget was approved for the coming year:

Budget 1912.	Expenditure	Income
Chinese Teachers' Salaries.	\$ 9,000.00	
Servants.	1,000.00	
E. K. Gifford 600. at 2.15.	1,300.00	
Wm. Millward 515 at 2.15.	1,244.00	
A. J. Bowen, 1600 at 2.15.	3,450.00	
H. C. Roys. 1100. at 2.15.	2,370.00	
Repairs.	2,000.00	
Secretary, 650. at 2.15.	1,400.00	
Office Expenses and Travel.	1,000.00	
Bookroom and Accountant.	500.00	
Incidentals,	2,500.00	
Board of Students,	8,000.00	
Athletics,	300.00	
Contingent Fund.	1,100.00	
Insurance.	500.00	
Personal Teachers.	150.00	
(X) Permanent Equipment.	1,100.00	
General Equipment.	460.00	
(Maps, furniture etc.)		
Tuition.		\$ 6,000.00
Board.		8,000.00
Incidentals.		2,000.00
Athletic Fees.		300.00
Mission Appropriations \$9000. at 2.15		19,000.00
Special gifts.		2,074.00
	<hr/>	<hr/>
	\$37,374.00	\$37,374.00

(X) Museum.....	\$ 100
Chemistry.....	200
Physics.....	250
Biology and Geology...	200
Psychology.....	200
Library.....	150
	<hr/>
	\$1100

The Executive Committee was instructed to prepare the budget for the year 1913 and send to the Board of Trustees for their approval in time so that after their approval it may be returned to China before the meeting of the Board of Managers next preceeding the opening of the school year.

All questions relating to the Hupuchai school were referred to the Executive Committee.

The following Executive Committee was elected for the coming year: Messrs. W. J. Drummond, J. C. Garritt, W. F. Wilson, J. C. Ferguson, F. E. Meigs and Frank Garrett.

Other elections were as follows:—

Building and Property Committee: Messrs. W. F. Wilson, W. J. Drummond and Frank Garrett.

Day School Committee: Messrs. W. F. Wilson, W. J. Drummond and Frank Garrett.

Treasurer: Mr. Millward.

Assistant Treasurer, Miss M. A. Gillmore,

Mr. A. A. Bullock was chosen Secretary of Day Schools and ex-officio member of the Day-School Committee.

The minutes of this session were referred to the Executive Committee for approval.

Mr. W. F. Wilson offered the closing prayer. Adjourned.

A. J. BOWEN, *Chairman.*

FRANK GARRETT, *Secretary.*

**Minutes of the Eleventh Meeting of the Executive
Committee of the Board of Managers
of the University of Nanking.**

March 5th, 1912.

The committee met at the home of Pres. Bowen at 3:00 p.m.
Mr. F. E. Meigs led in the opening prayer.

Members present were:

Messrs. A. J. Bowen, W. J. Drummond, F. E. Meigs, Dr. J. C. Garritt, W. F. Wilson and Frank Garrett.

The purpose of the meeting was to meet the following gentlemen: Messrs. W. B. Pettus, Wm. R. Stewart and J. Leighton Stuart, who came as a committee representing the Permanent Committee on Language Schools for new missionaries, which recently met in Shanghai.

After preliminary statements as to the success of the Short Term Language School just closed in Shanghai, the following resolutions were presented, which had been passed by the Permanent committee:—

a.—That the chair appoint a committee of three, including the chair, to invite the University of Nanking to establish a department for training missionaries and that the whole matter of the administration, expense of running, and tuition be left to the determination of the Board of Managers.

b.—That the sub-committee for the Mandarin Language School be instructed to cooperate with the Nanking University in asking some Mission to set aside a man to be the head of the department of language study.

The Executive Committee then passed a resolution expressing their appreciation of the confidence thus shown in the University of Nanking, and asked the visiting committee to remain with the Executive Committee while the questions were being discussed.

On motion of Dr. J. C. Garritt, seconded by Mr. F. E. Meigs, the Executive Committee voted to recommend to the Board of Managers of the University that they establish a department in the University for the teaching and training of missionaries.

On motion of Mr. F. E. Meigs, seconded by Mr. W. F. Wilson, it was voted to recommend to the Board of Managers of the University that they ask the Baptist Board to set aside Mr. C. S. Keen to take charge of this Department of the University as soon as possible with a view to opening the Department next September.

President Bowen was asked to gather all the data by correspondence possible which would be needed in the establishment of this Department.

President Bowen was also instructed to arrange a meeting of representatives of the Executive Committee and members of the visiting committee of the evening to meet the Executive Committee of the East China Mission of the American Baptist Foreign Missionary Society in Shanghai at a convenient date, to consider the matter of Mr. Keen's appointment in the University. Pres. Bowen, Dr. Garritt and Mr. F. E. Meigs were named as our representatives.

Meeting adjourned.

A. J. BOWEN, *Chairman.*

FRANK GARRETT, *Secretary.*

**Minutes of the Twelfth Meeting of the Executive
Committee of the Board of Managers of the
University of Nanking.**

April 5th, 1912.

The Committee met in President Bowen's office at 9:00 A.M., Rev. W. J. Drummond led in prayer.

Members present were Messrs. A. J. Bowen, W. J. Drummond, F. E. Meigs, J. C. Garritt, W. F. Wilson and Frank Garrett.

The minutes of the meeting of the Board of Managers of Feb. 13th, 1912, were read and approved as also were the minutes of the meeting of the Executive Committee of March 5th, 1912.

The president read letters from Mr. F. J. White and Mr. Chas. S. Keen, representing the Baptist College and Seminary in Shanghai and the East China Baptist Mission, suggesting that representatives of the University meet with their representatives in Shanghai April the 11th, to consider questions relative to Mr. Keen's coming to the Language Study Department of the University and other questions of mutual interest. Our representatives as appointed at the last session were asked to attend this meeting if possible.

It was moved and carried that the matter of seating the Science building lecture hall be left with the Building and Property Committee with power to act.

The ground plan for the development of the University as prepared by the Board of Trustees was presented. It was resolved that we heartily appreciate the work done, and are delighted with the whole scheme and the manifest interest and largeness of plan in the minds of the members of the Board of Trustees. If these plans can be carried out we will be pleased beyond measure.

We suggest that President Bowen correspond with Mr. Williams with a view to certain alterations to bring the whole plan into more complete harmony with the contour of the grounds and local conditions.

On motion of Mr. Wilson, President Bowen was asked to continue correspondence with Mr. W. A. Mitchell of Soochow with a view to securing him for work in the University.

Mr. Drummond reported favorably on the industrial work so far carried out under Mr. Bailie's management.

Mr. Meigs reported that a reply from Mr. Li Ying in America indicated that he would not be available for work in the University. Final word regarding Prof. and Mrs. C. T. Paul's coming had not yet been received.

President Bowen reported that Miss Thirza Pierce and Miss Georgia Day had been employed and were at work on the teaching staff.

The Building and Property Committee recommended that \$50. per month be fixed as the rent of Mr. Williams' house occupied by Dr. Evans, and the Executive Committee approved of the rental at this rate.

On motion of Mr. Meigs it was resolved that the Executive Committee recognize that in some cases it might be wise to consider going slightly beyond the \$5000. fixed as the contract price for residences in order to meet special needs arising during the erection of houses. In such cases the needs should be presented to the Building and Property Committee before the expense is incurred and if approved an extra amount of expense may be incurred not to exceed \$200. Mexican.

Adjourned with prayer by Rev. F. E. Meigs.

A. J. BOWEN, *President.*

FRANK GARRETT, *Secretary.*

CHINA UNION UNIVERSITIES
CENTRAL OFFICE
150 FIFTH AVENUE
NEW YORK, N. Y.

only copy

Official

MINUTES

OF MEETINGS OF BOARD OF MANAGERS

AND EXECUTIVE COMMITTEE

from

June 12, 1911 to April 5, 1912.

UNIVERSITY OF NANKING

(Executive Committee Meetings from the 9th-12th)

(Fourth Meeting of the Board of Managers.)

**Minutes of the Ninth Meeting of the Executive
Committee of the Board of Managers
of the University of Nanking.**

1911
June 12th 1912.

The meeting was called to order in President Bowen's office at 9:30 a.m.

The members present were, Messrs A. J. Bowen, W. F. Wilson, A. E. Cory, Dr. R. C. Beebe, J. E. Williams, Dr. J. C. Garritt and Frank Garrett.

Visitors present were Alex. Paul, James Ware and Chas. Settlemeier.

Rev. James Ware led in prayer.

The president stated the purpose of the called meeting to be to make some final arrangements with a view to aiding Mr. Williams on his mission home on behalf of the interests of the University.

Mr. Williams made a statement of the spirit and conditions tending toward union in educational matters, as noted on his recent trip to other educational institutions north and south.

After an extended discussion of matters pertaining to the welfare of the University and its future development, the following resolutions were passed:—

Resolved, that it be the sense of this Executive Committee that the purpose of Mr. William's home trip be to represent fully to the Boards and Trustees the conditions of the field and the problems confronting the Board of Managers in regard to the present budget and needed running expenses; the plans for the scheme of college buildings; the correlation of the Medical College and the Bible School under one Board of Trustees; to raise the question of enlarging the Board of Trustees so as to represent other missions; to confer with the Trustees or others on the question of relating the work of other centers with the work in Nanking; to plan for closer co-operation of the Board of Trustees; to approach the

Presbyterian Mission regarding the Kennedy Fund; and that he shall be authorized to have conferences regarding the general scheme and that he aid in outlining of plans for a larger canvass for an adequate endowment.

It is to be noted that when the endowment is secured the \$2400. gold, now furnished by each mission for running expenses, will be released for use in further extending the primary schools, and it is the policy of the University to give further substantial aid in developing primary schools.

President Bowen and Mr. Williams were appointed a committee to complete the plans, secure needed information, survey and all data, to aid Mr. Williams in his work at home.

The University was asked to finance the home trip of Mr. Williams from the University treasury.

In view of the urgent need of securing another teacher for the English department, Mr. Meigs was asked to confer with Miss Jerome, of Hiram, Ohio, and if arrangements can be made with her to come and he can secure the funds for her salary and travel, that she be sent to commence work in September of this year.

It was moved that the Missions be asked to contemplate the appointment on the Board of Managers of some representative men outside the missions, including some Chinese, and particularly that as rapidly as possible members of the Faculty be relieved from membership on the Board of Managers.

Adjourned

A. J. BOWEN *President*
FRANK GARRETT *Secretary*

**Minutes of the Tenth Meeting of the Executive
Committee of the Board of Managers of
the University of Nanking.**

1912
January 15th 1922

The committee met at the home of Pres. A. J. Bowen at 4.00 p.m.

Members present were Pres. A. J. Bowen, Dr. J. C. Garritt, F. E. Meigs, W. J. Drummond, and Frank Garrett.

The meeting was opened with prayer by Rev. F. E. Meigs.

The members of the committee were very much pleased to have F. E. Meigs again with them after so long an absence and wished to record their thankfulness to the Heavenly Father for granting him a recovery from his long illness and enabling him to again take up his work in the University.

The minutes of the meeting of June 12th were read and approved.

Mr. Meigs reported that Miss Jerome was engaged as teacher in Hiram, Ohio, and was unable to come to China at the present time.

The Methodist mission reported that Dr. F. D. Gamewell had been chosen to take the place on the University Board of Management left vacant by the death of Dr. Geo. A. Stuart.

The Disciples mission reported that Mr. James Ware had been chosen to take the place of Mr. A. E. Cory and Mr. F. E. Meigs to take the place of Mr. C. S. Settlemyer on the Board of Managers.

It was resolved, that, We the members of the Board of Managers of the University of Nanking would record our sorrow at the death of Dr. Geo. A. Stuart, member of the Board and former President of the Nanking University, and our sense of loss to the work of this Board, and our appreciation of the great work he has done for this institution. The University has lost in his death a strong friend and helper.

Mr. Meigs gave a careful report of the progress and status of Li Ying in his college and university work in

America. The committee approved of the policy of engaging such young men as instructors in the University and recommended that the Board of Managers correspond with Mr. Li with a view of calling him to the work in the University of Nanking.

President Bowen read an interesting letter from Mr. J. E. Williams in America, regarding the progress of his work there which was very encouraging. Our committee resolved to write Mr. Williams asking him to remain in America and bring to a completion, if possible, the campaign upon which he has entered.

Pres. Bowen was asked to furnish in writing a review of the important points in the correspondence between himself and Mr. Williams for insertion in these minutes. The following is Pres. Bowen's report.

Mr. Williams' work in America for the University.

1st. At the meeting of the Board of Trustees of the University of Nanking, held November 4th, 1911, New York City, it was resolved to request the Regents to amend the charter of the University so that the original Trustees have a right to enlarge their number by the addition of representatives of such other Boards or foreign missionary organizations as the Trustees may desire to have associated in the work of the University, such additional representatives to be chosen by the Boards or organizations which they represent, with such arrangements as to the terms of service as the Trustees may order.

2nd. The union Medical School and the Union Bible School were invited to come in on such terms as shall be agreed upon between our Trustees and the particular society uniting.

3rd. The Board of regents will grant the B. A. degree to our four college graduates and issue the diplomas, which are to be signed by the Chancellor of the Board of Regents, President of the Board of Trustees and the President of the University.

4th. The Board of Trustees voted to approve the effort to secure an equipment of \$186,500. gold, for land and buildings as follows:—

1. Three residences for the three new teachers \$3500 \$10500
2. Model Training School 15000
3. Land 20000
4. Central Building..... 35000
5. Chapel 6000
6. Science Hall..... 20000
7. Dormitory to accommodate 200 students 20000
8. Library, Special 30000
9. For Water and Light Plant 10000
10. Second Science Hall..... 20000

and \$300,000. for endowment for the University.

5. Each Board is to take on the support of a fourth man for the University faculty and increase the revenue \$600. (gold), making it \$3000 gold from each mission.

6th. \$7000. (gold) is to be applied to the purchase of land for the University.

7th. \$5000. (gold) has been sent for the purchase of land for the University and £9000. is reported as secured for the University.

The committee further recommend that Mr. Williams consult with the Trustees with a view to the securing of endowment of the various chairs in the University, at not less than \$40,000 gold each.

February 1st 1912 was fixed as the date for the opening of the next term of University work.

It was decided to fix the amount of Board and Tuition for this term, for those students who paid full fees for last term, at \$25. For all other students the regular rate shall be \$40. The reduction for the students of last term is made in view of the fact that the University was able to do work only a part of the term and the students boarded only about half a regular term at the University.

Mr. Drummond was elected to take Mr Williams place on the Building and Property committee.

Our committee asked Mrs. Meigs to lend her assistance in looking after the general welfare of the students in the Drum Tower section of the school.

Having received authority from the Board of Trustees we voted to proceed with the purchase of more land for the University to the extent of \$7000. gold.

The president reported that Harvey E. Roys had been elected to a place on the faculty. This was made necessary by the absence of Prof. Martin; and was done by correspondence with members of the Board of Managers.

It was decided to have the next meeting of the Board of Managers as soon as possible after the 1st of Feb.

Adjourned

A. J. BOWEN, *Chairman*
FRANK GARRETT, *Secretary*

**The Minutes of the Fourth Regular Meeting
of the Board of Managers of the
University of Nanking.**

February 13th, 1912.

The meeting was called to order at 2:00 p.m. in President Bowen's office.

Members present: Messrs. F. E. Meigs, W. J. Drummond, James Ware, W. F. Wilson, J. C. Garritt, A. J. Bowen, Frank Garrett, and Dr. James Butchard as proxy for Mr. Alex. Paul.

The minutes of the meeting of January 4th, 1911, were read and approved as were also the minutes of the Executive Committee meetings of June 12th, 1911, and January 15th, 1912.

The following members were announced as members of the Board for the current year:

Methodist Mission,—

Messrs. F. D. Gamewell,.....1915
J. C. Ferguson,1914
R. C. Beebe,1913
W. F. Wilson,.....1912

Presbyterian Mission,—

Messrs. J. C. Garritt,1915
J. E. Williams,1914
W. J. Drummond,1913
E. C. Lobenstine,1912

Disciples Mission,—

Messrs. James Ware,1915
Alex. Paul,1914
Frank Garrett,1913
F. E. Meigs,1912

The correspondence from J. E. Williams in America, the minutes of the meeting of the Trustees and other letters showing the work being done in America in the interests of the University were read.

Messrs. Bowen, Garritt and Meigs were appointed a Committee to arrange for the aid of needy students, Messrs. Williams, Martin and Settemeyer, former members of this Committee, all being in America.

Copies of the President's report were handed to each member of the Committee, which was taken as read and the items of business mentioned therein were acted upon as follows:

MOVED, That Mr. Bailie be relieved for the present from classroom work in order that he may give his time to working out the Colonization scheme, with the hope of developing ultimately an Agricultural Department and Experiment Station in connection with the University; and that President Bowen work out the plans and probable expense of establishing this department. The expense of a teacher for Mr. Bailie's classes is to be arranged for in consultation with the Central China Famine Relief Committee, from funds secured for the Colonization scheme.

A cable was ordered sent to Mr. Williams and the Trustees in America, giving our warmest appreciation of their services and stating that we had purchased all the land we wanted north of the Cory road and 12 meo south of it, also some land south of the University campus; that we had spent \$8,000. gold, for land and would need £7,000 to complete the plots contemplated.

At the request of the president, Dr. J. C. Garritt was appointed to act for the Board of Managers in the matter of conference with leaders or representatives of other educational institutions in this part of China, with a view to establishing a more systematized and coordinated plan upon which to develop all the missionary educational enterprises of this field.

On invitation from Dr. and Mrs. A. A. Bullock, the Board of Managers attended a very pleasant "house warming" at their new residence.

The Board again met at 3:00 P.M. Mr. James Ware led in opening prayer.

The president was asked to correspond with Miss T. M. Pierce with a view of engaging her for the present term as a teacher of English in the University. Her salary will be paid by the Presbyterian Mission.

The president was also asked to secure a teacher of mathematics for the classes formerly taught by Mr. Bailie.

The Executive Committee were empowered to select and secure seats for the Science Hall lecture room, and other furniture immediately needed in the building, the entire cost of which is not to exceed \$1000. Mex.

Mr. F. E. Meigs presented the needs of the work in his department,—the Department of Religious Instruction, and the following action was taken. We shall require daily Bible study in the Primary and Intermediate Departments; three hours per week in the High School; two hours per week in the College Freshman year and three hours in the Sophomore year. Besides this there will be required in the College course Comparative Religion and other subjects to enlighten and strengthen in religion and morals.

President Bowen and Prof. F. E. Meigs were asked to correspond with Prof. and Mrs. C. T. Paul of Indianapolis, Ind, with a view to engaging them for work in the University.

The following communication was received from Dr. R. T. Shields, Dean of the East China Union Medical College. "To the Board of Managers of the University of Nanking:— At the last meeting of the Board of Managers of the East China Union Medical College, it was decided to request your Board and the Foreign Christian Mission to sell to the Medical School their properties at Kulon. * * *

The Board of Managers of the University expressed their approval of disposing of this property to the Union Medical School and appointed Messrs. Garritt, Drummond and Wilson a committee to arrange the details. Their report is to be referred through the Executive Committee of the Board of Managers to the Trustees in America.

Should this transfer of property be made it is arranged that the sum received from the Medical School shall be divided between the University and the Foreign Christian Missionary Society pro-rata governed by an equitable appraisement of the properties belonging to each party.

It is further agreed that the amount received by the Foreign Christian Missionary Society for the property which it has now loaned to the University, shall be used in the erection of a building, or buildings, on land which the Society has loaned to the University, the new building or buildings to be likewise loaned to the University.

Mr. C. S. Settlemyer was asked to discuss with the Trustees at home the location of his residence here, it being feared that his proposed location would be out of harmony with the general plan being worked out by the Trustees.

The Board approved the asking of a grant from the Carnegie Institute, or other institutions, for research work in Geology, as well as grants for such other departments as may wish to engage in research work.

On Feb. 14th the Board met at 9:30 A. M. Dr. Butchart led in prayer.

It was decided that we should govern our school calendar by the calendar followed by the Chinese government.

The Building and Property Committee's report was read and accepted.

The report of the Committee on University Departments was read by Dr. Garritt and accepted.

The Treasurer's report was read by Mr. Millward and accepted.

The Auditing Committee reported as follows:—Your Auditing Committee—Dr. Gamewell and Dr. Ferguson being absent and Mr. Wilson acting on the Committee—report the books of the Treasurer examined and it is found that the Treasurer's report is correct according to the books.

We recommend that in the future the accounts of the University be kept according to the system recommended by the Carnegie Foundation and that a chartered accountant be engaged to enable the Treasurer to introduce this system, and to audit the Treasurer's books at the end of the year.

The report was accepted and the recommendation approved.

The Day School Committee reported and the report was accepted. It was ordered that the Day School Committee together with Mr. A. A. Bullock and Dr. Garritt in conjunction with the president take up in detail the instructions of the Board of Trustees to the effect that a careful study of our whole field be made, and a comprehensive plan for our whole Educational work of this territory be outlined, from primary up to University work, and that it be clearly indicated what part the Missions as such could be expected to provide, and what part the University provide.

It was voted to urge the appointment by each Mission of two able Chinese members on the Board of Managers as soon as the constitution can be changed to permit of it. In the meantime we suggest that such representative men be asked to sit in consultation with the Board of Managers.

The Board urged that steps be taken to relieve the president from his duties as teacher as far as possible that he may give his time and energies to general oversight and planning for the University, with a special view of keeping in close touch with the government and its educational work and thereby developing the University in the most acceptable and helpful manner.

The following Budget was approved for the coming year:

Budget 1912.	Expenditure	Income
Chinese Teachers' Salaries:.....	\$ 9,000.00	
Servants.....	1,000.00	
E. K. Gifford 600. at 2.15.....	1,300.00	
Wm. Millward 515 at 2.15.....	1,244.00	
A. J. Bowen, 1600 at 2.15.....	3,450.00	
H. C. Roys. 1100. at 2.15.....	2,370.00	
Repairs.....	2,000.00	
Secretary, 650. at 2.15.....	1,400.00	
Office Expenses and Travel.....	1,000.00	
Bookroom and Accountant.....	500.00	
Incidentals,.....	2,500.00	
Board of Students,.....	8,000.00	
Athletics,.....	300.00	
Contingent Fund.....	1,100.00	
Insurance.....	500.00	
Personal Teachers.....	150.00	
(X) Permanent Equipment.....	1,100.00	
General Equipment.....	460.00	
(Maps, furniture etc.)		
Tuition.....		\$ 6,000.00
Board.....		8,000.00
Incidentals.....		2,000.00
Athletic Fees.....		300.00
Mission Appropriations \$9000. at 2.15		19,000.00
Special gifts.....		2,074.00
	\$37,374.00	\$37,374.00

(X) Museum.....	\$ 100
Chemistry.....	200
Physics.....	250
Biology and Geology...	200
Psychology.....	200
Library.....	150

\$1100

The Executive Committee was instructed to prepare the budget for the year 1913 and send to the Board of Trustees for their approval in time so that after their approval it may be returned to China before the meeting of the Board of Managers next preceeding the opening of the school year.

All questions relating to the Hupuchai school were referred to the Executive Committee.

The following Executive Committee was elected for the coming year: Messrs. W. J. Drummond, J. C. Garritt, W. F. Wilson, J. C. Ferguson, F. E. Meigs and Frank Garrett.

Other elections were as follows:—

Building and Property Committee: Messrs. W. F. Wilson, W. J. Drummond and Frank Garrett.

Day School Committee: Messrs. W. F. Wilson, W. J. Drummond and Frank Garrett.

Treasurer: Mr. Millward.

Assistant Treasurer, Miss M. A. Gillmore,

Mr. A. A. Bullock was chosen Secretary of Day Schools and ex-officio member of the Day-School Committee.

The minutes of this session were referred to the Executive Committee for approval.

Mr. W. F. Wilson offered the closing prayer. Adjourned.

A. J. BOWEN, *Chairman.*

FRANK GARRETT, *Secretary.*

Minutes of the Eleventh Meeting of the Executive Committee of the Board of Managers of the University of Nanking.

March 5th, 1912.

The committee met at the home of Pres. Bowen at 3:00 p.m. Mr. F. E. Meigs led in the opening prayer.

Members present were:

Messrs. A. J. Bowen, W. J. Drummond, F. E. Meigs, Dr. J. C. Garritt, W. F. Wilson and Frank Garrett.

The purpose of the meeting was to meet the following gentlemen: Messrs. W. B. Pettus, Wm. R. Stewart and J. Leighton Stuart, who came as a committee representing the Permanent Committee on Language Schools for new missionaries, which recently met in Shanghai.

After preliminary statements as to the success of the Short Term Language School just closed in Shanghai, the following resolutions were presented, which had been passed by the Permanent committee:—

a.—That the chair appoint a committee of three, including the chair, to invite the University of Nanking to establish a department for training missionaries and that the whole matter of the administration, expense of running, and tuition be left to the determination of the Board of Managers.

b.—That the sub-committee for the Mandarin Language School be instructed to cooperate with the Nanking University in asking some Mission to set aside a man to be the head of the department of language study.

The Executive Committee then passed a resolution expressing their appreciation of the confidence thus shown in the University of Nanking, and asked the visiting committee to remain with the Executive Committee while the questions were being discussed.

On motion of Dr. J. C. Garritt, seconded by Mr. F. E. Meigs, the Executive Committee voted to recommend to the Board of Managers of the University that they establish a department in the University for the teaching and training of missionaries.

On motion of Mr. F. E. Meigs, seconded by Mr. W. F. Wilson, it was voted to recommend to the Board of Managers of the University that they ask the Baptist Board to set aside Mr. C. S. Keen to take charge of this Department of the University as soon as possible with a view to opening the Department next September.

President Bowen was asked to gather all the data by correspondence possible which would be needed in the establishment of this Department.

President Bowen was also instructed to arrange a meeting of representatives of the Executive Committee and members of the visiting committee of the evening to meet the Executive Committee of the East China Mission of the American Baptist Foreign Missionary Society in Shanghai at a convenient date, to consider the matter of Mr. Keen's appointment in the University. Pres. Bowen, Dr. Garritt and Mr. F. E. Meigs were named as our representatives.

Meeting adjourned.

A. J. BOWEN, *Chairman.*

FRANK GARRETT, *Secretary.*

**Minutes of the Twelfth Meeting of the Executive
Committee of the Board of Managers of the
University of Nanking.**

April 5th, 1912.

The Committee met in President Bowen's office at 9:00 A.M., Rev. W. J. Drummond led in prayer.

Members present were Messrs. A. J. Bowen, W. J. Drummond, F. E. Meigs, J. C. Garritt, W. F. Wilson and Frank Garrett.

The minutes of the meeting of the Board of Managers of Feb. 13th, 1912, were read and approved as also were the minutes of the meeting of the Executive Committee of March 5th, 1912.

The president read letters from Mr. F. J. White and Mr. Chas. S. Keen, representing the Baptist College and Seminary in Shanghai and the East China Baptist Mission, suggesting that representatives of the University meet with their representatives in Shanghai April the 11th, to consider questions relative to Mr. Keen's coming to the Language Study Department of the University and other questions of mutual interest. Our representatives as appointed at the last session were asked to attend this meeting if possible.

It was moved and carried that the matter of seating the Science building lecture hall be left with the Building and Property Committee with power to act.

The ground plan for the development of the University as prepared by the Board of Trustees was presented. It was resolved that we heartily appreciate the work done, and are delighted with the whole scheme and the manifest interest and largeness of plan in the minds of the members of the Board of Trustees. If these plans can be carried out we will be pleased beyond measure.

We suggest that President Bowen correspond with Mr. Williams with a view to certain alterations to bring the whole plan into more complete harmony with the contour of the grounds and local conditions.

On motion of Mr. Wilson, President Bowen was asked to continue correspondence with Mr. W. A. Mitchell of Soochow with a view to securing him for work in the University.

Mr. Drummond reported favorably on the industrial work so far carried out under Mr. Bailie's management.

Mr. Meigs reported that a reply from Mr. Li Ying in America indicated that he would not be available for work in the University. Final word regarding Prof. and Mrs. C. T. Paul's coming had not yet been received.

President Bowen reported that Miss Thirza Pierce and Miss Georgia Day had been employed and were at work on the teaching staff.

The Building and Property Committee recommended that \$50. per month be fixed as the rent of Mr. Williams' house occupied by Dr. Evans, and the Executive Committee approved of the rental at this rate.

On motion of Mr. Meigs it was resolved that the Executive Committee recognize that in some cases it might be wise to consider going slightly beyond the \$5000. fixed as the contract price for residences in order to meet special needs arising during the erection of houses. In such cases the needs should be presented to the Building and Property Committee before the expense is incurred and if approved an extra amount of expense may be incurred not to exceed \$200. Mexican.

Adjourned with prayer by Rev. F. E. Meigs.

A. J. BOWEN, *President.*

FRANK GARRETT, *Secretary.*

**Minutes of the Thirteenth Meeting of the Executive
Committee of the Board of Managers of the
University of Nanking.**

April 20th, 1912.

The Meeting called to order in the President's office at 11:50 A.M.

Members present were Messrs. A. J. Bowen, F. E. Meigs, W. J. Drummond, W. F. Wilson and Frank Garrett. Rev. G. W. Coffman of India was also asked to sit with us.

Prayer was offered by Mr. W. F. Wilson.

The president stated that the purpose of the meeting was to consider matters relating to the calling of Mr. Li Ying to work in the University.

Mr. Meigs read several letters from Prof. C. T. Paul and others in America regarding Mr. Li's coming. There was a general desire expressed in the letters that Mr. Li might be secured for the University.

On motion it was decided to cable to Mr. Li offering \$150. Mex. per month, he being employed by the University.

The president also reported encouragingly regarding the prospect of Mr. Mitchell of Soochow coming to teach in the University.

Since the Trustees have authorized the purchase of the property known as the Yü Kung Kuan, the Executive Committee authorizes the treasurer to make payment for the same at the price agreed upon, namely \$40,000. Mex.

The president reported for the committee appointed to meet with representatives of the Baptist Missions in Shanghai, that they had a very satisfactory meeting and further developments may be expected in the future regarding cooperation in educational work.

A letter was read that had been written to Dr. Evans from his Board (Baptist) stating that they had voted to enter the Union Medical College and desired the College to be a part of the University.

A gift of \$25,000. gold for a new dormitory (College) was announced. The donor is Mrs. McCormick.

Rev. G. W. Coffman led in a closing prayer.

Ajourned,

A. J. BOWEN, *President.*

FRANK GARRETT, *Secretary.*

**Minutes of the Fourteenth Meeting of the Executive
Committee of the Board of Managers of the
University of Nanking.**

May 25, 1912.

Meeting was called to order in President Bowen's office at 11:00 A.M.

Members present were: Messrs. A. J. Bowen, F. E. Meigs, W. F. Wilson, J. C. Garritt and Frank Garrett.

Frank Garrett led in opening prayer.

The minutes of the meeting of April 20, 1912, were read and approved.

It was decided to delay the graduating exercises of this year until the end of the year 1912 in order to fully comply with the requirements of the Trustees of the University of New York.

A letter from Frank Rawlinson, representing the Baptist College and Seminary in Shanghai, together with copies of resolutions passed by the Trustees of the College and Seminary on May 23rd, was read and ordered placed on the minutes of this meeting. They are as follows:

It was suggested that the Faculty of the Medical College and of the Bible Training School, together with the Executive Committee of the Board of Managers of the University, meet with the three representatives from Shanghai when they come as their letter suggests June 1st.

President Bowen was instructed to write to Prof. C. T. Paul, to the Christian Women's Board of Missions and to the Foreign Christian Missionary Society, thanking them for the kindly consideration which they have given to the call of the University and expressing our earnest desire that Prof. Paul may be able to come to take up his work in the University this autumn. However, not wishing to cause too much inconvenience or loss to the institution where he is now working, we will, if necessary, wait another year allowing him to carry through the more urgent plans and work which he now has on hands. We trust, however, that there will be no question of his coming to the work of our University not later than one year from this autumn.

The president was asked to communicate with Mr. W. A. Mitchell of Soochow, calling him to the work in the University for at least one year. It is understood that his salary will be provided by the Disciples Mission.

The Meeting then adjourned.

A. J. BOWEN, *President.*

FRANK GARRETT, *Secretary.*

**Minutes of the Fifteenth Meeting of Executive
Committee of the Board of
Managers of the University of Nanking**

Sept. 21, 1912.

The Committee met in Mr. Bowen's office at 10:00 A.M.

The members present were: Messrs. A. J. Bowen, F. E. Meigs, W. J. Drummond, W. F. Wilson, J. C. Garritt and Frank Garrett.

Mr. F. E. Meigs led in opening prayer.

The Minutes of the meeting of May 25th, 1912, were read and approved.

Mr. Meigs reported that the F. C. M. S. had decided to set apart \$25,000. for new buildings but the Mission has since asked that they shall set aside \$40,000. gold, for the endowment of the Chair of Religious Instruction instead of giving \$25,000. for new buildings.

Mr. Meigs also reported for the Committee on the Language School, showing that full arrangements have been made for the opening of the school on the 15th of October. The arrangements for class-rooms have been made and sixteen rooms have been provided for on the 4th floor of the Science Hall for study rooms. The cost of putting in these rooms, exclusive of furnishing them, including two commode rooms, is \$233. Mex. Mr. Keen has been assigned by his Board to the head of the Department and expects to take up work in Nanking in the Fall of 1914.

The Committee recommends to the parties furnishing homes to the students in the Language Department that they ask the students for \$40.00 per month for board and room, the students to furnish coal for their heating stoves in addition.

The general outline for the Budget for the Language School was presented and approved.

The Budget for the University for the year 1913 was approved and recommended to the Board of Trustees for their consideration. The Budget is as follows:

Proposed Budget for 1913

Expenditure.

Chinese Teachers	\$10,000
Servants	1,400
English Teacher (E. K. G.) G. \$650.....	1,300
Alex. Lee, Mex. \$150. per month	1,800
Mr. Millward, 1/2 G. \$575. M.E. Rate.....	1,150
A. J. Bowen, G. \$1750. M. E. Rate.....	3,500
H. C. Roys, G. \$1200. School Rate.....	2,400
Miss Gillmore, G. \$650	1,300
Office & General.....	1,000
Repairs	2,000
Insurance	500
Incidentals	3,500
Board-Students	12,100
Athletics.....	500
Personal Teachers.....	150
Permanent Equipment.....	1,900
Contingent	500

\$45,000

Income.

Tuition	\$ 7,500
Board.....	13,400
Incidentals	3,500
Athletics.....	600
Mission Appropriations	18,000
Special Gifts.....	2,000

\$45,000

Permanent Equipment

Museum	\$200
Chemistry.....	200
Physics	250
Biol. and Geol.....	200
Psychology.....	150
Library	350
General.....	550

\$1900

Prof. C. T. Paul was reported to be making all plans for coming to take up work in the institution in the autumn of next year. It was decided to ask the Board of Trustees to

provide funds for the immediate erection of five residences and further to inform them that at least one other residence should be provided for one year later.

President Bowen was asked to correspond with the Rev. A. E. Cory regarding the relation of his residence to the University development.

The Committee voted to engage Miss Grace Taylor for three years at \$650. per year, beginning with the first semester of the year 1913. Her passage money, \$200. will be paid by the University. It is understood if she goes home at the end of three years the University furnishes no passage money, at the end of four years, the University will furnish \$100. at the end of five, \$200. for her home going.

Mr. Bailie was asked to hand in a report on the progress of the colonization scheme, stating clearly the present status of the enterprise and accompanied by a copy of the constitution.

Closing prayer was offered by Mr. W. J. Drummond, Adjourned.

A. J. BOWEN, *President.*

FRANK GARRETT, *Secretary.*

**Minutes of the Sixteenth Meeting of the Executive
Committee of the Board of Managers of
the University of Nanking**

Oct. 17, 1912.

The Committee met in President Bowen's office at 3:30 P.M.

The members present were Messrs. A. J. Bowen, W. J. Drummond, F. E. Meigs, W. F. Wilson, J. C. Garritt and Frank Garrett.

The minutes of the meeting of Sept. 21st were read and approved.

Bishop J. W. Bashford was also present, and led in the opening prayer. The Committee extended him an invitation to sit with them during the session. He then gave a most encouraging report of what he had found to be the attitude of the friends in America towards the University. He expressed the conviction that if we could continue as well as we had begun we would have ample support from home. He also highly commended the work that Mr. J. E. Williams is doing for the University while in the United States.

The budget approved at the last meeting having omitted the sum needed for the home going on furlough for President A. J. Bowen and family, the Trustees were asked at this time to provide \$1000. gold, for this purpose.

The budget of the Language School approved at the last meeting not having reported in the minutes it was ordered that they be recorded in these minutes. It is as follows:

Estimated Budget of the Union Language School for Missionaries.

Income

30 students at \$50. each, tuition.....	\$1500
30 Chinese teachers at \$15. per month, for 7	2100
	\$3600

Expense

Rent 1 house at \$50. per month, for 10 months	500
15 Chinese teachers at \$15. per month	1575
Books	200

— 7 —

Furniture	300
Carpenter, for fixing rooms	300
Coal	140
Contingent	585
	\$3600

The following budget was presented for the Normal Department, for its enlargement and support for the coming year. After careful consideration it was approved and the sum of \$4000. Mex. asked from the Board of Trustees.

Four Teachers	\$1920
Five servants.....	360
One cook	60
Children's books & stationary	100
Normal Students' Library	175
General Equipment	200
Advertising & other incidentals	285
Filling pond, large open drain, & levelling compound,	450
Children's Playground	150
Equipment for industrial work	300

Total..... \$4000

The Day School Committee was asked to get out a Prospectus and Bulletin of the Normal Department for general circulation. The various Missions represented were asked to adopt the course of study for primary schools as issued by the University. It is understood that minor changes may be made by the Missions but in general it is hoped that the course may be used as presented.

Dr. J. C. Garritt reported that the Presbyterian Mission had asked that the University arrange for a closer relation and oversight of the Agricultural and Colonization scheme by a committee of the University, and if possible a man thoroughly trained in judging seeds and soils be secured in America to come and take work in the department and further if it is practicable an Experiment Station be established on the Hwai river near Hwai Yuen.

The Committee voted to ask President Bowen and Mr. Drummond to act representing the University with the other members of the Colonization Committee to work out more in detail and with greater exactness the relations between the University and the Colonization Association.

It was voted to change the location of the proposed athletic ground to the land planned for a park and make the park on the land proposed for the athletic grounds. President Bowen was asked to explain the reasons for this change to the Trustees.

The Building and Property Committee were asked to view the proposed location of Dr. Evans' house and it is suggested that if possible he build on the south side of the lot.

It was moved by Mr. Garrett and seconded by Mr. Drummond and carried that we ask Mr. J. E. Williams to continue his work in the United States in behalf of the University, which he is doing with so much satisfaction and benefit to the University, until the summer of 1913.

Bishop Bashford heartily approved of this motion, as he considered Mr. Williams' work in America of the highest value to the University.

Mr. W. J. Drummond led in the closing prayer.

Adjourned.

A. J. BOWEN, *President.*

FRANK GARRETT, *Secretary.*

MINUTES OF THE THIRTEENTH MEETING OF THE EXECUTIVE COMMITTEE
OF THE BOARD OF MANAGERS OF THE
UNIVERSITY OF NANKING

April 20th 1912.

Meeting called to order in the President's office at 11:30 a.m.

Members present, Messrs A.J. Bowen, F.E. Meigs, W.J. Drummond,
W.F. Wilson and Frank Garrett. Visitor, Rev G.W. Coffman of India.

Prayer was offered by Mr W.F. Wilson.

The president stated that the purpose of the called meeting was
to consider matters relating to the calling of Mr Li Ying to work
in the University.

Mr. Meigs read several letters from Prof C.T. Paul and others
in America regarding Mr. Li's coming. There was a general desire
expressed in the letters that Mr. Li might be secured for the University

On motion it was decided to cable to Mr. Li offering \$150. Mex
per month, he being employed by the University.

The president also reported encouragingly regarding the prospect
of Mr. Mitchell of Soochow coming to teach in the University.

Since the Trustees have authorized the purchase of the property
known as the Yu Kung Kuan, the Ex. Com. authorizes the treasurer
to make payment for the same at the price agreed upon, namely \$40,000.
Mex.

The president reported for the committee appointed to meet with
representatives of the Baptist Missions in Shanghai, that they had
a very satisfactory meeting and further developments may be expected
in the future regarding cooperation in educational work.

A letter was read that had been written to Dr. Evans from his
~~mission~~ Board (Baptist) stating that they had voted to enter the
Union Medical College and desired the College to be a part of the
University.

C.H.
A gift of \$25,000. gold for a new dormitory (College) was
announced. The donor is Mrs McCormack. *of Chicago*

Rev. G.W. Coffman led in a closing prayer.

Adjourned,

A. J. Bowen president

Frank Garrett secretary.

MINUTES OF THE FOURTEENTH MEETING OF THE EXECUTIVE
COMMITTEE OF THE BOARD OF MANAGERS OF THE UNIVERSITY OF
NANKING.

May 25, 1912.

Meeting was called to order in President Bowen's office at 11:00

A.M. Members present were: Messrs. A.J. Bowen, F.E. Meigs, W. F. Wilson,
J. C. Garritt and Frank Garrett.

Frank Garrett led in opening prayer.

The minutes of the meeting of April 20, 1912, were read and approved.

It was decided to delay the graduating exercises of this year until the end of the year 1912 in order to fully comply with the requirements of the Trustees of the University of New York.

A letter from Frank Rawlinson, representing the Baptist College and Seminary in Shanghai, together with copies of resolutions passed by the Trustees of the College and Seminary on May 23d, was read and ordered placed on the minutes of this meeting. They are as follows:

It was suggested that the Faculty of the Medical College and of the Bible Training School, together with the Executive Committee of the Board of Managers of the University, meet with the three representatives from Shanghai when they come as their letter suggests June 1st.

President Bowen was instructed to write to Prof. C. T. Paul, to the Christian Women's Board of Missions and to the Foreign Christian Missionary Society, thanking them for the kindly consideration which they have given to the call of the University and expressing our earnest desire that Prof. Paul may be able to come to take up his work in the University this autumn. However, not wishing to cause too much inconvenience or loss to the institution where he is now working, we will, if necessary, wait another year allowing him to carry through the more urgent plans and work which he now has on hands. We trust, however, that there will be no question of his coming to the work of our University not later than one year from this autumn.

The president was asked to communicate with Mr. W. A. Mitchell of Soochow, calling him to the work in the University for at least one year. It is understood that his salary will be provided by the Disciples Mission.

Meeting adjourned.

A.J. Bowen, President.

Frank Garrett, Secretary.

MINUTES OF THE FIFTEENTH MEETING OF THE EXECUTIVE COMMITTEE OF THE BOARD OF MANAGERS OF THE UNIVERSITY OF NANKING.

Sept. 21, 1912.

The Committee met in Mr. Bowen's office at 10:00 A.M..

The members present were: Messers. A. J. Bowen, F. E. Meigs, W. J. Drummond, W. F. Wilson, J. C. Garritt and Frank Garrett.

Mr. F. E. Meigs led in opening prayer.

The Minutes of the meeting of May 25th, 1912, were read and approved.

Mr. Meigs reported that the P.C.M.S. had decided to set apart \$25,000. for new buildings but the Mission has since asked that they shall set aside \$40,000. gold. for the dnwoment of the Chair of Religious Insturction instead of giving \$25,000. for new buildings.

Mr. Meigs also reported for the Committee on the Language School, showing that full arrangements have been made for the opening of the school the 15th of October. The arrangements for class-rooms have been made and sixteen rooms have been provided for on the 4th floor of the Science Hall for study rooms. The cost of putting in these rooms exclusive of furnishing them, including two comode rooms, is \$233. Mex. Mr. Keen has been assigned by this Board to the head of the Department and expects to take up work in Nanking in the fall of 1914.

The Committee recommends to the parties furnishing homes to the students in the Language Department that they ask the students for \$40.00 per month for board and room, the students to furnish coal for their heating stoves in addition.

The general outline for the Budget for the Language School was presented and approved.

The Budget for the University for the year 1913 was approved and recommended to the Board of Trustees for their consideration. The Budget is as follows:

PROPOSED BUDGET FOR 1913.	EXPENDITURE.	INCOME.
Chinese Teachers	\$10,000.	
Servants	1,400.	
English Teacher (E.K.G.) G. \$650.	1,300.	
Alex. Lee, Mex. \$150. per month	1,800.	
Mr. Millward, 1/2 G\$575.M.E.Rate	1,150.	
A.J.Bowen, G.\$1750.M.E.Rate	3,500.	
H. C. Roys, G.\$1200. School Rate.. . . .	2,400.	
Miss Gillmore, G \$650.	1,300.	
Office & General	1,000.	
Repairs	2,000.	
Insurance	500.	
Incidentals	3,500.	
Board - Students	12,100.	
Athletics	500.	
Personal Teachers	150.	
Permanent Equipment #	1,900.	#
Contingent	500.	

	EXPENDITURE	INCOME.
Tuition		\$ 7,500.
Board		13,400.
Incidentals		3,500.
Athletics		600.
Mission Appropriations		18,000.
Special Gifts		2,000.
	\$45,000.	\$45,000.

Permanent Equipment.

Museum	\$200.
Chemistry	200.
Physics	250.
Biol. & Geol.	300.
Psychology	150.
Library	350.
General	350.
	<u>\$1900.</u>

Prof. C. T. Paul was reported to be making all plans for coming to take up work in the institution in the autumn of next year. It was decided to ask the Board of Trustees to provide funds for the immediate erection of five residences and further to inform them that at least one other residence should be provided for one year later.

President Bowen was asked to correspond with the Rev. A. E. Cory regarding the relation of his residence to the University development.

The Committee voted to engage Miss Grace Taylor for three years at \$650. per year, beginning with the second semester of the present year. Her passage money, \$800. will be paid by the University. It is understood if she goes home at the end of three years the University furnishes no passage money, at the end of four years, the University will furnish \$100. at the end of five, \$200. for her home going.

Mr. Bailie was asked to hand in a report on the progress of the colonization scheme, stating clearly the present status of the enterprise and accompanied by a copy of the constitution.

The closing prayer was given by Mr. W. J. Drummond.

Adjourned.

A. J. Bower, President.
 Frank Garrett, Secretary.

CHINA UNION UNIVERSITIES
CENTRAL OFFICE
350 FIFTH AVENUE
NEW YORK, N. Y.

Official

MINUTES

OF MEETINGS OF BOARD OF MANAGERS (5th)

AND EXECUTIVE COMMITTEE

from

April 20, 1912 to February 4, 1913.

UNIVERSITY OF NANKING

(Executive Committee Meetings from the 13th-18th)

(Fifth Meeting of the Board of Managers.)

**Minutes of the Thirteenth Meeting of the Executive
Committee of the Board of Managers of the
University of Nanking.**

April 20th, 1912.

The Meeting called to order in the President's office at 11:50 A. M.

Members present were Messrs. A. J. Bowen, F. E. Meigs, W. J. Drummond, W. F. Wilson and Frank Garrett. Rev. G. W. Coffman of India was also asked to sit with us.

Prayer was offered by Mr. W. F. Wilson.

The president stated that the purpose of the meeting was to consider matters relating to the calling of Mr. Li Ying to work in the University.

Mr. Meigs read several letters from Prof. C. T. Paul and others in America regarding Mr. Li's coming. There was a general desire expressed in the letters that Mr. Li might be secured for the University.

On motion it was decided to cable to Mr. Li offering \$150. Mex. per month, he being employed by the University.

The president also reported encouragingly regarding the prospect of Mr. Mitchell of Soochow coming to teach in the University.

Since the Trustees have authorized the purchase of the property known as the Yü Kung Kuan, the Executive Committee authorizes the treasurer to make payment for the same at the price agreed upon, namely \$40,000. Mex.

The president reported for the committee appointed to meet with representatives of the Baptist Missions in Shanghai, that they had a very satisfactory meeting and further developments may be expected in the future regarding cooperation in educational work.

A letter was read that had been written to Dr. Evans from his Board (Baptist) stating that they had voted to enter the Union Medical College and desired the College to be a part of the University.

A gift of \$25,000. gold for a new dormitory (College) was announced. The donor is Mrs. McCormick.

Rev. G. W. Coffman led in a closing prayer.

Ajourned,

A. J. BOWEN, *President.*

FRANK GARRETT, *Secretary.*

**Minutes of the Fourteenth Meeting of the Executive
Committee of the Board of Managers of the
University of Nanking.**

May 25, 1912.

Meeting was called to order in President Bowen's office at 11:00 A.M.

Members present were: Messrs. A. J. Bowen, F. E. Meigs, W. F. Wilson, J. C. Garritt and Frank Garrett.

Frank Garrett led in opening prayer.

The minutes of the meeting of April 20, 1912, were read and approved.

It was decided to delay the graduating exercises of this year until the end of the year 1912 in order to fully comply with the requirements of the Trustees of the University of New York.

A letter from Frank Rawlinson, representing the Baptist College and Seminary in Shanghai, together with copies of resolutions passed by the Trustees of the College and Seminary on May 23rd, was read and ordered placed on the minutes of this meeting. They are as follows:

It was suggested that the Faculty of the Medical College and of the Bible Training School, together with the Executive Committee of the Board of Managers of the University, meet with the three representatives from Shanghai when they come as their letter suggests June 1st.

President Bowen was instructed to write to Prof. C. T. Paul, to the Christian Women's Board of Missions and to the Foreign Christian Missionary Society, thanking them for the kindly consideration which they have given to the call of the University and expressing our earnest desire that Prof. Paul may be able to come to take up his work in the University this autumn. However, not wishing to cause too much inconvenience or loss to the institution where he is now working, we will, if necessary, wait another year allowing him to carry through the more urgent plans and work which he now has on hands. We trust, however, that there will be no question of his coming to the work of our University not later than one year from this autumn.

The president was asked to communicate with Mr. W. A. Mitchell of Soochow, calling him to the work in the University for at least one year. It is understood that his salary will be provided by the Disciples Mission.

The Meeting then adjourned.

A. J. BOWEN, *President.*

FRANK GARRETT, *Secretary.*

**Minutes of the Fifteenth Meeting of Executive
Committee of the Board of
Managers of the University of Nanking**

Sept. 21, 1912.

The Committee met in Mr. Bowen's office at 10:00 A.M.

The members present were: Messrs. A. J. Bowen, F. E. Meigs, W. J. Drummond, W. F. Wilson, J. C. Garritt and Frank Garrett.

Mr. F. E. Meigs led in opening prayer.

The Minutes of the meeting of May 25th, 1912, were read and approved.

Mr. Meigs reported that the F. C. M. S. had decided to set apart \$25,000. for new buildings but the Mission has since asked that they shall set aside \$40,000. gold, for the endowment of the Chair of Religious Instruction instead of giving \$25,000. for new buildings.

Mr. Meigs also reported for the Committee on the Language School, showing that full arrangements have been made for the opening of the school on the 15th of October. The arrangements for class-rooms have been made and sixteen rooms have been provided for on the 4th floor of the Science Hall for study rooms. The cost of putting in these rooms, exclusive of furnishing them, including two commode rooms, is \$233. Mex. Mr. Keen has been assigned by his Board to the head of the Department and expects to take up work in Nanking in the Fall of 1914.

The Committee recommends to the parties furnishing homes to the students in the Language Department that they ask the students for \$40.00 per month for board and room, the students to furnish coal for their heating stoves in addition.

The general outline for the Budget for the Language School was presented and approved.

The Budget for the University for the year 1913 was approved and recommended to the Board of Trustees for their consideration. The Budget is as follows:

Proposed Budget for 1913

Expenditure.

Chinese Teachers	\$10,000
Servants	1,400
English Teacher (E. K. G.) G. \$650.....	1,300
Alex. Lee, Mex. \$150. per month	1,800
Mr. Millward, 1/2 G. \$575. M.E. Rate.....	1,150
A. J. Bowen, G. \$1750. M. E. Rate.....	3,500
H. C. Roys, G. \$1200. School Rate.....	2,400
Miss Gillmore, G. \$650	1,300
Office & General.....	1,000
Repairs	2,000
Insurance	500
Incidentals	3,500
Board-Students	12,100
Athletics.....	500
Personal Teachers.....	150
Permanent Equipment.....	1,900
Contingent	500

\$45,000

Income.

Tuition	\$ 7,500
Board.....	13,400
Incidentals	3,500
Athletics.....	600
Mission Appropriations	18,000
Special Gifts.....	2,000

\$45,000

Permanent Equipment

Museum	\$200
Chemistry.....	200
Physics.....	250
Biol. and Geol.....	200
Psychology.....	150
Library.....	350
General.....	550

\$1900

Prof. C. T. Paul was reported to be making all plans for coming to take up work in the institution in the autumn of next year. It was decided to ask the Board of Trustees to

provide funds for the immediate erection of five residences and further to inform them that at least one other residence should be provided for one year later.

President Bowen was asked to correspond with the Rev. A. E. Cory regarding the relation of his residence to the University development.

The Committee voted to engage Miss Grace Taylor for three years at \$650. per year, beginning with the first semester of the year 1913. Her passage money, \$200. will be paid by the University. It is understood if she goes home at the end of three years the University furnishes no passage money, at the end of four years, the University will furnish \$100. at the end of five, \$200. for her home going.

Mr. Bailie was asked to hand in a report on the progress of the colonization scheme, stating clearly the present status of the enterprise and accompanied by a copy of the constitution.

Closing prayer was offered by Mr. W. J. Drummond. Adjourned.

A. J. BOWEN, *President.*

FRANK GARRETT, *Secretary.*

**Minutes of the Sixteenth Meeting of the Executive
Committee of the Board of Managers of
the University of Nanking**

Oct. 17, 1912.

The Committee met in President Bowen's office at 3:30 P.M.

The members present were Messrs. A. J. Bowen, W. J. Drummond, F. E. Meigs, W. F. Wilson, J. C. Garritt and Frank Garrett.

The minutes of the meeting of Sept. 21st were read and approved.

Bishop J. W. Bashford was also present, and led in the opening prayer. The Committee extended him an invitation to sit with them during the session. He then gave a most encouraging report of what he had found to be the attitude of the friends in America towards the University. He expressed the conviction that if we could continue as well as we had begun we would have ample support from home. He also highly commended the work that Mr. J. E. Williams is doing for the University while in the United States.

The budget approved at the last meeting having omitted the sum needed for the home going on furlough for President A. J. Bowen and family, the Trustees were asked at this time to provide \$1000. gold, for this purpose.

The budget of the Language School approved at the last meeting not having reported in the minutes it was ordered that they be recorded in these minutes. It is as follows:

Estimated Budget of the Union Language School for Missionaries.

Income

30 students at \$50. each, tuition.....	\$1500
30 Chinese teachers at \$15. per month, for 7	2100

\$3600

Expense

Rent 1 house at \$50. per month, for 10 months	500
15 Chinese teachers at \$15. per month	1575
Books	200

— 7 —

Furniture	300
Carpenter, for fixing rooms	300
Coal	140
Contingent	585

\$3600

The following budget was presented for the Normal Department, for its enlargement and support for the coming year. After careful consideration it was approved and the sum of \$4000. Mex. asked from the Board of Trustees.

Four Teachers	\$1920
Five servants.....	360
One cook	60
Children's books & stationary	100
Normal Students' Library	175
General Equipment	200
Advertising & other incidentals	285
Filling pond, large open drain, & levelling compound,	450
Children's Playground	150
Equipment for Industrial work	300

Total..... \$4000

The Day School Committee was asked to get out a Prospectus and Bulletin of the Normal Department for general circulation. The various Missions represented were asked to adopt the course of study for primary schools as issued by the University. It is understood that minor changes may be made by the Missions but in general it is hoped that the course may be used as presented.

Dr. J. C. Garritt reported that the Presbyterian Mission had asked that the University arrange for a closer relation and oversight of the Agricultural and Colonization scheme by a committee of the University, and if possible a man thoroughly trained in judging seeds and soils be secured in America to come and take work in the department and further if it is practicable an Experiment Station be established on the Hwai river near Hwai Yuen.

The Committee voted to ask President Bowen and Mr. Drummond to act representing the University with the other members of the Colonization Committee to work out more in detail and with greater exactness the relations between the University and the Colonization Association.

It was voted to change the location of the proposed athletic ground to the land planned for a park and make the park on the land proposed for the athletic grounds. President Bowen was asked to explain the reasons for this change to the Trustees.

The Building and Property Committee were asked to view the proposed location of Dr. Evans' house and it is suggested that if possible he build on the south side of the lot.

It was moved by Mr. Garrett and seconded by Mr. Drummond and carried that we ask Mr. J. E. Williams to continue his work in the United States in behalf of the University, which he is doing with so much satisfaction and benefit to the University, until the summer of 1913.

Bishop Bashford heartily approved of this motion as he considered Mr. Williams' work in America of the highest value to the University.

Mr. W. J. Drummond led in the closing prayer.
Adjourned.

A. J. BOWEN, *President.*
FRANK GARRETT, *Secretary.*

**Minutes of the Seventeenth Meeting of the Executive
Committee of the Board of Managers of the
University of Nanking.**

Dec. 4, 1912.

The Committee met in the office of President Bowen at 3:45 P. M.

The members present were Messrs. A. J. Bowen, F. E. Meigs, W. F. Wilson, W. J. Drummond and Frank Garrett. Dr. R. C. Beebe was also present and was asked to sit with the Committee and also led in the opening prayer.

The minutes of the meeting of Oct. 17th were read and approved.

On motion the former action regarding Li Ying's salary was rescinded and his salary was allowed to begin August 1, 1912.

President Bowen was asked to come to a clear understanding with the Board of Trustees as to the relation of the Medical School to the University.

Rev. W. J. Drummond led in closing prayer.

Adjourned.

A. J. BOWEN, *President,*
FRANK GARRETT, *Secretary.*

**Minutes of the Fifth Regular Meeting of the Board
of Managers of the University of Nanking.**

Jan. 29, 1913.

The Board met in President Bowen's office at 8:30 A.M.

The members present were: Messrs. A. J. Bowen, President; W. J. Drummond; W. F. Wilson; Dr. E. I. Osgood; F. E. Meigs; Dr. R. C. Beebe; Dr. J. C. Ferguson; and Frank Garrett. James Ware was present, as proxy for Alexander Paul, and A. A. Bullock proxy for E. C. Lobenstine.

The minutes of all meetings of the Executive Committee held since the last Board meeting, were taken as read.

President Bowen read a most excellent report of the year's work. This was accepted and a request made that it be prepared, in large part, for printing.

The Auditing Committee was asked to audit the account at an early date, and report its findings to the Executive Committee.

The following resolutions were then passed:

1. RESOLVED: That we favor the aims and purposes of the Educational Commission, and that we request Mr. Bowen to act as the representative of this Board on the Commission.

2. RESOLVED: That we approve of the establishment of a Medical Department, under the management of this Board.

3. RESOLVED: That a Committee of three be appointed, of which the president shall be also a member ex-officio, to consult with the authorized representatives of the East China Union Medical College, with a view to including this College as the Medical Department of this University. The committee appointed was: F. E. Meigs, J. C. Ferguson and W. J. Drummond. After consulting with members of the East China Medical College, they reported as follows, and the report was accepted by the Board:

(1) RESOLVED: That the Board of Managers appoint a Committee on Medical Department, consisting of Messrs. Bowen, Drummond, and Dr. Osgood.

(2) RESOLVED: That the Board of Managers invite the Missions which are not cooperating parties in the

— II —

University but have been participating in the East China Union Medical College to send representatives to meet with the Committee on Medical Department.

(3) RESOLVED: That the Board of Trustees should be requested to urge the Home Boards of all the Missions participating in medical educational work, to become cooperating parties in the University.

(4) RESOLVED: That the Board of Managers shall set aside the Kulow property (valued at \$33,000. gold) for the purposes of the Medical Department.

(5) RESOLVED: That the Board of Trustees be requested to secure an additional sum of \$27,000. gold, to be obtained if possible from the other Missions participating in the former East China Medical School, for the purchase of the Kulow property, now used by the Foreign Christian Mission for medical purposes.

For the Committee.

F. E. MEIGS, *Chairman,*

J. C. FERGUSON, *Secretary.*

4. RESOLVED: That the Wuhu Preparatory School be recognized as an affiliated school in connection with this University, on the understanding that the courses of study of the Preparatory School in Wuhu shall be approved by this Board.

5. RESOLVED: That this Board considers the maintenance and development of the Normal Department to be an urgent and immediate need. The Board of Trustees is requested to take steps to secure a special endowment for this Department, and to provide a yearly support of not less than \$2,000. gold.

6. RESOLVED: That this Board recommends the Board of Trustees to provide funds for the purchase, at an equitable price, of the property formerly occupied by Mr. Cory.

In reply to the letter of Dr. F. G. Henke, presenting his resignation as a teacher, it is

7. RESOLVED: That the President on behalf of this Board should communicate with Dr. Henke, to the effect that the Board hopes that he will withdraw his letter of resignation; but that if his resignation is presented at all, it should be sent to the Central China Mission of the Methodist Episcopal Church, of which he is one of the four teachers provided for by the Constitution.

8. RESOLVED: That the President be requested to communicate with the Central China Mission of the Methodist Episcopal Church in regard to the furlough of Prof. A. W. Martin, requesting that in case of the extension of the time of the furlough, another missionary should be appointed temporarily to fill his place, or in view thereof, that the salary of a teacher should be provided during such time.

9. RESOLVED: That after the setting aside of the school property at Kulow for the purposes of the Medical Department, the Board of Trustees be requested to provide funds for the erection and equipment of a Middle School, to be situated on a site adjacent to the Normal Department.

The meeting then adjourned with prayer.

The Committee met again at 2:00 P.M., and after the opening prayer, the following resolutions were passed:

After a full discussion of the Language School and the satisfactory start which has been made in this line, it was

10. RESOLVED: That the School be continued on its present basis for another year, leaving the question of housing with the Executive Committee.

11. It was further resolved that we approve of the proposition to secure Mr. W. B. Pettus for work in the Language School for the year 1913-14; and we further ask the president to communicate with the Y. M. C. A. with a view to thus securing his services.

12. RESOLVED: That we approve of the request made by the Executive Committee to the Board of Trustees for the erection of five residences for teachers of the University.

The meeting closed with prayer.

The Committee again met on Thursday at 8:45 A. M. After the opening prayer, the following resolutions were passed:

13. RESOLVED: That it is the opinion of this Board that it is not within its power to grant extension of furloughs to missionary teachers, nor to take any action concerning furloughs independent of the missionary societies with which such teachers are connected. If extended furloughs are granted by missionary societies to such teachers, the societies should in every instance be requested to appoint substitution temporarily to the University, so that the teaching force shall not be reduced on this account.

14. RESOLVED: That this Board desires to place upon record its opinion as to the relation of missionary teachers

who are provided by the Missions which have entered into the union plan under which the University is operating:

(1) Such teachers as are assigned by the Missions to the University shall be appointed to their respective positions by this Board.

(2) During their connection with the University, the duties of such teachers may be changed from time to time by this Board, as the necessities of the University may demand.

(3) If the work of any one of such teachers shall prove to be unsatisfactory, or if for other reasons this Board deems that his connection with the University is no longer desirable, this Board shall ask the president to communicate with the authorities of the Mission from which he was appointed, and to request the Mission to substitute some one in his place.

(4) If any one of such teachers desires to sever his connection with the University, he shall communicate with the authorities of the Mission from which he has been provided. Upon request of such authorities, and after adequate notice, this Board shall release him from his connection with the University.

The Board of Managers asked the President to call special attention to the above resolutions No. 13 and 14, in his correspondence with the Mission Boards.

15. RESOLVED: That industrial work for the purpose of enabling students to help themselves in pursuing their course of study, and in order to inculcate a needed spirit of self-support, should be developed in the University, and that we empower the Executive Committee to introduce such work as they think best, and for which they can secure support.

16. RESOLVED: That in reference to the work of Mr. Bailie, who has been detached from the teaching staff of the University, for the purpose of carrying on philanthropic work, it is now the opinion of this Board that the president should request Mr. Bailie to return to his professorship in the University before the close of the present year.

17. RESOLVED: That Dr. R. T. Shields be hereby appointed Dean of the Medical Department of the University, and Dr. P. S. Evans Acting Dean during D. Shields' absence in America.

18. RESOLVED: That Dr. R. T. Shields be requested by this Board to represent the needs of the Medical Department while he is on furlough in America.

The Board adjourned with prayer, and met again at 2:00 o'clock. After opening prayer, the following resolutions were passed:

19. RESOLVED: That this Board approves of the proposed affiliation with the Hangchow Medical College, on the basis proposed at the time of conference with Dr. D. D. Main, C. M. S. of Hangchow.

20. RESOLVED: That we request Mr. Bowen to defer his home-going for another year. This was passed by a rising vote, and Mr. Bowen graciously accepted the suggestion of the Board.

21. RESOLVED: That this Board expresses to Mr. Williams the sincere gratification with which it has heard his report, and desires to thank him for the energetic and efficient methods which he has used in raising funds for the University.

22. RESOLVED: That the President be requested to communicate with the Board of Trustees and with Mr. Williams, calling attention to the method provided by the Constitution for the appointment of teachers.

23. RESOLVED: That the following salaries be increased as indicated:

Mr. Wren	from \$50. to \$60.
Mr. Hsu	„ 25. „ 30.
Mr. Liu Ching Chen	„ 40. „ 45.
Mr. Chen Feng Shi	„ 37. „ 40.

24. RESOLVED: That we express to Mr. Hung our deep appreciation of the invaluable work he is doing as proctor, and request that he continue the same for the coming year, leaving the details of the arrangements to afford him some needed relief to President Bowen.

25. RESOLVED: That the question of providing men and funds for an Agricultural Department shall be referred to the Board of Trustees for consideration.

26. RESOLVED: That in reply to the inquiry of Mr. Williams in his letter of Dec. 16th, as to the advisability of short term appointments to the University of recent graduates of home colleges, the Board is of opinion that it is advisable to encourage such appointments, provided that in every instance the qualifications of such applicants be submitted to and approved of by the President of the University.

27. RESOLVED: That the President be requested to suggest to the participating Missions the desirability of electing Chinese members to the Board of Managers.

28. RESOLVED: That special attention should be given to securing greater interest in the development of the University on the part of influential Chinese.

29. RESOLVED: That the return of Mr. Williams to China at the present time be approved by the Board.

30. RESOLVED: That the Executive Committee shall have full authority to arrange for the Chinese teaching staff of the University for next year.

31. RESOLVED: That we ask the President and the Executive Committee to arrange for a continuance of the work which Mr. J. E. Williams has been doing in the United States for the University; and that if possible, Dr. M. D. Eubank be secured for this service.

32. RESOLVED: That the question of installing a lighting plant for the University be left with the Executive Committee.

The following were then elected on the Executive Committee for the coming year: W. F. Wilson, R. C. Beebe, J. E. Williams, W. J. Drummond, F. E. Meigs and Frank Garrett; it being understood that when Mr. Garrett leaves China for his furlough in America, Dr. E. I. Osgood shall take his place on the Committee.

The approval of the minutes of this entire Board meeting was referred to the Executive Committee.

The meeting adjourned with prayer.

A. J. BOWEN, *Chairman.*

FRANK GARRETT, *Secretary.*

**Minutes of the Eighteenth Meeting of the Executive
Committee of the Board of Managers
of the University of Nanking.**

Feb. 4, 1913.

The Committee met in President Bowen's office at 9:00 A.M.

The members present were: Messrs. A. J. Bowen, W. F. Wilson, W. J. Drummond, F. E. Meigs, Dr. R. C. Beebe, and Frank Garrett.

F. E. Meigs made the opening prayer.

The Minutes of the meeting of the Board of Managers of Jan. 29-30 were read and approved.

On motion the salary of Mr. Liu Ching Chen was increased from \$45. to \$50. per month.

It was resolved that we inform the Board of Trustees that we, at present, do not wish to call for any more lady teachers. Therefore, we do not deem it wise to have Mrs. Thurston sent to the University at the present time.

Furthermore the need is urgent for a man for the Middle School. This man should have special qualifications for working with boys of Middle-school age and should plan to give his life to this special service.

It was further resolved that we ask President Bowen to write fully to Miss E. Grace Taylor, expressing our regrets that such an unfortunate complication arose regarding her appointment to work in the University; and to assure her that the change which came about was in no way a part of the plan of the Executive Committee, but came as a surprise to us. Furthermore, while we cannot promise any definite date for employment at present, we will keep her in mind should any opening occur in the future where her services could be used.

The meeting adjourned with prayer by Mr. Drummond.

A. J. BOWEN, *President.*

FRANK GARRETT, *Secretary.*

**Minutes of the Seventeenth Meeting of the Executive
Committee of the Board of Managers of the
University of Nanking.**

Dec. 4, 1912.

The Committee met in the office of President Bowen at 3:45 P. M.

The members present were Messrs. A. J. Bowen, F. E. Meigs, W. F. Wilson, W. J. Drummond and Frank Garrett. Dr. R. C. Beebe was also present and was asked to sit with the Committee and also led in the opening prayer.

The minutes of the meeting of Oct. 17th were read and approved.

On motion the former action regarding Li Ying's salary was rescinded and his salary was allowed to begin August 1, 1912.

President Bowen was asked to come to a clear understanding with the Board of Trustees as to the relation of the Medical School to the University.

Rev. W. J. Drummond led in closing prayer.

Adjourned.

A. J. BOWEN, *President,*
FRANK GARRETT, *Secretary.*

**Minutes of the Fifth Regular Meeting of the Board
of Managers of the University of Nanking.**

Jan. 29, 1913.

The Board met in President Bowen's office at 8:30 A.M.

The members present were: Messrs. A. J. Bowen, President; W. J. Drummond; W. F. Wilson; Dr. E. I. Osgood; F. E. Meigs; Dr. R. C. Beebe; Dr. J. C. Ferguson; and Frank Garrett. James Ware was present, as proxy for Alexander Paul, and A. A. Bullock proxy for E. C. Lobenstine.

The minutes of all meetings of the Executive Committee held since the last Board meeting, were taken as read.

President Bowen read a most excellent report of the year's work. This was accepted and a request made that it be prepared, in large part, for printing.

The Auditing Committee was asked to audit the account at an early date, and report its findings to the Executive Committee.

The following resolutions were then passed:

1. **RESOLVED:** That we favor the aims and purposes of the Educational Commission, and that we request Mr. Bowen to act as the representative of this Board on the Commission.

2. **RESOLVED:** That we approve of the establishment of a Medical Department, under the management of this Board.

3. **RESOLVED:** That a Committee of three be appointed, of which the president shall be also a member ex-officio, to consult with the authorized representatives of the East China Union Medical College, with a view to including this College as the Medical Department of this University. The committee appointed was: F. E. Meigs, J. C. Ferguson and W. J. Drummond. After consulting with members of the East China Medical College, they reported as follows, and the report was accepted by the Board:

(1) **RESOLVED:** That the Board of Managers appoint a Committee on Medical Department, consisting of Messrs. Bowen, Drummond, and Dr. Osgood.

(2) **RESOLVED:** That the Board of Managers invite the Missions which are not cooperating parties in the

— II —

University but have been participating in the East China Union Medical College to send representatives to meet with the Committee on Medical Department.

(3) **RESOLVED:** That the Board of Trustees should be requested to urge the Home Boards of all the Missions participating in medical educational work, to become cooperating parties in the University.

(4) **RESOLVED:** That the Board of Managers shall set aside the Kulow property (valued at \$33,000. gold) for the purposes of the Medical Department.

(5) **RESOLVED:** That the Board of Trustees be requested to secure an additional sum of \$27,000. gold, to be obtained if possible from the other Missions participating in the former East China Medical School, for the purchase of the Kulow property, now used by the Foreign Christian Mission for medical purposes.

For the Committee.

F. E. MEIGS, *Chairman,*

J. C. FERGUSON, *Secretary.*

4. **RESOLVED:** That the Wuhu Preparatory School be recognized as an affiliated school in connection with this University, on the understanding that the courses of study of the Preparatory School in Wuhu shall be approved by this Board.

5. **RESOLVED:** That this Board considers the maintenance and development of the Normal Department to be an urgent and immediate need. The Board of Trustees is requested to take steps to secure a special endowment for this Department, and to provide a yearly support of not less than \$2,000. gold.

6. **RESOLVED:** That this Board recommends the Board of Trustees to provide funds for the purchase, at an equitable price, of the property formerly occupied by Mr. Cory.

In reply to the letter of Dr. F. G. Henke, presenting his resignation as a teacher, it is

7. **RESOLVED:** That the President on behalf of this Board should communicate with Dr. Henke, to the effect that the Board hopes that he will withdraw his letter of resignation; but that if his resignation is presented at all, it should be sent to the Central China Mission of the Methodist Episcopal Church, of which he is one of the four teachers provided for by the Constitution.

8. **RESOLVED:** That the President be requested to communicate with the Central China Mission of the Methodist Episcopal Church in regard to the furlough of Prof. A. W. Martin, requesting that in case of the extension of the time of the furlough, another missionary should be appointed temporarily to fill his place, or in view thereof, that the salary of a teacher should be provided during such time.

9. **RESOLVED:** That after the setting aside of the school property at Kulow for the purposes of the Medical Department, the Board of Trustees be requested to provide funds for the erection and equipment of a Middle School, to be situated on a site adjacent to the Normal Department.

The meeting then adjourned with prayer.

The Committee met again at 2:00 P.M., and after the opening prayer, the following resolutions were passed:

After a full discussion of the Language School and the satisfactory start which has been made in this line, it was

10. **RESOLVED:** That the School be continued on its present basis for another year, leaving the question of housing with the Executive Committee.

11. It was further resolved that we approve of the proposition to secure Mr. W. B. Pettus for work in the Language School for the year 1913-14; and we further ask the president to communicate with the Y. M. C. A. with a view to thus securing his services.

12. **RESOLVED:** That we approve of the request made by the Executive Committee to the Board of Trustees for the erection of five residences for teachers of the University.

The meeting closed with prayer.

The Committee again met on Thursday at 8:45 A. M. After the opening prayer, the following resolutions were passed:

13. **RESOLVED:** That it is the opinion of this Board that it is not within its power to grant extension of furloughs to missionary teachers, nor to take any action concerning furloughs independent of the missionary societies with which such teachers are connected. If extended furloughs are granted by missionary societies to such teachers, the societies should in every instance be requested to appoint substitution temporarily to the University, so that the teaching force shall not be reduced on this account.

14. **RESOLVED:** That this Board desires to place upon record its opinion as to the relation of missionary teachers

who are provided by the Missions which have entered into the union plan under which the University is operating:

(1) Such teachers as are assigned by the Missions to the University shall be appointed to their respective positions by this Board.

(2) During their connection with the University, the duties of such teachers may be changed from time to time by this Board, as the necessities of the University may demand.

(3) If the work of any one of such teachers shall prove to be unsatisfactory, or if for other reasons this Board deems that his connection with the University is no longer desirable, this Board shall ask the president to communicate with the authorities of the Mission from which he was appointed, and to request the Mission to substitute some one in his place.

(4) If any one of such teachers desires to sever his connection with the University, he shall communicate with the authorities of the Mission from which he has been provided. Upon request of such authorities, and after adequate notice, this Board shall release him from his connection with the University.

The Board of Managers asked the President to call special attention to the above resolutions No. 13 and 14, in his correspondence with the Mission Boards.

15. **RESOLVED:** That industrial work for the purpose of enabling students to help themselves in pursuing their course of study, and in order to inculcate a needed spirit of self-support, should be developed in the University, and that we empower the Executive Committee to introduce such work as they think best, and for which they can secure support.

16. **RESOLVED:** That in reference to the work of Mr. Bailie, who has been detached from the teaching staff of the University, for the purpose of carrying on philanthropic work, it is now the opinion of this Board that the president should request Mr. Bailie to return to his professorship in the University before the close of the present year.

17. **RESOLVED:** That Dr. R. T. Shields be hereby appointed Dean of the Medical Department of the University, and Dr. P. S. Evans Acting Dean during D. Shields' absence in America.

18. **RESOLVED:** That Dr. R. T. Shields be requested by this Board to represent the needs of the Medical Department while he is on furlough in America.

The Board adjourned with prayer, and met again at 2:00 o'clock. After opening prayer, the following resolutions were passed:

19. RESOLVED: That this Board approves of the proposed affiliation with the Hangchow Medical College, on the basis proposed at the time of conference with Dr. D. D. Main, C. M. S. of Hangchow.

20. RESOLVED: That we request Mr. Bowen to defer his home-going for another year. This was passed by a rising vote, and Mr. Bowen graciously accepted the suggestion of the Board.

21. RESOLVED: That this Board expresses to Mr. Williams the sincere gratification with which it has heard his report, and desires to thank him for the energetic and efficient methods which he has used in raising funds for the University.

22. RESOLVED: That the President be requested to communicate with the Board of Trustees and with Mr. Williams, calling attention to the method provided by the Constitution for the appointment of teachers.

23. RESOLVED: That the following salaries be increased as indicated:

Mr. Wren	from \$50. to \$60.
Mr. Hsu	„ 25. „ 30.
Mr. Liu Ching Chen	„ 40. „ 45.
Mr. Chen Feng Shi	„ 37. „ 40.

24. RESOLVED: That we express to Mr. Hung our deep appreciation of the invaluable work he is doing as proctor, and request that he continue the same for the coming year, leaving the details of the arrangements to afford him some needed relief to President Bowen.

25. RESOLVED: That the question of providing men and funds for an Agricultural Department shall be referred to the Board of Trustees for consideration.

26. RESOLVED: That in reply to the inquiry of Mr. Williams in his letter of Dec. 16th, as to the advisability of short term appointments to the University of recent graduates of home colleges, the Board is of opinion that it is advisable to encourage such appointments, provided that in every instance the qualifications of such applicants be submitted to and approved of by the President of the University.

27. RESOLVED: That the President be requested to suggest to the participating Missions the desirability of electing Chinese members to the Board of Managers.

28. RESOLVED: That special attention should be given to securing greater interest in the development of the University on the part of influential Chinese.

29. RESOLVED: That the return of Mr. Williams to China at the present time be approved by the Board.

30. RESOLVED: That the Executive Committee shall have full authority to arrange for the Chinese teaching staff of the University for next year.

31. RESOLVED: That we ask the President and the Executive Committee to arrange for a continuance of the work which Mr. J. E. Williams has been doing in the United States for the University; and that if possible, Dr. M. D. Eubank be secured for this service.

32. RESOLVED: That the question of installing a lighting plant for the University be left with the Executive Committee.

The following were then elected on the Executive Committee for the coming year: W. F. Wilson, R. C. Beebe, J. E. Williams, W. J. Drummond, F. E. Meigs and Frank Garrett; it being understood that when Mr. Garrett leaves China for his furlough in America, Dr. E. I. Osgood shall take his place on the Committee.

The approval of the minutes of this entire Board meeting was referred to the Executive Committee.

The meeting adjourned with prayer.

A. J. BOWEN, *Chairman.*

FRANK GARRETT, *Secretary.*

**Minutes of the Eighteenth Meeting of the Executive
Committee of the Board of Managers
of the University of Nanking.**

Feb. 4, 1913.

The Committee met in President Bowen's office at 9:00 A.M.

The members present were: Messrs. A. J. Bowen, W. F. Wilson, W. J. Drummond, F. E. Meigs, Dr. R. C. Beebe, and Frank Garrett.

F. E. Meigs made the opening prayer.

The Minutes of the meeting of the Board of Managers of Jan. 29-30 were read and approved.

On motion the salary of Mr. Liu Ching Chen was increased from \$45. to \$50. per month.

It was resolved that we inform the Board of Trustees that we, at present, do not wish to call for any more lady teachers. Therefore, we do not deem it wise to have Mrs. Thurston sent to the University at the present time.

Furthermore the need is urgent for a man for the Middle School. This man should have special qualifications for working with boys of Middle-school age and should plan to give his life to this special service.

It was further resolved that we ask President Bowen to write fully to Miss E. Grace Taylor, expressing our regrets that such an unfortunate complication arose regarding her appointment to work in the University; and to assure her that the change which came about was in no way a part of the plan of the Executive Committee, but came as a surprise to us. Furthermore, while we cannot promise any definite date for employment at present, we will keep her in mind should any opening occur in the future where her services could be used.

The meeting adjourned with prayer by Mr. Drummond.

A. J. BOWEN, *President.*
FRANK GARRETT, *Secretary.*

EXECUTIVE COMMITTEE.

Minutes of the Nineteenth Meeting of the Executive Committee of the Board of Managers of the University of Nanking, March 29th, 1913.

The meeting was called to order in the home of President Bowen. There were present:—Messrs. Bowen, W. F. Wilson, F. E. Meigs, A. A. Bullock, Frank Garrett, and Dr. R. C. Beebe.

President Bowen announced that it would not be practicable to secure Mr. W. B. Pettus for the Language School next year. The committee therefore voted that the School be continued on the same general plans as at present, with Mr. Wilson doing the teaching now done by himself and Mr. Bowen; Mr. Meigs still remaining in charge as Dean.

Mr. Bowen spoke of the urgency with which different ones had urged his home-going, and the importance of his going, and the committee, after duly considering the matter, voted unanimously approving his home-going this spring.

The meeting adjourned with prayer.

A. J. BOWEN, *Chairman.*
FRANK GARRETT, *Secretary.*

Minutes of Meeting of Executive Committee with Dr. J. B. Franklin, to consider Matters pertaining to the Union of the Baptists with the Work of the University, March 29th, 1913.

The meeting was called to order in President Bowen's home. Besides Dr. Franklin, there were, representing the Baptists, Drs. M. D. Eubank, P. S. Evans, and N. W. Brown; representing the University, Messrs. A. J. Bowen, W. F. Wilson, F. E. Meigs, A. A. Bullock, Frank Garrett, and Dr. R. C. Beebe.

After an informal conference regarding the past development of the relationship between the Medical School and the

University, and the plans for the future, President Bowen asked Dr. Franklin to speak on the general question of union education in East Central China. Dr. Franklin's talk was full of wise suggestions and encouragement. He said he was urging his Mission to enter the University plans, as soon as the larger union of educational forces in the lower Yangtze Valley can be effected. The success of the University, he said, depended upon this broad supporting base of co-operative educational work. As soon as this co-operative plan can be consummated, he expects his Mission to be ready with \$40,000, gold, to take a share in the general University plan.

Mr. Meigs asked regarding the attitude of the Board toward the question of the Bible as a part of the curriculum in all schools. Dr. Franklin replied that he thought the Boards could leave this question entirely with the missionaries who were conducting the schools, as the missionaries were in a position to know best all the problems pertaining to this question. He said he had found in Japan some schools had removed the Bible from the curriculum and were doing only voluntary Bible class work, and the general report was that the work thus done was not inferior to the work done on the old plan with Bible study in the curriculum.

The entire meeting was fruitful in bringing us into closer touch, a better understanding, and promoting the spirit of fellowship essential to the success of the union movement.

A. J. BOWEN, *Chairman.*

FRANK GARRETT, *Secretary.*

Minutes of the Twentieth Meeting of the Executive Committee of the Board of Managers of the University of Nanking, April 11th, 1913.

The meeting was called to order in the President's office at 8:00 o'clock p.m. The members present were:—Messrs. A. J. Bowen, F. E. Meigs, W. J. Drummond, A. A. Bullock, and W. F. Wilson. Frank Garrett being delayed, Mr. Wilson

acted as secretary until his arrival. Dr. F. D. Gamewell and Dr. Samuel Cochran, members of the Board, were also present.

Dr. Gamewell led in the opening prayer. The President then stated the items of business for the discussion of which the meeting had been called.

Mr. Bullock made a statement regarding the development of the Normal School and asked for suggestions from the Executive Committee.

On motion of Mr. Drummond, Messrs. Bullock, Meigs, and Wilson were made a Committee on Normal School to help in the laying out of plans for the development of that department.

President Bowen then read a part of a letter from Rev. J. E. Williams asking that Mr. P. W. Kweh be formally elected a member of the teaching staff of the University, and suggesting a position at the Drum Tower in the work of the Middle School.

On motion the President was instructed to write to Mr. Kweh asking him to come to the University for work in the Middle School.

Since President Bowen's departure for America would ante-date the arrival of Vice-President J. E. Williams by several months, on motion of Mr. Meigs, seconded by Mr. Drummond, Mr. W. F. Wilson was asked to act as president in the interim.

On motion of Mr. Wilson, seconded by Mr. Bullock, it was decided to ask Mr. J. E. Williams to take up the duties of president upon his arrival in China.

On motion the following six students, *viz.*, Liu Chin Pan, Chen Chin Chang, Wu Sheo Tao, Chi Lai Hsing, Hu Tien Tsing, Hwang Tsung Luen, were recommended to the Board of Managers for graduation, subject to their passing their final examination and being recommended by the faculty.

On motion of Mr. Drummond the Disciples' Board was urged to send to China as soon as possible the fourth man to

represent their mission on the teaching staff. It was urged that he be a man of special training and experience for work in the Middle School.

The Building and Property Committee were asked to take steps to have all houses repaired and painted as needed.

The old Chinese houses on the property bought by the University were ordered demolished and sold if they are not such as can be used to advantage.

Dr. Gamewell gave a brief address full of appreciation and encouragement to the committee. His presence was very helpful both for the good cheer brought us and for his valuable suggestions.

The meeting adjourned with prayer by Mr. A. A. Bullock.

A. J. BOWEN, *President.*

FRANK GARRETT, *Secretary.*

Minutes of the Twenty-first Meeting of the Executive Committee of the Board of Managers of the University of Nanking, October 1st, 1913.

The meeting was held in the office of the University. It was called to order by Vice-President Williams. Mr. Meigs led in prayer.

In the absence of the secretary, Mr. Garrett, W. F. Wilson was chosen secretary *pro tem.*

Mr. Wilson reported informally a meeting held with Bishop Lewis, who had emphasized the need of extending the evangelistic work in the territory reached by the University.

The Minutes of the last meeting of the Executive Committee were read and approved.

Mr. Meigs reported for the Normal School Committee.

Mr. Williams reported an action taken by the Relief Committee, granting \$1,000 to be used for Normal work for three months for the class of teachers in Nanking who are now out of employment and have no immediate prospects of positions in the near future.

Motion made and carried that under certain limitations we accept the offer and that a committee be appointed with authority to work out the plan.

Mr. Drummond was asked to act with Mr. Meigs, Mr. Bullock, and Mr. Wilson on this committee.

It was also moved and carried that we ask the China Council of the Presbyterian Missions to assign Mr. A. G. Small for at least one year to Nanking, to oversee building operations, and if it is possible to get Mr. Small that a cable be sent for the architect to come out this fall.

It was also moved and carried that Mr. Williams should cable home to the Trustees to secure, if possible, a special fund of \$5,000 gold, to help tide over the difficulties of the students at the present time.

Adjourned.

W. F. WILSON, *Secretary.*

Minutes of the Twenty-second Meeting of the Executive Committee of the Board of Managers of the University of Nanking, November 13th, 1913.

The meeting was called to order in the office of the Acting President, Mr. Williams, who was in the chair.

There were present: Messrs. Williams, Meigs, Drummond, Dr. Osgood, and W. F. Wilson, Mr. Wilson acting as secretary.

The Minutes of the last meeting were read and approved.

Mr. Williams reported that Mr. and Mrs. Small were now on the field, their support being provided by the Presbyterian Board for one year, beginning November 1st. Also that Mr. Carter had sent out \$1,200 gold to cover Mr. Bowen's home-going, and \$2,000 gold for land purchases. In response to cable of October 18th, asking for \$5,000 gold, for additional land, a reply was received on the 24th authorizing Dr. Fitch to advance \$6,000 Mex. for land (balance of \$5,000 asked) and \$2,500 Mex. to help on this year's general expenses.

\$1,000 Mex has already been paid over by the Relief Committee for the Normal School and 75 men were enrolled in these Normal Classes.

It was suggested that in view of the funds already sent that the cable for the \$5,000 gold, authorized in the last meeting, be delayed for the present.

A copy of the revised constitution sent out by President Bowen was presented to the meeting and was then left for further examination by the individual members before consideration.

Mr. Williams also gave report of Mr. Bowen's reception at home, especially with the Disciples at Cincinnati, and later in Toronto.

Mr. Williams spoke also of the opening of the school at the beginning of this half year, how at first it was discouraging, but that now there are in the Middle, High School, and College some 250 students; in the Practice School 65; in the Normal 75; and in the Language School 44.

Mr. Williams also reported that Miss Gillmore and Mr. Wren had gone over 53 of our deeds and had them clearly listed.

A question of the providing of houses for Chinese teachers was brought up and the Property Committee was asked to appraise the rental value of the houses now occupied by the teachers, for future reference in determining salaries.

Motion was made and seconded that a committee of three be appointed to look up the question of special gifts to students to see what is the best thing to be done in regard to them. Messrs. Drummond, Meigs, and Wilson were appointed.

Motion was made and carried that we prepare a differentiated Budget, by departments, to be reported to the next meeting of the Executive Committee for reference to the Board of Trustees.

Mr. Williams was authorized to insure buildings not now insured.

Motion was made and carried that we adjourn to meet on Tuesday, November 18th, at 3:00 p.m.

J. E. WILLIAMS, *Chairman*.

W. F. WILSON, *Secretary*.

Minutes of the Twenty-third Meeting of the Executive Committee of the Board of Managers of the University of Nanking, November 18th, 1913.

The meeting was held at 3:00 p.m. in the office of the President, Mr. Williams in the chair. The opening prayer was made by Dr. R.C. Beebe.

After full discussion, the Normal Budget was read and approved, as follows: expenditures \$4,260; \$1,500 to be raised on the field.

Resolution was passed authorizing twenty scholarships for each Mission at \$50 a year. All other students recommended by a Mission to pay the full fees of board, incidentals, and tuition.

The Middle School Budget was read and approved as follows; expenditures \$7,500; receipts \$6,800.

An estimate presented by Mr. Meigs of \$1,000 gold for manual training appliances for the development of this work in the Middle School was approved with the understanding that such funds be specially secured.

The Budget of the Medical Department was approved as presented.

Adjourned at 5:30 p.m. to meet November 19th.

J. E. WILLIAMS, *Chairman*.

E. I. OSGOOD, *Tem. Secretary*.

The Minutes of the Twenty-fourth Meeting of the Executive Committee of the Board of Managers of the University of Nanking, November 19th, 1913.

The meeting was held at 3:00 p.m. in the office of the President, Mr. Williams presiding. Mr. Meigs led in opening prayer.

The Minutes of the meetings of the 13th and 18th of November were read and approved.

The Budget of the Language School for 1914 was considered and approved as follows: \$4,800 for receipts and \$4,690 for expenditures.

The Budget of the Middle School was reconsidered and salaries of foreign teachers and board and expenses entered. The totals were fixed at \$15,250 for receipts and \$14,800 for expenditures.

The Budget for Administration and Office Expenses was approved as follows; receipts \$19,200, expenditures \$8,700.

The Budget for the High School was then taken up and approved as follows: expenditures \$22,171, receipts \$18,460.

The separate Budget for the College was approved: \$4,268 for expenditures and \$3,000 for receipts, not counting foreign salaries.

Meeting adjourned at 7:00 p.m. to meet at call of president for the consideration of the full Budget and totals.

R. C. BEEBE, *Tem. Secretary.*

The Minutes of the Twenty-fifth Meeting of the Executive Committee of the Board of Managers of the University of Nanking, December 13th, 1913.

The meeting was called by Mr. Williams at 3:30 p.m. December 13th, 1913. It was opened by prayer by Dr. Beebe.

Those present were: Dr. Beebe, Mr. Williams, Mr. Rosse, as treasurer, and Mr. Wilson. The Minutes of the last meeting were read and approved.

A motion was made and carried that a reply be sent to the medical students that the only diploma which can be regularly signed by the President or Vice-President of the University is one granted by the Regents and that we refer them to their own faculty who should sign their diplomas.

Mr. Williams reported that \$1,500 had been received from the Relief Committee—\$1,000 regular grant, and \$500 as special gift from friends in Shanghai for the special Normal School for the current year.

Motion was made and carried that the deficit of \$2,620 shown on the Medical School and Hospital be referred back to the medical faculty for consideration, and inquiring what provision they are making for it.

Motion was made and carried that the appropriation of the revenue of each of the original co-operating societies be applied to the departments of the University for which they alone are responsible.

W. F. WILSON, *Secretary.*

The Minutes of the Twenty-sixth Meeting of the Executive Committee of the Board of Managers of the University of Nanking, December 20th, 1913.

The members of the Executive Committee met in the President's office, Saturday morning, December 20th, 1913, Mr. Williams in the chair.

Those present were: Dr. Beebe and Messrs. Drummond, Williams, and Wilson. Mr. Drummond led in prayer.

The Minutes of the last meeting were read and approved.

Motion was made and carried that we approve the Budget of the Medical School and Hospital in so far as the expense is covered by estimated income, and we also approve the estimated additional expense as soon as the money can be secured.

Motion was also made that the estimate of \$1,600 for special equipment and \$500 for Library fund be taken off the Medical School account and the Medical School credit balance be then applied to the deficit on the hospital account and that a special statement of these needs for equipment and Library be made out and presented to Dr. Allen as a part of the expenditure under his gift of \$3,000 for the increase in efficiency of teaching in the Medical School.

Motion was made and carried that in the preparation of the Budget a special sheet be prepared showing the income from each society and total amount applied to each department.

Motion made and carried that we equalize the amounts of receipts and expenditures in each department, and that whenever a credit balance appears in any particular account, that balance be transferred to the credit of the account of the administrative department.

Motion made and carried that the administration will not hold itself responsible for any deficit in the estimated receipts, its responsibility being confined to the amount already appropriated to each department.

Adjourned.

W. F. WILSON, *Secretary.*

MINUTES OF SIXTH REGULAR MEETING

OF THE

Board of Managers of the University of Nanking

January 21st-22nd, 1914.

The Board of Managers met in the President's office at 10 a.m., January 21st, 1914, Dr. J. E. Williams, Vice-President, in the chair.

The members present were: Dr. J. E. Williams, Acting-President, Messrs E. C. Lobenstine, W. J. Drummond, F. D. Gamewell, R. C. Beebe, H. F. Rowe (alternate for Dr. J. C. Ferguson), F. E. Meigs, Alex. Paul, H. F. Li, D. B. S. Morris (alternate for Dr. Samuel Cochran), and W. F. Wilson. Those present by invitation for the Medical School, were: Dr. G. C. Worth (alternate for Dr. A. C. Hutcheson), Dr. James Butchart (alternate for Dr. E. I. Osgood), Dr. M. D. Eubank, Dr. W. H. Park, and Dr. N. W. Brown.

Rev. W. F. Wilson was chosen secretary.

On motion of Dr. Beebe, the following action was taken:

WHEREAS the Board of Trustees of the University of Nanking in the United States has taken over the East China Union Medical College with the arrangement that the local control shall be in the hands of the University Board of Managers together with the representatives of the Missionary Societies represented on the Board of Trustees, and

WHEREAS, the Board of Managers (Acting Trustees) of the East China Union Medical College, request the Missions co-operating in this medical college, but not otherwise connected with the University, namely the Southern Baptist, Southern Presbyterian, Southern Methodist, and Northern Baptist, to at once appoint one representative each to serve on the University Board of Managers,

Resolved that Dr. M. D. Eubank for the Northern Baptists, Dr. W. H. Park for the Southern Methodists, Dr. G. C. Worth, as alternate for Dr. A. C. Hutcheson, for the Southern Presbyterians, be seated as full members of the Board of Managers.

The following were declared as the Board of Managers for the coming year :

<i>Methodist Mission.</i>		Dr. Samuel Cochran ... 1917
Dr. F. D. Gamewell 1915	(Mr. Morris acting.)	
Dr. J. C. Ferguson 1914	Rev. E. C. Lobenstine ... 1916*	
Dr. R. C. Beebe 1917	<i>Baptist Mission (North).</i>	
Rev. W. F. Wilson 1916	Dr. M. D. Eubank 1916*	
<i>Disciples Mission.</i>		<i>Baptist Mission (South).</i>
Rev. James Ware 1915	(Deceased, no one appointed.)	Dr. A. S. Taylor 1917
Rev. Alex. Paul 1914	<i>Methodist Mission (South).</i>	
Rev. F. E. Meigs 1916	Dr. W. H. Park 1917	
Mr. Li Hou Fu 1917	<i>Presbyterian Mission (South).</i>	
<i>Presbyterian Mission.</i>		Dr. A. C. Hutcheson ... 1916*
Dr. J. C. Garritt 1915	Dr. L. S. Morgan 1916*	
Dr. J. E. Williams 1914		

*Note: This change to 1916 was made in order that the terms of all the men of the Medical School may not expire the same year.

The Minutes of the last meeting of the Board of Managers were read and certain explanations made. As these Minutes had already been passed upon by the Executive Committee no further action was taken.

The Minutes of the Executive Committee meetings of February 24th, March 29th, April 11th, October 1st, November 13th, November 18th, November 19th, December 13th, December 20th, 1913, were read and approved with the exception of the one paragraph concerning scholarships which was held over and later changed.

A motion was made and carried that at three o'clock the order of the day be the discussion of the relationship of the Northern Baptists to the University.

The secretary then read the Minutes of the Board of Trustees for July 18th, and October 24th.

After which motion was made and carried that we adjourn to meet at 2 o'clock.

The meeting was called to order at 2:15 p.m. by Dr. J. E. Williams. Dr. M. D. Eubank led in prayer.

Dr. Williams proposed the following committees as standing committees: Executive, Finance, Property, Language School, Medical, Normal, and Colonization Work.

Motion was made and carried that the Executive Committee as nominated be appointed: Dr. J. E. Williams, ex-officio, Dr. R. C. Beebe, Rev. W. F. Wilson, Rev. F. E. Meigs, Mr. Li Hou Fu, Rev. W. J. Drummond, Rev. DuBois Morris, Dr. W. H. Park, Dr. A. C. Hutcheson, Dr. A. S. Taylor, and Dr. M. D. Eubank. And further, inasmuch as the balance of the committees as proposed are really sub-committees of the Executive Committee, that all of the responsibility of these individual committees be delegated to the Executive Committee which committee shall appoint such sub-committees as it deems best.

Mr. Lobenstine made the following motion which was carried: Moved that in future, in sending out the notices of the time of the meetings of the Board of Managers, there be sent along with the notice, copies of the Minutes of the last meeting of the Board, of the Minutes of the Executive Committee which need adoption, of the Budget of the coming year, and typewritten statements of such other matters to come before the meeting as the President thinks possible, in order to save the time of the Board at its meetings.

The report of the Vice-President, Dr. J. E. Williams, was then read, at the close of which the order of the day was then taken up, "The Relationship of the Baptist Missions to the University."

A lengthy discussion was then held in regard to the whole question.

A motion was then made and carried that a committee of three be appointed which should attempt to state a basis of affiliation which would be acceptable to both the Board of Managers and the Baptist Missions.

Dr. F. D. Gamewell, Dr. M. D. Eubank, and Mr. E. C. Lobenstine were appointed, and Dr. Williams was asked to act as ex-officio chairman.

The meeting was called to order at 8 p.m.

The members present were: Dr. J. E. Williams, Dr. N. W. Brown, Rev. A. Paul, Rev. F. E. Meigs, Rev. E. C. Lobenstine, Dr. G. C. Worth, Dr. F. D. Gamewell, Dr. R. C. Beebe, Rev. W. J. Drummond, Dr. W. H. Park, Rev. H. F. Rowe, Dr. M. D. Eubank, Rev. W. F. Wilson, and Dr. James Butchart.

Dr. G. C. Worth led in prayer.

Dr. F. D. Gamewell presented the following resolution which was adopted:

1. *Resolved*: That the University of Nanking will be glad to recognize, as affiliated schools, institutions of Intermediate (Grammar) and College Preparatory grade, conforming to the standards in courses of study approved by the University.

2. Students in affiliated schools who have completed the preparatory courses may take the entrance examinations either at the University of Nanking or arrangements will be made by the University to conduct the entrance examinations at stated times and places.

Mr. Lobenstine made the following motion, which was seconded and carried: That the Executive Committee collect, classify, and print along with the Constitution of the University all rules adopted at different meetings of the Trustees or of the Board of Managers.

A motion was made and carried that we recommend an amendment to the Constitution which will make it possible for the Board of Managers to elect at least five prominent Chinese as full members of the Board of Managers.

A motion was made and carried that if the above amendment is made, the Board of Managers recommend that the Executive Committee secure, if possible, the following men: Chang Po Ling, Tsao Si Ken, Hwang Si Chen, Wang Kwan, Li or Y. Y. Tsü.

It was moved and carried that the Board of Managers, in accordance with the actions of the Board of Trustees, in regard to the colonization work being carried on by Mr. Bailie, ask Mr. Bailie to continue in this work.

January 22nd, 1914.

The meeting was called to order at 9:30 a.m. by Dr. Williams. Those present were: Messrs. Beebe, Worth, Rowe, Butchart, Drummond, Eubank, Li, Meigs, Brown, Williams, and Wilson.

Dr. G. C. Worth led in prayer.

A motion was made and carried that we recommend to the Executive Committee the following as members on the Medical Committee: Drs. Park, Beebe, Hutcheson, Eubank, Osgood, Taylor and Mr. Morris.

The following resolution was offered by Mr. Meigs, seconded by Dr. Eubank and passed:

1. WHEREAS, the complete separation of the faculty, equipment, maintenance, and management of the lower from the higher educational work in the University of Nanking would require considerable readjustment and seems at this stage of development to be unwise, and

2. WHEREAS, it is important to make some arrangement to meet the exigencies of the situation and to avoid interference with the support and normal development of the educational work of the Baptist Mission in Shanghai, and,

3. WHEREAS, it is desirable that the work of the Shanghai Baptist College and of the University of Nanking shall be so arranged as to lead to a broad basis of affiliation in higher education,

4. *Resolved*, That if the A. B. F. M. S. is not prepared, at present, to enter as a full participant, we suggest:

That the American Baptist Mission Society shall be admitted to participation in the University of Nanking on the following basis:

a. A contribution of \$40,000 (or more) gold.

b. An annual grant of \$1,500 gold.

c. Two full time members on the faculty.

d. Three representatives on the Board of Managers.

(Note: This does not include the representative on the Medical Faculty or the annual contribution to the Medical School.)

Motion was made and carried that Dr. Williams, Mr. Lobenstine, and Dr. Gamewell be asked to present this resolu-

tion to the representatives of the Baptist Mission and to continue any further necessary negotiations.

Motion was made and carried that we approve the proposed Budget of \$13,930 as shown in the printed Budget of the Medical School for 1914.

The following motions were then made and carried in regard to funds to be raised for the new hospital at Kuleo.

1. That \$1,000 gold be raised by direct appeal for the maintenance of free beds in the Drum Tower Hospital.
2. To urge the raising of \$5,000 gold, each year for three years, to meet the expenses of the Medical School and maintenance of the College Hospital.
3. To secure the services and salaries of two trained nurses for the Hospital, appointment to be made as soon as possible.
4. To secure \$15,000 gold, for the erection and equipment of dispensary and out-patient building, in connection with the Hospital.

A motion was made and carried that we adjust the requirements for the entrance to the medical course in such a way that the graduates of the Medical Department of the University of Nanking shall be able to get the degree of Doctor of Medicine from the Regents of the State of New York. And that Dr. Williams, Vice-President, and Dr. Evans, Acting Dean of the Medical School, prepare an explicit statement of what these preparatory requirements are; and that another class of students, who are not able to meet these requirements may be received on the basis of the requirements now printed in the Prospectus of the Medical School for which only a certificate of work done shall be given.

A motion was made and carried that the treasurer's report as audited by the accountant, Mr. T. D. Begg, be approved.

A motion was made and carried that each Mission interested in Middle School, High School, and College be allotted thirty scholarships on which the student is to pay fifty dollars a year, all other students to pay full fees.

Closed with prayer led by Rev. W. J. Drummond.

J. E. WILLIAMS, *Chairman.*
W. F. WILSON, *Secretary.*