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Board of Managers 1913-1917

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*UNIVERSITY OF NANKING*

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OFFICIAL MINUTES  
OF THE  
EXECUTIVE COMMITTEE

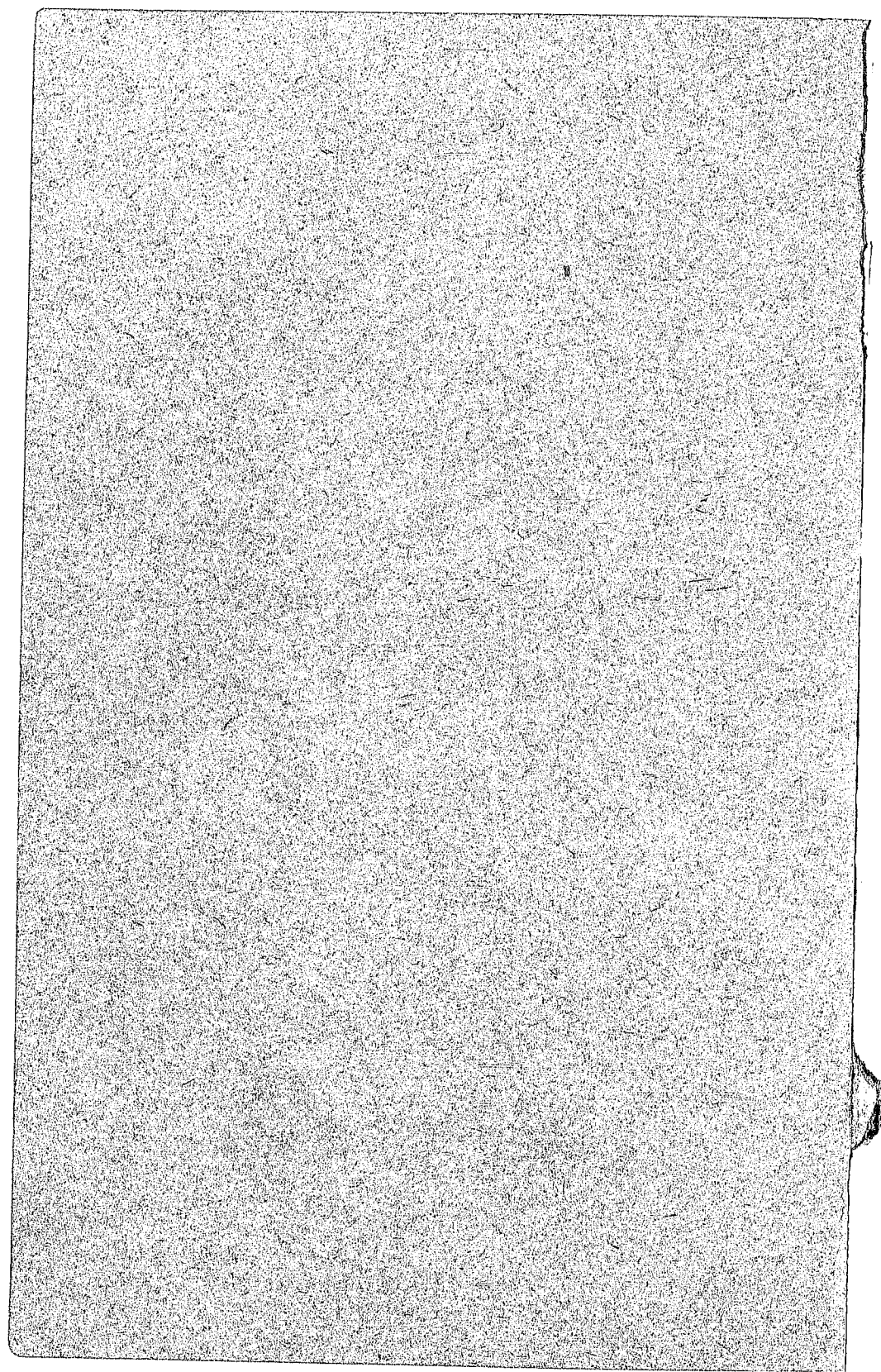
— For 1913 —

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THE BOARD OF MANAGERS

January 21-22, 1914

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OFFICIAL MINUTES  
OF THE  
EXECUTIVE COMMITTEE  
AND THE  
BOARD OF MANAGERS  
OF THE  
UNIVERSITY OF NANKING  
FOR 1913

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**Meetings of Executive Committee:**

March 29th, 1913;	April 11th, 1913;
October 1st, 1913;	November 13th, 1913;
November 18th, 1913;	November 19th, 1913;
December 13th, 1913;	December 20th, 1913;

**Board of Managers:**

January 21st-22nd, 1914.

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**Financial Report 1913**

**Budget 1914.**

## 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. F. 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 Yangtse Valley can be effected. The success of the University, he said, depended upon this broad supporting base of co-operate 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 Chiu 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. Loberstine, 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	Dr. A. S. Taylor ... 1917
(Deceased, no one appointed.)		
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.</i>		<i>Presbyterian Mission (South).</i>
Dr. J. C. Garritt ...	... 1915	Dr. A. C. Hutcheson ... 1916*
Dr. J. E. Williams ...	... 1914	Dr. L. S. Morgan ... 1916*

\*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.*

Annual Report of the Treasurer, 1913.

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CASH STATEMENT.

Dec. 31st. 1912.	To Balance brought forward ... ..	\$ 2,923.48
Dec. 31st. 1913.	To Income as per Schedule 1. ... ..	68,109.79
		<u>\$71,033.27</u>
Dec. 31st. 1913.	By Expenditure as per Schedule 2. ... ..	\$62,605.42
Dec. 31st. 1913.	By Balance as per Ledger... ..	8,427.85
		<u>\$71,033.27</u>

*Income and Expense, 1913.*

Schedule No. 1.	Income ... ..	\$68,109.79
"    No. 2.	Expense ... ..	62,605.42
	Balance ... ..	<u>\$ 5,504.37</u>

This statement has been verified from ledger and found correct.

THOMAS D. BEGG.

SCHEDULE NO. 1.

<i>Income.</i>	<i>Department.</i>	<i>Schedule.</i>
\$11,047.09	Kan Ho Yien ... ..	3
8,961.07	Kuleo... ..	4
895.37	T'ao Yuen ... ..	5
4,347.50	Language School ... ..	6
7,168.30	Miscellaneous ... ..	7
3,082.32	Foreign a/c ... ..	8
22,519.68	Mission Treasurers... ..	9
10,088.46	Lands and Buildings ... ..	10
<u>\$68,109.79</u>		

SCHEDULE NO. 2.

<i>Expense.</i>	<i>Department.</i>	<i>Schedule.</i>
\$19,515.58	Kan Ho Yien ... ..	3
10,437.33	Kuleo... ..	4
2,768.15	T'ao Yuen ... ..	5
3,452.99	Language School ... ..	6
5,010.59	Miscellaneous ... ..	7
13,249.70	Foreign a/c ... ..	8
1,294.28	Mission Treasurers... ..	9
6,876.80	Lands and Buildings ... ..	10
<u>\$62,605.42</u>		

## SCHEDULE NO. 3, DEPARTMENT OF KAN HO YIEN.

<i>Income.</i>		<i>Expense.</i>
\$ 3,832.97	Board ... ..	\$ 5,161.21
	Insurance ... ..	500.69
1,500.87	*Incidentals ... ..	1,010.90
	Repairs ... ..	1,900.29
317.82	Rents ... ..	
	Servants ... ..	957.00
108.00	†Teachers ... ..	7,907.00
	Perm. Equipment (gen.) ... ..	195.33
	Biol. and Geol. ... ..	38.00
	Psychology ... ..	503.63
	Phy. and Chem. ... ..	366.42
	Museum ... ..	189.14
5,287.43	Tuition ... ..	
	Heat and Light ... ..	785.97
<hr/>		<hr/>
\$11,047.09		\$19,515.58
\$ 8,468.49	Balance	

\*Includes \$285.36 owing to Medical School.  
†Gold 50. for Ing. Sept. salary.

## SCHEDULE NO. 4, DEPARTMENT OF KULEO.

<i>Income.</i>		<i>Expense.</i>
\$ 3,222.46	Board ... ..	\$ 4,170.44
911.19	Incidentals ... ..	303.20
	Repairs ... ..	427.29
	Servants ... ..	312.00
4,827.42	Teachers ... ..	4,255.50
	Tuition ... ..	
	Perm. Equipment (general) ... ..	557.78
	Heat and Light ... ..	411.12
<hr/>		<hr/>
\$ 8,961.07		\$10,437.33
\$ 1,476.26	Balance	

## SCHEDULE NO. 5, DEPARTMENT OF T'AO YUEN.

<i>Income.</i>		<i>Expense.</i>
\$ 328.40	Board ... ..	\$ 135.11
110.47	Incidentals ... ..	272.62
	Repairs ... ..	602.36
	Servants ... ..	229.55
456.50	Teachers ... ..	1,168.00
	Tuition ... ..	
	Perm. Equipment (general) ... ..	212.49
	Heat and Light ... ..	148.02
<hr/>		<hr/>
\$ 895.37		\$ 2,768.15
\$ 1,872.78	Balance	

## SCHEDULE NO. 6, LANGUAGE SCHOOL.

<i>Income.</i>		<i>Expense.</i>
\$ 4,347.50	Student Fees ... ..	
	Teachers ... ..	\$ 2,870.50
	Servants ... ..	61.00
	Equipment ... ..	64.20
	Incidentals ... ..	205.25
	Supplies ... ..	172.74
	Heat and Light ... ..	79.30
<hr/>		<hr/>
\$ 4,347.50		\$ 3,452.99
	Balance,	\$ 894.51

## SCHEDULE NO. 7, MISCELLANEOUS.

<i>Income.</i>		<i>Expense.</i>
\$ 91.63	Interest ... ..	
485.38	Athletics ... ..	\$ 359.67
409.82	*Bookstore ... ..	† 326.50
2,357.25	†Contingent ... ..	** 2,571.46
	Library ... ..	463.97
	Sundry ... ..	†† 30.00
1,224.22	††Special Gifts ... ..	
	Suspense ... ..	342.00
1,500.00	Special Normal ... ..	916.99
1,000.00	Student Relief ... ..	
<hr/>		<hr/>
\$ 7,168.30		\$ 5,010.59
	Balance,	\$ 2,157.71

†\$300. Yao's salary for year @ \$25 per mensem.  
\*Refund on a/c by Yao.  
†Board Ref. on Bowen traveling expenses.  
\*\*\$68.21 Cables. \$248.00 Bowen traveling expenses.  
††Adjustment of error on Books from 1911.  
††Owing to Methodist Mission.

## SCHEDULE NO. 8, DEPARTMENT OF FOREIGN a/c.

<i>Income.</i>		<i>Expense.</i>
\$ 2,732.32	*Teachers ... ..	\$ 9,789.04
	Office Expense ... ..	† 2,593.44
	Personal Teachers ... ..	87.70
350.00	Rents ... ..	779.52
<hr/>		<hr/>
\$ 3,082.32		\$13,249.70
\$10,167.38	Balance	

\*\$1,253. (gold \$600) for Miss Wixon.  
\$1,479.32 for Hummell (gold \$770).  
†Includes loan of \$300. to Rosse.





## ASSETS AND LIABILITIES.

<i>Assets.</i>	<i>Liabilities.</i>
	To Medical School for Dr. Hiltner's salary (Refund of \$135. Gold. from New York)... \$ 285.36
	To Medical School (Refund on students' fees)* 636.00
\$1,123.50	Students fees outstanding
305.92 } 1,749.21 }	Yao on bookstore account ... ..
190.75	Unpaid Bills account ... .. 1,749.21
	Remainder of Bowens Home traveling expenses not covered by Board Refund ... ..
342.00	Suspense account Loan to Manila Students
	Bills payable to Rosse for Loan... .. 224.40
300.00	Bills receivable from Rosse for Loan, 1912. Special Gifts—Refund of outstanding due M. E. Mission... .. 3,614.64
1,500.00	From M. E. Mission for 4th quarter 1913 offset By New York Bills and ½ Millwards Salary for fourth quarter ... .. 1,500.00
2,100.00	From Christian Mission 3 months 1913 at \$700
1,216.18	From Methodist refund for 2 quarter on Roy's salary ... ..
<hr/>	<hr/>
\$8,827.56	\$8,009.61
	Balance assets 817.95
	<hr/>
	\$8,827.56

\* This amount was taken in error and has not yet been refunded.

## LEDGER BALANCES.

DECEMBER 31st, 1913.

	<i>Debit.</i>	<i>Credit.</i>
Athletics ... ..	\$ 69.22	
Bookstore ... ..	305.92	
Bills payable ... ..	224.40	
Contingent ... ..	90.75	
Library ... ..	458.97	
Rosse ... ..		224.40
Special Gifts... ..		3,614.64
Suspense ... ..	342.00	
Special Normal 1. ... ..		183.01
Special Normal 2. ... ..		400.00
Students Relief ... ..		1,000.00
Land and Buildings ... ..	6,342.72	
do Special ... ..		9,565.52
do A. Small ... ..		8.00
Language School ... ..		1,266.26
Cash ... ..		635.21
Bank Current ... ..		627.46
do do H. and S. Bank ... ..	125.00	
do Special Building Fund ... ..	9,565.52	
	<hr/>	<hr/>
	\$17,524.50	\$17,524.50

Having examined the Ledger Balances as on the 31st December, 1913, I hereby declare the statement to be correct.

THOMAS D. BEGG.

January 19th, 1914.

## BUDGET FOR 1914 BY DEPARTMENTS.

	<i>Income.</i>	<i>Expense.</i>	<i>Surplus.</i>	<i>Deficit.</i>
Administrative ...	\$19,200.00	\$8,700.00	\$10,500.00	
Normal School ...	1,800.00	3,960.00		\$2,160.00
Medical ..	13,930.00	13,950.00		20.00
Language ..	4,800.00	4,690.00	110.00	
Middle ..	12,240.00	13,100.00		860.00
High ..	17,110.00	18,876.00		1,766.00
College ..	14,900.00	18,568.00		3,668.00
Lands and Buildings	1,350.00	1,350.00		
	<u>\$85,330.00</u>	<u>\$83,194.00</u>	<u>\$10,610.00</u>	<u>\$8,474.00</u>
Balance .....		2,136.00		\$2,136.00
	<u>\$85,330.00</u>	<u>\$85,330.00</u>	<u>\$10,610.00</u>	<u>\$10,610.00</u>

## ADMINISTRATION AND OFFICE.

EXPENSE.				
Mr. Bowen's salary ...	...	...	\$ 3,700.00	
Miss Gillmore's salary ...	...	...	1,300.00	
Mr. Rosse's salary ...	...	...	1,200.00	
Office Expense and Gen. ...	...	...	1,500.00	
Sinking Fund (Furloughs)...	...	...	1,000.00	
				\$8,700.00
INCOME.				
From Mission Boards ...	...	...	\$18,000.00	
For Mr. Rosse's salary ...	...	...	1,200.00	
				\$19,200.00
				Balance, \$10,500.00

## NORMAL DEPARTMENT.

EXPENSE.				
2 Teachers @ \$50.00 (for Normal School) ...	...	...	\$1,200.00	
4 " " 40.00 ( " Practice " ) ...	...	...	1,920.00	
4 Servants @ 5.00 for 12 Months ...	...	...	240.00	
Industries ...	...	...	100.00	
Repairs ...	...	...	100.00	
Equipment ...	...	...	100.00	
Light and hot water ...	...	...	100.00	
Incidentals and Stationery ...	...	...	100.00	
Grounds ...	...	...	100.00	
				Total, \$3,960.00
INCOME.				
Students Fees :-				
Tuition (Practice School) 60 Students	@ \$ 5.00—		300.00	
" (Normal " ) 100 "	@ 15.09—		1,500.00	
				Total, \$1,800.00
				Deficit, \$2,160.00

NOTE: No account is taken of any boarding expenses.

## MEDICAL DEPARTMENT.

EXPENSE.				
For Medical School (see Sub. A) ...	...	...	\$5,550.00	
" Hospital ... ( " " B) ...	...	...	8,400.00	
				Total Expense, \$13,950.00
INCOME.				
From Medical School (See Sub. A) ...	...	...	\$ 5,730.00	
" Hospital ... ( " " B) ...	...	...	8,200.00	
				Total Income, \$13,930.00
				Deficit, \$20.00

## Sub. A.—Medical School.

INCOME.				
Appropriation ...	...	...	\$4,200.00	
Students' Fees—				
15 Junior Class ..	...	...	\$1,160.00	
10 New " ..	...	...	370.00	
				1,530.00
				Total, \$5,730.00

EXPENSE.				
Incidentals ...	...	...	\$ 500.00	
Board ...	...	...	1,150.00	
Teachers—				
Regular ...	...	...	\$ 900.00	
Assistant ...	...	...	420.00	
Servants ...	...	...	1,320.00	
Library ...	...	...	480.00	
Equipment ...	...	...	500.00	
				1,600.00
				Total, \$5,550.00
				Surplus, \$180.00

## Sub. B.—Kuleo Hospital.

EXPENSE.				
Reconstruction of Operating Rooms ...	...	...	\$ 200.00	
Refitting of Operating Room ...	...	...	400.00	
New Instruments ...	...	...	300.00	
Installing Bathrooms ...	...	...	200.00	
Still and Sterile Water Apparatus ...	...	...	100.00	
Stoves for Wards ...	...	...	100.00	
Cupboards and New Furniture ...	...	...	250.00	
Mattresses and New Bedding ...	...	...	500.00	
Screening Hospital and Kitchens ...	...	...	250.00	
Hospital Clothing for Patients ..	...	...	200.00	
Painting and White-washing ...	...	...	250.00	

	<i>Forward</i>	... \$2,750.00
Reconstruction of Kitchen	...	\$200.00
Laundry	...	100.00
Dispensary	...	300.00
Out-door Toilets	...	200.00
	...	800.00
Gatehouse, servants' quarters, etc., etc.,	...	250.00
		<u>Total, \$3,800.00</u>

*Running Expenses.*

Salaries of Doctors...	...	...	... \$1,000.00
Wages of orderlies, nurses, coolies	...	...	...

## General Wards:

2 Coolies @ \$5	...	\$10
2 Night " 6	...	12
2 " " 6	...	12

## Private Rooms:

1 Orderly	...	6
1 Coolie	...	5

## Women's Ward:

3 Attendants @ \$5	...	15
--------------------	-----	----

## General Work:

Washerman	...	8
Assistant	...	6
Hot water and tea man	...	5
Operating room coolie	...	6
Dressing room coolie	...	6
Surgical nurse	...	10
Gardener	...	6
Gate men (2)	...	10

Total per month \$117

Total per year (approx.) ...\$1,500.00

Drugs and supplies above what is covered by charges @ \$75 per month	...	900.00
Fuel, electricity, etc.,	...	600.00
General upkeep	...	600.00

Total, \$4,600.00

Grand Total, \$8,400.00

## INCOME.

Cash on hand Dec. 1st, 1913, For Equipment,	...	\$4,000.00
" " " " " " " " Running Expenses	...	1,600.00
Private Patients	...	500.00
Regular Patients	...	2,100.00

Total Income, \$8,200.00

Deficit, \$200.

## LANGUAGE SCHOOL.

## RECEIPTS.

Tuition from 40 students at \$50 per year	...	\$2,000.00
For personal teachers at \$10 per month, 7 months	...	2,800.00
		<u>Total, \$4,800.00</u>

## EXPENSES.

Salaries for 22 teachers at \$15—for 7 months...	...	\$2,310.00
" " Mr. Gia	...	420.00
Printing and materials	...	1,500.00
Incidentals	...	100.00
Servants	...	60.00
Repairs and Equipment	...	300.00
		<u>Total, \$4,690.00</u>

## MIDDLE SCHOOL.

## INCOME.

* 100 students at \$108 per year	...	\$10,800.00
30 " " \$48 " "	...	1,440.00
		<u>Total Income, \$12,240.00</u>

## EXPENSE.

Chinese Teachers	...	\$4,500.00
Board of Students at \$40	...	5,200.00
Incidentals	...	1,000.00
Foreign Teachers	...	...
Miss Pierce, salary	\$1,300.00	...
" " , house	200.00	1,500.00
Servants	...	300.00
Equipment and Repairs	...	500.00
Insurance	...	100.00

Total Expense, \$13,100.00

Balance, \$860.

* Tuition	...	\$ 6,200.00
Board	...	3,300.00
Incidentals	...	1,000.00
Athletics	...	300.00
		<u>\$10,800.00</u>

## HIGH SCHOOL.

EXPENSE.			
Teachers: Chinese...	...	...	\$4,404.00
"    Foreign, Miss Wixon	...	\$1,200.00	...
"    Mr. Millward	...	1,150.00	...
Servants	...	...	2,350.00
Office expense	...	...	972.00
Repairs	...	...	300.00
Insurance	...	...	1,000.00
Incidentals	...	...	400.00
Board	...	...	1,800.00
Athletics	...	...	5,400.00
Personal teachers	...	...	300.00
Permanent equipment	...	...	150.00
Psychology	...	...	...
Biology and Geology...	...	...	...
Phy. and Chem.	...	...	...
Museum...	...	...	1,000.00
Contingent	...	...	300.00
Bookstore and compradore	...	...	500.00

Total, \$18,876.00

## INCOME.

* Students' fees	...	...	\$14,760.00
Mission Appropriation:	...	...	...
Miss Wixon, \$1,200.00	...	...	...
Mr. Millward, 1,150.00	...	...	2,350.00

Total, \$17,110.00

* 120 @ \$110.50	...	...	\$13,260.00
30 @ 50	...	...	1,500.00
			\$14,760.00

Divided as follows: Athletics, \$275; Board, \$5,325; Incidentals, \$1,500; Tuition, \$7,660. Total \$14,760.

## COLLEGE.

EXPENSE.			
Teachers—Chinese:			
Wang	...	\$ 480	...
Chen	...	348	...
Ing	...	1,200	...
Ying	...	900	...
Teachers—Foreign:			\$2,928.00
Sarvis	...	\$2,400	...
Settlemyer	...	2,400	...
Roys	...	2,600	...
Clemons	...	1,100	...
Bailie	...	2,200	...
Office Exp. and Gen.	...	...	10,700.00
Repairs	...	...	500.00
Insurance	...	...	300.00
Incidentals	...	...	100.00
			240.00

## BUDGET FOR 1914.

	Forward	...	\$14,768.00
Board—50 students @ \$40	...	...	2,000.00
Athletics	...	...	100.00
Permanent Equipment:			
Psychology	...	...	...
Biology and Geology...	...	...	...
Phys. and Chemistry...	...	...	...
Museum	...	...	1,000.00
Library	...	...	500.00
Contingent	...	...	200.00
			Total, \$18,568.00

## INCOME.

* 50 students @ \$60	...	...	\$3,000.00
Appropriation:			
Mr. Bailie	...	...	2,200.00
Sarvis	...	...	2,400.00
Settlemyer...	...	...	2,400.00
Roys	...	...	2,600.00
Clemons	...	...	1,100.00
Ing	...	...	1,200.00
			\$11,900.00
			Total, \$14,900.00

* Athletics	...	...	\$ 100
Incidentals	...	...	500
Board*	...	...	600
Tuition	...	...	1,800
			\$3,000

## LANDS AND BUILDINGS.

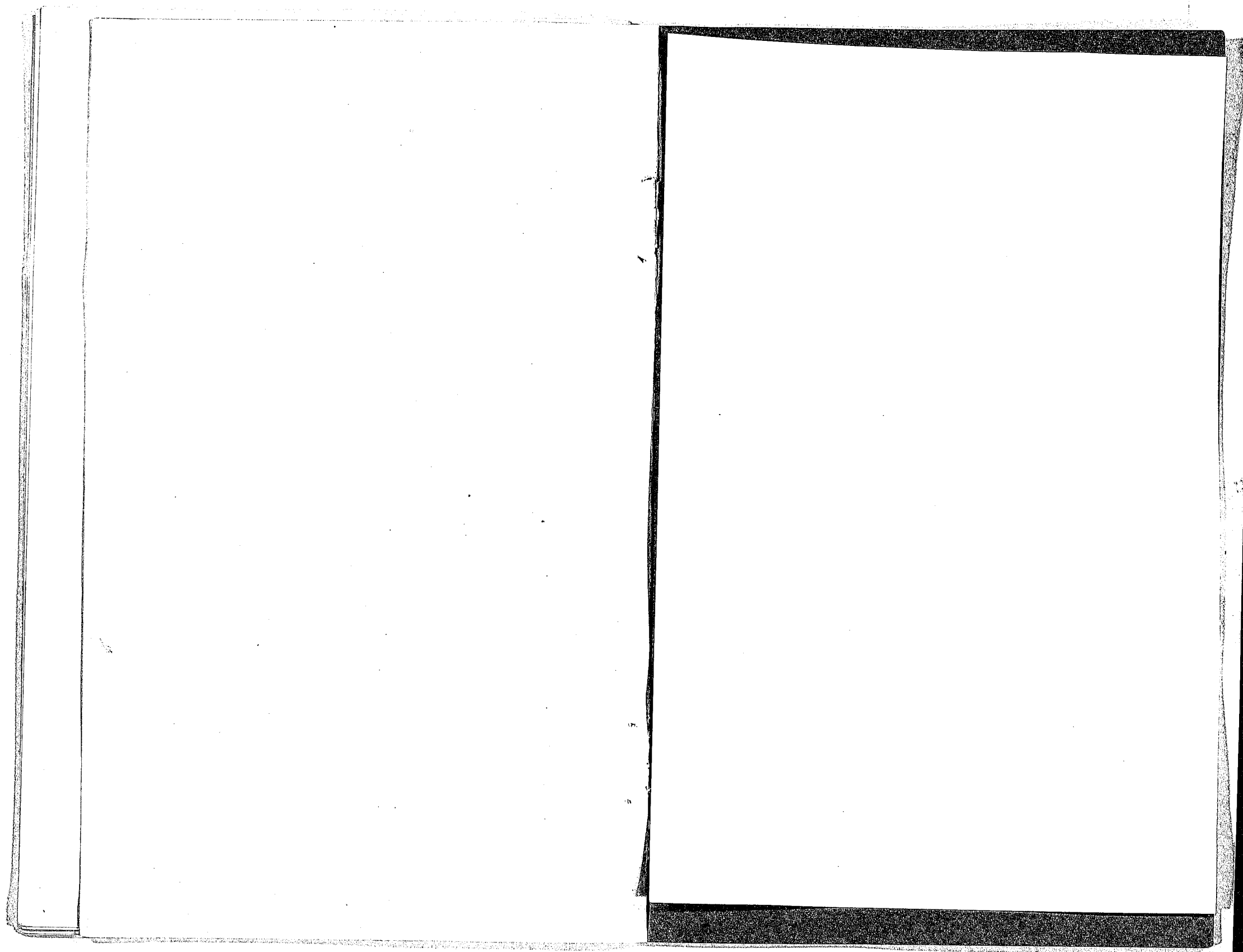
## EXPENSE.

* Land purchases	...	...	...
* New buildings	...	...	...
Repairs of residences 10 @ \$100...	...	...	\$1,000.00
Rent of Sarvis house 10 months @ \$35	...	...	350.00
			Total, \$1,350.00

## INCOME.

By Remittance	...	...	\$1,350.00
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\* New buildings and land purchases under special budget.



UNIVERSITY OF BANKING  
GENERAL OFFICE  
350 FIFTH AVENUE  
NEW YORK, N. Y.

# University of Banking

“ “ “

## OFFICIAL MINUTES OF THE EXECUTIVE COMMITTEE

—For 1914—

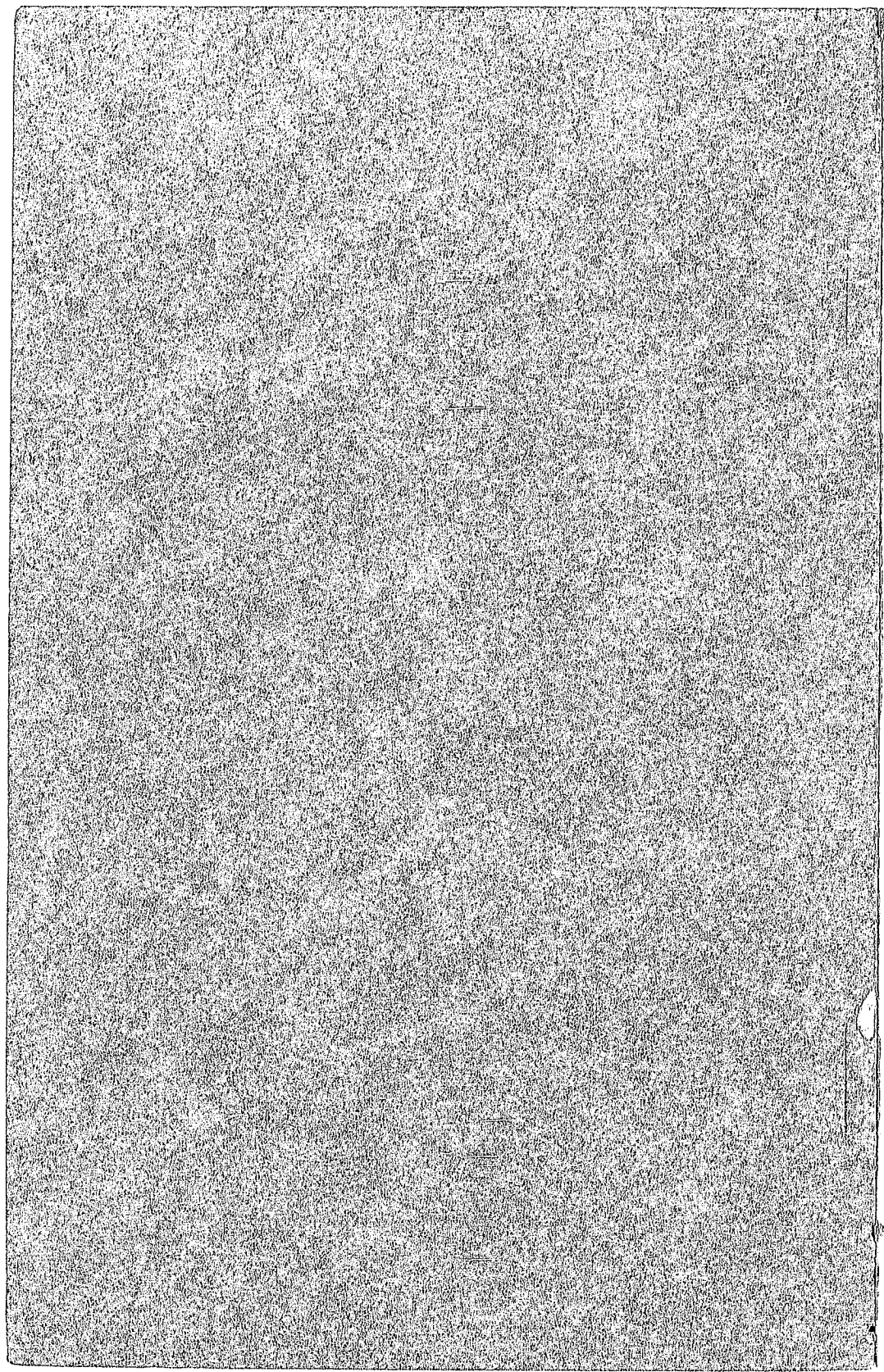
“ “ “

## THE BOARD OF MANAGERS

March 18, June 22, 1914, and Jan., 28-29, 1915

“ “ “

## REPORT OF THE TREASURER 1914 BUDGET FOR 1915



OFFICIAL MINUTES  
OF THE  
EXECUTIVE COMMITTEE  
AND THE  
BOARD OF MANAGERS  
OF THE  
UNIVERSITY OF NANKING  
FOR 1914

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**Meetings of Executive Committee :**

February 13th, 1914 ;      April 27th, 1914 ;  
March 10th, 1914 ;      October 30th, 1914 ;

**Board of Managers :**

March 18th, 1914 ;  
June 22nd, 1914 ;  
January 28th-29th, 1915.

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**Financial Report 1914**  
**Budget 1915.**



## EXECUTIVE COMMITTEE.

Minutes of the Twenty-seventh Meeting of the Executive Committee of the Board of Managers of the University of Nanking, February 13th, 1914.

The meeting of the Executive Committee was held in the office of the President, February 13th, 1914, Dr. Williams in the chair.

There were present :—Dr. J. E. Williams, Dr. R. C. Beebe, and Messrs. W. J. Drummond, F. E. Meigs, H. F. Li, and W. F. Wilson.

Mr. Li led in opening prayer.

Dr. Williams stated that as it was impossible to have all the members of the committee present, the actions would be sent to the other members for their approval.

The first item presented was Dr. Chang Sheo Ren's request for an increase in salary. [He has been with us for three years, is a graduate of the Ting Cheo College, and is doing some studying in the English classes.] As the other teachers of Western subjects were getting either double or more than double the amount of his salary it was voted that his salary be raised from \$25.00 to \$40.00 per month.

A motion was made and carried that on account of the difficulties arising from the action of the Board of Managers in giving only thirty scholarships:

*Resolved:* That we recommend to the Board of Managers that for the present term the sons of ministers of any Mission be granted scholarships at the rate of \$25.00 per term, in addition to the thirty scholarships, as suggested above. It was understood that adjustments would be so made before the Fall semester that the total number of scholarships shall not exceed thirty for each Mission.

Adjourned with prayer by Dr. Williams.

J. E. WILLIAMS, *Acting-President.*  
W. F. WILSON, *Secretary.*

**Minutes of the Twenty-eighth Meeting of the Executive Committee of the Board of Managers of the University of Nanking, March 10th, 1914.**

The Executive Committee met in the office of the President, on March 10th, Vice-President Williams in the chair.

Those present were:—Dr. R. C. Beebe, Rev. W. F. Wilson, Rev. F. E. Meigs.

The meeting was called to consider the plans prepared by Mr. Wm. K. Fellows.

Mr. Williams reported the receipts from tuition and board fees, this term .....\$10,200.00  
with outstanding and due bills ..... 2,287.50  
besides still to come in from the medical students... 600.00

Mr. Fellows presented plans for the Language School building and for the arrangement of the buildings with gradings of the higher ground.

The committee approved of the development of the plans. Adjourned at 5:00 p.m.

R. C. BEEBE, *Temporary Secretary.*

**Minutes of the Twenty-ninth Meeting of the Executive Committee of the Board of Managers of the University of Nanking, April 27th, 1914.**

The Executive Committee met in the office of the President, on Monday, April 27th, Dr. Williams in the chair.

Those present were:—Dr. R. C. Beebe, Rev. W. J. Drummond, Dr. J. E. Williams, Mr. G. W. Sarvis [as alternate for Mr. Meigs], and Rev. W. F. Wilson. Mr. Wm. K. Fellows, Dr. S. L. Lasell, Dr. N. W. Brown, and Dr. P. S. Evans were also present by invitation.

The meeting was opened with prayer by Mr. Sarvis.

Dr. Williams stated the object of the meeting, after which Mr. Fellows read his report.

Motion was made by Mr. Drummond, seconded by Mr. Sarvis and carried, that we secure, if possible, at least 100,000 of the old city wall bricks.

It was moved by Mr. Sarvis, seconded by Dr. Lasell and carried, that Dr. Williams proceed through a Chinese contractor to make further inquiries in regard to the cost of the Gao Tze marble and other building material.

It was moved by Mr. Sarvis, seconded by Mr. Drummond and carried, that we urgently request the Board of Trustees to approve, at the earliest possible date, the plans as presented by the architect, and ask them to cable authorizing the Board of Managers to proceed with the erection of the buildings for which money is already in hand.

It was moved by Mr. Sarvis, seconded by Dr. Lasell and carried that we accept the suggestions of Mr. Fellows for walls, roofs, and foundation as follows:

For walls: 1st choice, marble ashlar; 2nd choice, marble laid in rubble form, rock face, with cut marble trimmings; 3rd choice, specially burned brick with marble trimmings.

For roof: 1st choice, green or yellow glazed tile, if obtainable at a proper price (which is doubtful); 2nd choice, cement tile with crestings; 3rd choice, slate with crestings.

For foundations: concrete or local sandstone laid in cement mortar, or city wall brick laid in cement.

Motion was made by Dr. Beebe, seconded by Dr. Evans, that Mr. Fellows' report with all the accompanying drawings be presented with our approval to the Board of Trustees for their approval. This was carried.

A rising vote of thanks was made to Mr. Fellows for the pains he has taken in developing the plans for the University.

The meeting adjourned.

J. E. WILLIAMS, *Vice-President.*  
W. F. WILSON, *Secretary.*

**Minutes of the Thirtieth Meeting of the Executive Committee of the Board of Managers of the University of Nanking, October 30th, 1914.**

The Executive Committee of the Board of Managers of the University of Nanking met in the office of the President, October 30th, 1914, Dr. Bowen in the chair.

There were present:—President Bowen, Messrs. F. E. Meigs, Li Hou Fu, and W. F. Wilson; Drs. R. C. Beebe, A. A. McFadyen (representing the N. Kiangsu Mission of the Presbyterian Church), S. L. Lasell, J. E. Williams, and by invitation Prof. Bower, of Lexington, Ky., and Mr. Jos. Bailie. Rev. W. F. Wilson acted as secretary.

The meeting was opened with prayer by Prof. Bower.

The minutes of the last two meetings of the Executive Committee and of the last meeting of the Board of Managers, having been sent to all the members of the Board of Managers, were taken as read, and approved.

President Bowen then introduced Prof. Bower to the meeting and called upon him to address the meeting in regard to the work at Nantungchow, and of the need of having a man from the University, probably Mr. Sarvis, to go to the city of Nantungchow and help in the development of the evangelistic and educational work in that district.

President Bowen spoke of the great hardship to the University if Mr. Sarvis should be taken out, although he appreciated the great possibilities for good to the University if Mr. Sarvis could be loaned for the time being for that work.

Dr. Beebe spoke of the danger of failure in the proposed work at Nantungchow if a man should go there for only a short time.

Mr. Meigs thought that possibly some other man or men who could go there permanently would be better than to send out Mr. Sarvis for a short time.

Dr. Williams also spoke of the great difficulty for Mr. Sarvis in a short time to fit himself into that work because of the necessity of winning the confidence of the Chinese before he could carry the work to success. And this he could hardly do in a year: on the contrary it would take years. And more than that the present time in the University was so critical that he could not see how any one could be taken out of the University.

Prof. Bower expressed the great interest that not only the Commission but the whole Christian Church has in the University. He said that their interest was so great in the University that if the Executive Committee felt that the loan of Mr. Sarvis was not practicable, the Commission would not press their request for him. He asked, however, if the Executive Committee could not give to the Commission some help in the solution of their problem in Nantungchow.

Dr. Bowen suggested the possibility of help coming from Mr. Bailie, Mr. Reisner and Dr. Hamilton for the time being until experts could be gotten out from home.

Mr. Bailie spoke of the urgency of the matter and urged the Commission to cable home for men, who can come out immediately.

After the report of the Building and Property Committee, on motion of Dr. J. E. Williams, it was agreed that the approximate size of the lots which should be granted to each house, should be 360 Chinese fang.

On motion of Rev. F. E. Meigs, it was agreed that the site of Dr. Butchart's house be left to the Building and Property Committee in consultation with Dr. Butchart.

Rev. F. E. Meigs was appointed on the Building and Property Committee in the place of Mr. Frank Garrett, who resigned.

On motion of Dr. R. C. Beebe, it was voted that we accept the following proposition of Mr. Zee Way Zung, with great pleasure, and we ask Mr. Bailie to so announce it to Mr. Zee.

Agreement with Mr. Zee is as follows :

"Agreement between the University of Nanking and Mr. Zee Way Zung relative to the development of a Department of Poultry Husbandry in connection with the Department of Agriculture.

Mr. Zee Way Zung offers to use his Poultry Outfit as a Laboratory for the students of the University, to act as head of this Department, and to erect buildings suitable for housing the students all without any expense to the University, but desires a guarantee that the ownership of all this property be in no way affected by this agreement or by the property, being used as Laboratory for the students of the Department of Agriculture.

The University accepts with profound thanks Mr. Zee's public-spirited offer, and guarantees him that neither this agreement nor the fact that the property has been used by our students as a Laboratory shall ever be adduced by the University as a proof for its ownership of this property. The property remains in Mr. Zee's hands as before.

The University shall not be in any way implicated in any legal transaction between Mr. Zee and any third party relative to this property.

Mr. Zee guarantees the University that this property shall be used for this purpose for four years and that when the property is to be withdrawn from the use of the students in the Agricultural Department a notice of three years will be given in order that the University may not disappoint students who come to learn Poultry Husbandry."

On motion of Dr. J. E. Williams it was agreed that we express great interest in the letters received by Mr. Bailie from Mr. Ngan Han in regard to the Forestry Department in relation to the University and that we refer them back to Mr. Bailie, to go on with future conference in regard to the same.

On motion of Dr. R. C. Beebe, it was agreed that we approve of what Mr. Bailie has done in connection with the Cotton Anti-Adulteration Association and that we approve of his going to Shanghai for further conference in regard to this matter.

On motion of Dr. S. L. Lasell, it was decided to appoint a sub-committee to arrange for the Budget for 1915, to be reported later to the Executive Committee: Drs. J. E. Williams, P. S. Evans, Jr., and Rev. W. F. Wilson were appointed as this Sub-Committee.

Adjourned with prayer.

A. J. BOWEN, *President.*  
W. F. WILSON, *Secretary.*

## BOARD OF MANAGERS.

### The Seventh (Special) Meeting of the Board of Managers of the University of Nanking, March 18th, 1914.

A special meeting of the Board of Managers of the University of Nanking, was called to order in the office of the President at 3:30 p.m., March 18th, 1914.

There were present:—Drs. R. C. Beebe, J. T. Proctor, F. D. Gamewell, J. E. Williams and Messrs. E. C. Lobenstine, F. E. Meigs, F. J. White, Dr. S. L. Lasell (as alternate for W. J. Drummond) and W. F. Wilson. Messrs. Wm. K. Fellows and A. G. Small were also present by invitation.

Dr. Proctor led in opening prayer.

Letters expressing regret for absence were presented from Drs. E. I. Osgood, W. H. Park, A. C. Hutcheson, M. D. Eubank, and Messrs. Drummond and Morris.

The minutes of the last two meetings of the Executive Committee were read and approved.

Inasmuch as Mr. F. E. Meigs, who has been giving a good proportion of his time to the Language School Department, now feels that he must be relieved to give more time to his own department, on motion of Dr. Beebe, Rev. W. F. Wilson was asked to continue his work in the Language School for the coming year, in association with Mr. C. S. Keen, who is expected to return this fall to act as Dean of this department.

Vice-President Williams reported in regard to the attendance of students this term as follows: College, 37; High School, 140; Middle School, 140; Primary, 64; Normal, 15; Medical, 33; and Language School, 51.

A discussion was then held in regard to the housing of the Chinese staff.

Moved by Dr. Beebe and carried that in the architect's plans, a section be set apart for a site for houses for Chinese teachers and that the Executive Committee be authorized to get the money, with the consent of the Board of Trustees, and put up houses to cost \$2,000 or less.

It was moved and carried that the general plan, as drawn up by the architect, be accepted.

It was moved by Mr. Meigs, seconded by Dr. Gamewell, and carried that the site suggested on the plan for the Language School be accepted.

It was moved by Dr. Beebe, seconded by Mr. Lobenstine, and carried, that we arrange for a heating-plant for the Language School building, the definite plans to be worked out by the architect.

It was moved by Mr. Lobenstine, seconded by Dr. Gamewell, and carried that the general plan of the Language School, as presented by the architect, with minor suggestions by the Board of Managers, be accepted.

After a plan had been presented of a house in bungalow style, of one and a half stories, it was moved by Dr. Beebe, and carried, that the Board do not think it advisable to build a house in bungalow style.

A motion was made by Mr. Lobenstine that the architect be asked to draw up plans, to be used as a type, for smaller foreign residences, for the smaller families.

A motion was made by Dr. Gamewell and seconded by Dr. Beebe, and carried, that Mr. Williams be asked to accompany Mr. Fellows to Hanyang and Peking in connection with the plans for future building operations.

Motion by Mr. Lobenstine, seconded by Dr. Beebe, and carried that in regard to the building material, Mr. Fellows and Dr. Williams make further investigations and report later to the Board of Managers.

Motion was made by Mr. Lobenstine and carried that we approve in general of the plans presented by the Hospital Committee and that we suggest the plans be first passed on by the faculty and be presented to the architect for development.

Adjourned with prayer by Dr. Beebe.

J. E. WILLIAMS, *Chairman.*

W. F. WILSON, *Secretary.*

**The Eighth (Special) Meeting of the Board of Managers of the University of Nanking, June 22nd, 1914.**

The meeting was called to order at 2:40 p.m. in the President's office, Dr. J. E. Williams, Vice-President, in the chair.

Those present were: Rev. F. E. Meigs, Mr. Li Hou Fu, Dr. E. I. Osgood, Mr. C. S. Settlemyer (alternate for Mr. Alex. Paul), Drs. J. C. Ferguson, R. C. Beebe, Messrs. W. F. Wilson, E. C. Lobenstine, Drs. T. D. Sloan (alternate for Dr. Cochran), S. L. Lasell (alternate for Dr. Garritt), J. E. Williams, A. C. Hutcheson, W. H. Park, M. D. Eubank, P. S. Evans, Jr. (alternate for Dr. Taylor), N. W. Brown, and by invitation, Dr. Peabody, and Mr. Roger S. Greene.

Dr. M. D. Eubank led in prayer.

The minutes of the last special meeting of the Board of Managers, held on March 18th, and of the last meeting of the Executive Committee, held on April 27th, were read and approved.

Motion was made and carried that the President, with the secretary, and one other appointed by the President, arrange an order of business, and a systematic method of reporting the actions of each meeting.

Dr. Williams gave a general report, by departments, of the development of the last school year.

The following resolution was presented and passed by a rising vote:

*Resolved:* That the Board of Managers desire to place on record our appreciation of the wonderful work accomplished by Dr. J. E. Williams in raising funds for the buildings and equipment of the University, which has made possible the present development which we are now witnessing.

The Board of Managers' appreciation of the presence of Dr. Peabody and Mr. Greene was expressed by a rising vote.

Dr. P. S. Evans then presented the revised Course of Study for the Medical School as follows:

ADMISSION. High School Graduation admits to the Preparatory Course, provided the student has had physics and biology.

LENGTH OF COURSE.	Preparatory Course ... ..	One year.
	Regular Medical course ... ..	Five years.
	Hospital Internship ... ..	One year.
	(For those who desire N. Y. State Diploma.)	

## CURRICULUM (by years).

*Preparatory year:* Inorganic chemistry, qualitative analysis, physics (laboratory course to supplement high school course), and biology (college grade).

*First year:* Comparative anatomy, gross human anatomy, embryology, histology and organic chemistry.

*Second year:* Human anatomy, physiology, physiological chemistry, pathology, bacteriology and pharmacology.

*Third year:* Pathology, therapeutics, clinical microscopy, parasitology, surgical anatomy, minor surgery, physical diagnosis, dispensary clinics.

*Fourth year:* Surgery, practice of medicine, obstetrics, gynecology, pediatrics, genito-urinary surgery, skin, hospital clinics.

*Fifth year:* Surgery, practice of medicine, diseases of eye, ear, nose, throat, mental and nervous diseases, tropical diseases, hygiene and public health, history of medicine, medical jurisprudence, economics and ethics, dietetic hospital clinics.

*Hospital year:* For those applying for a diploma from the state of New York Board of University Regents, an additional hospital year of practical experience is required. This may be taken in any approved hospital.

Courses in Bible Study, Chinese Essay Writing and English are given in addition to the regular scientific work.

Tuition is \$100 per year, semi-annually in advance. This covers room and board but not books, laboratory fees or other extras.

It was moved that the Course as presented be adopted.

Dr. A. C. Hutcheson expressed certain difficulties in the practical working out of the higher standard of entrance, and said that the two Missions which he represented were not in favor of raising the standard.

Dr. J. C. Ferguson suggested that he thought that the final decision in regard to the Course of Study should rest with the Faculty.

Dr. M. D. Eubank suggested that there were practical difficulties in deciding the matter at the present time, and thought that the decision should be deferred.

Dr. R. C. Beebe suggested that there were students, the majority of whom were ready for this higher standard of work, and it was hardly fair to hold them back for the sake of those who were not up to it.

Dr. E. I. Osgood as well as Dr. Hutcheson emphasized the need of two classes in the Medical School, one of which would meet the requirements of the Regents and the other to take a lower course.

It was moved and carried that the case of the special class of medical students and provision for same be referred to the medical committee together with the faculty for adjustment.

The motion to adopt the Course was then unanimously carried.

A motion was made and carried that we request Dr. Peabody and Mr. Greene to address the Board of Managers at this time. They both spoke of the conditions which they had met during their present visit to China.

Motion was made and carried that the following schedule and consequent adjustment of course, suggested by the faculty of the School, be approved.

## PROPOSED CURRICULUM FOR HIGH SCHOOL.

	<i>First Semester.</i>			<i>Second Semester.</i>		
FIRST YEAR.	Bible ... ..	3	Bible ... ..	3		
	Chinese ... ..	8	Chinese ... ..	8		
	English ... ..	10	English ... ..	10		
	Algebra ... ..	3	Algebra ... ..	3		
SECOND YEAR.	Bible ... ..	3	Bible ... ..	3		
	Chinese ... ..	8	Chinese ... ..	8		
	English ... ..	10	English ... ..	10		
	Civics ... ..	3	Economics ... ..	3		
THIRD YEAR.	Bible ... ..	3	Bible ... ..	3		
	Chinese ... ..	8	Chinese ... ..	8		
	History ... ..	4	History ... ..	4		
	Biology ... ..	4	Biology ... ..	4		
	Geometry ... ..	3	Geometry ... ..	3		
	Com'l Geog. ... ..	2	Com'l Hist. ... ..	2		
FOURTH YEAR.	Bible ... ..	3	Bible ... ..	3		
	Chinese ... ..	8	Chinese ... ..	8		
	Physics ... ..	4	Physics ... ..	4		
	Business ... ..	4	Pedagogy ... ..	4		
	Physical ... ..	4	Physiology ... ..	4		
	Geography ... ..	5	Hygiene ... ..	5		

Dr. Williams read a letter from Dr. Speer.

A motion was made and carried that we formally express to Miss T. M. Pierce our hearty appreciation of the work she has done in the Middle School during the last three years.

A motion was made and carried that the authorization be given to the Executive Committee to fill vacancies on the faculty and to arrange for the teachers' salaries.

A motion was made and carried that the Executive Committee be authorized to extend the wall of the Kan Ho Yuen property on the south side, on the understanding that money is now in hand for the same.

A motion was made and carried that we reaffirm the importance of immediately providing for the new Middle School building as the building now used by the Middle School must be vacated for the work of the Medical School.

After prayer by Dr. Beebe, the meeting adjourned to meet at 8:00 p.m.

#### EVENING SESSION.

The meeting was called to order at 8:30 p.m.

There were present: Rev. F. E. Meigs, Drs. R. C. Beebe, W. H. Park, J. C. Ferguson, N. W. Brown, P. S. Evans, Jr., E. I. Osgood, A. C. Hutcheson, M. D. Eubank, and Messrs. E. C. Lobenstine, C. S. Settlemyer, Li Hou Fu, J. E. Williams, and W. F. Wilson.

Dr. N. W. Brown gave the following report of the committee appointed in the afternoon to consider the question of a special class of students in the Medical School.

The meeting was called to order and Dr. Park elected chairman. Dr. Brown was appointed secretary. There were present Drs. Osgood, Park, Eubank, Hutcheson, Lasell, Evans, Sloan, and Brown.

After a discussion of the urgent need for trained physicians and the desire expressed for some means of training men who were not prepared to meet the full requirements of the N. Y. State Board of Regents, it was

**VOTED:** To provide for students who could not enter under the Regulations of the N. Y. State Board of Regents by admitting to regular

classes in the Medical School any applicants who could qualify under the previous requirements for admission as given in the Minutes of the Board of Managers of the East China Medical School, November 13th, 1913, and to give them certificates for all work completed.

A motion was made and unanimously carried that the report be adopted.

A motion was made and carried that the schedule of furloughs, as adopted by the Medical Faculty, be passed on to the respective Missions for their consideration, as follows:

Dr. Brown, from June 1915; Dr. Butchart, from June 1916; Dr. Hiltner, from February 1916; Dr. Evans, from June 1917; Dr. Sloan, from June 1917; Dr. Gaunt, from June 1918; Dr. Lasell, from June 1918; Dr. Shields, from June 1919.

A motion was made and carried that the report of the committee on the participation of the Baptists in the University be referred to a committee, consisting of Dr. Gamewell, Mr. E. C. Lobenstine, and Dr. Williams, together with the representatives of the Baptist Mission.

A motion was made and carried that the scheme for location of residences be referred to the Executive Committee with power to act.

A motion was made and carried that the question of the College curriculum be approved as presented.

#### SUGGESTED REVISED CURRICULUM.

##### GROUP I. A general course without electives.

<i>Freshman:</i>	<i>Sophomore:</i>	<i>Junior:</i>	<i>Senior:</i>
English I.	English III.	English V.	English VI.
English II.	English IV.	Chinese V.	Chinese VII.
Chinese I.	Chinese III.	Chinese VI.	Bible IV.
Chinese II.	Chinese IV.	Bible III.	Philosophy I.
Bible I.	Bible II.	Psychology I.	Ethics.
Chemistry I.	Geology.	Logic.	Education.
Mathematics I.	Astronomy.	Economics.	Sociology.
History I.	History II.	Political Science I.	

GROUP II. Required courses as basis for three elective groups below.

<i>Freshman :</i>	<i>Sophomore :</i>	<i>Junior :</i>	<i>Senior :</i>
Same as Group I.	English III. Chinese III. Bible II. Geology.	Bible III. Psychology I. Economics I. Political Science I.	Bible IV. Education. Sociology I.

GROUP III. Language group requirements in addition to Group II.

<i>Freshman :</i>	<i>Sophomore :</i>	<i>Junior :</i>	<i>Senior :</i>
None.	English IV. Chinese IV. German I. German II.	English V. Chinese V. German III. French I.	English VI. Chinese VI. German IV. French II.

GROUP IV. Social science group requirements in addition to Group II.

<i>Freshman :</i>	<i>Sophomore :</i>	<i>Junior :</i>	<i>Senior :</i>
None.	History II. History III. Pol. Science II. Sociology II.	History IV. Economics II. Philosophy I. Psychology II.	Ethics. Education. Sociology III. Philosophy II.

N.B.—Students electing this group would be expected to take beginning courses in the subjects called for earlier than is indicated in Group II.

GROUP V. Science and Mathematics requirements in addition to II.

<i>Freshman :</i>	<i>Sophomore :</i>	<i>Junior :</i>	<i>Senior :</i>
None.	Physics I. Biology. Mathematics II. Mechan. Drawing.	Physics II. Chemistry II. Mathematics III. Surveying.	Physics III. Chemistry III. Mathematics IV. Astronomy.

A motion was made and carried that the scheme for location of residences be referred to the Executive Committee with power to act.

A motion was made and carried that the question of the College curriculum be approved as presented.

A motion was made and carried that we ask the Trustees to raise \$5,000 gold more for land.

A motion was made and carried that we adjourn.

J. E. WILLIAMS, *Acting President.*

W. F. WILSON, *Secretary.*

The Ninth Meeting of the Board of Managers of the University of Nanking, January 28th-29th, 1915.

The ninth meeting of the Board of Managers of the University of Nanking convened in the University office, Thursday evening, January 28th, 1915.

The Board of Managers is constituted as follow :

\*ARTHUR J. BOWEN, Ex-officio Chairman,

*Samuel Cochran, M.D.	} Presbyterian, North.
*Joseph C. Garritt	
*John E. Williams	
*Edwin C. Lobenstine	
*Li Hou Fu	} Disciples of Christ.
*Frank E. Meigs	
*Elliot I. Osgood, M.D.	
*Alexander Paul	
John C. Ferguson	} Methodist Episcopal, North.
*Frank D. Gamewell	
*Robert C. Beebe, M.D.	
*Wilbur F. Wilson	
Chang Bo Ling	} Elected by the Board of Managers.
Hwang Hsi Chen	
*Chenting T. Wang	
*M. D. Eubank, M.D.	} Baptist, North.
*J. T. Proctor	
*F. J. White	
Adrian S. Taylor, M.D.	} Baptist, South.
*R. V. Taylor, Alternate	
*W. H. Park, M.D.	} Methodist Episcopal, South.
A. A. McFadyen, M.D.	
*P. F. Price, Alternate	

NOTE: Letters, regretting unavoidable absence, were received from Chang Bo Ling and Dr. McFadyen. Dr. Ferguson, Hwang Hsi Chen, and Dr. A. S. Taylor are in America. All of the others were present at the meeting.



The meeting was called to order by President Bowen at 8:25 p.m. Dr. Eubank led the devotional exercises.

On account of sickness in the home of Dr. McFadyen, he was unable to be present, and the Board asked Dr. P. F. Price to act in his place. Dr. A. S. Taylor, being in America, his brother, Dr. R. V. Taylor, was appointed to act in his place.

Mr. R. A. Doan, of the Commission of the Disciples of Christ, Dr. Duncan Main and Dr. A. F. Kember of the Church Missionary Society, were present as guests, introduced to the Board of Managers, and accorded the privilege of the freedom of discussion on all questions which might come up.

Dr. Proctor was called upon to report for the Committee which was appointed last June to meet with the representatives of the Baptist Mission, and to report on the basis of entrance into the University of the Baptist Board. His report was as follows:

January 28th, 1915.

The Committee appointed in June, to meet with the representatives of the Baptist Mission and to report on the basis of entrance into the University of the Baptist Board met in the administration building January 28th.

Present: Messrs. Bowen, Williams, Lobenstine, and Gamewell, representing the Board of Managers; and Messrs. White, Eubank, and Proctor, representing the Baptist Mission.

Mr. Bowen was made chairman, and Mr. Proctor secretary. Dr. Gamewell led in prayer.

The Minutes of the Board of Trustees of the University and of the Board of Managers of the American Baptist Missionary Society on the subject committed to this committee together with the correspondence on this subject were read and reported by Mr. Williams and Mr. Proctor.

After discussion the committee voted unanimously to recommend that the Board of Managers take action as follows:

Resolved: That the Board of Managers accept and approve the action of the Board of Trustees in its meeting March 3rd, 1914, agreeing on the basis of representation of the Baptist Board and Mission in the University, viz., "It was voted that the basis of agreement with the A. B. F. M. S. on partial co-operation in the University, including the Medical School, be as follows:

The payment of \$35,000 for property equipment, \$1,800 annual appropriation.

The support of three missionary teachers in Nanking.

The privilege of three members on the Board of Managers in Nanking.

The privilege of two members on the Board of Trustees in America.

This action of the Committee was taken in view of the action of the Board of Managers of the Baptist Missionary Society on March 11, 1914, as follows:

Secretary Franklin reported that, with the chairman Dr. Burton, he had attended a meeting of the Board of Trustees of the University of Nanking, at which agreement had been reached as to modification of the terms upon which the American Baptist Foreign Mission Society might participate in the conduct of the University. The terms of participation, as sanctioned by the Board of Trustees, are in substantial conformity with plans recommended by the East China Mission in conference with representatives of the University on the field, namely:

(1) The American Baptist Foreign Mission Society shall furnish funds for buildings and equipment to the amount of \$35,000 or \$10,000 in addition to the gift of Mr. Ambrose Swasey for a Science Building. Of this \$10,000 \$5,000, is available through the gift of Mr. H. A. Sherwin toward the Medical Department of the University and \$4,100 is available through special gifts from friends in Chicago for a mission residence in connection with the University. The balance of \$900 will need to be provided by an appropriation from property funds or by a special gift.

(2) The Society shall contribute the sum of \$1,800 annually toward the current expenses of the University, including the \$300 now contributed for the work of the Medical Department. The additional contribution of \$1,500 is to begin with the school year of 1914-1915.

(3) The Society shall furnish three members of the staff of the University, including N. W. Brown, M.D., already attached to the faculty of the Medical Department and Rev. C. S. Keen, already designated to the Language School to be conducted in connection with the University. The third member of the faculty is to be provided in the year 1915 after conference as to the department to which he shall be assigned.

(4) The Society shall be entitled to name three members of the Board of Managers of the University in China, these managers to be appointed on the nomination of the East China Conference.

(5) The Society shall be entitled to appoint two members of the Board of Trustees of the University in America.

(6) It is understood that by these terms of co-operation the Society becomes related distinctively to the Graduate and Technical Departments of the University and does not assume responsibility in connection with the undergraduate men.

(7) The Society shall be free, in co-operation with the Foreign Mission Board of the Southern Baptist Convention, to continue the maintenance of the Shanghai Baptist College, which may be affiliated with the University upon terms hereafter to be adopted.

(8) The possibility of a transfer of the senior college work (the last two years) from Shanghai to Nanking may be considered at a later time if the two Missions and Boards co-operating in the Shanghai Baptist College find it desirable and mutually agreeable.

In view of this action it was, VOTED: That, the Board of Managers accept the proposed terms of participation in the University of Nanking with warm appreciation of the liberal attitude of the Trustees and the consideration shown the Society in view of its peculiar obligations in connection with the Shanghai Baptist College.

That an appropriation of \$900 be made to complete the total amount which the Society is required to provide for the building and equipment of the University, this amount to be charged to the building account, and that authorization be given for immediate payment to the Treasurer of the University of the sum of \$10,000 with the understanding that \$5,000 will apply on the equipment of the Medical Department and \$4,100 on a mission residence as stipulated by the donors."

The report was unanimously approved.

On motion of J. E. Williams, it was agreed that the report of the Medical faculty be referred to the Medical Committee, and that the report of the faculty and the recommendations of the Medical Committee be presented later to the Board of Managers for action.

On motion of Chenting T. Wang, it was agreed to delete from our Minutes the question relating to Mr. W. Y. Lin as reported in the Minutes of the Executive Committee of October 30th. He said no agreement had been made but the question is still under advisement.

On motion of F. E. Meigs, it was agreed that we ask Mr. Bailie to be present to-morrow in order that he may give further information in regard to the Agricultural Department.

On motion of J. E. Williams, it was agreed that we approve of the Minutes of the Executive Committee of October 30th, with the exception of the items already deleted.

On motion of F. E. Meigs, it was agreed that a committee of three be appointed to look over the audited report of the treasurer of the University. E. C. Lobenstine, Chenting T. Wang, and J. E. Williams were appointed.

On motion, it was agreed to adjourn to meet to-morrow morning at 9:30.

Friday, January 29th, 1915.

The meeting was called to order by President Bowen.

Mr. Doan led in prayer.

The report of the Medical School was given by the Dean and, on motion of Dr. Beebe, the report was adopted:

The following recommendations were made by the faculty of the Medical School:

Recommendations regarding union with the Church Missionary Society:

- I. (1) Students, in order to matriculate, shall meet the requirements for admission as published in the catalogue.
- (2) Students shall take the first three, or pre-clinical, years in the University Medical School, at the conclusion of which they will receive certificates for courses completed.
- (3) The responsibilities of the University Medical School shall cease with the completion of the three pre-clinical years.
- II. All students from the Church Missionary Society entering under these conditions shall pay the same fees and be subject to the same regulations as other students.
- III. As a contribution toward this pre-clinical instruction the Church Missionary Society shall provide one qualified physician on the faculty together with his salary and residence. Should the number of students from the C. M. S. exceed 15, the C. M. S. shall meet its proportional share of the additional expense.
- IV. The Church Missionary Society shall pay an annual grant of \$300. gold, toward the maintenance of the school on the same basis as other Missions, and contribute an equitable portion of the initial grant of \$5,000 gold, paid by each other co-operating Mission toward plant and equipment.

Dr. Main spoke of the difference between the propositions made formerly by the Board of Managers to the Church

Missionary Society and later agreed to by them in London and those now presented in these recommendations. The Society has agreed to furnish a man for the Medical faculty, with his residence, but no proposition has been put before the Society for the annual grant of \$300, and the proportionate grant of \$5,000, and he feared the Society would not consider the proposition. He said they were asking for affiliation, not union, and he thought the original proposition should stand.

On motion of J. C. Garritt, it was agreed to take up the recommendations of the Medical faculty *seriatim*.

After full discussion, the heading and sections I, II, III, and IV were changed to read as follows:

Recommendations regarding the affiliation of the Church Missionary Society with the Medical Department of the University of Nanking.

- I. (1) Students, in order to matriculate, shall meet the requirements for admission as published in the current catalogue.
- (2) Students shall take the pre-clinical course prescribed by the Medical Department of the University of Nanking, at the conclusion of which they will receive certificates for courses completed.
- (3) The responsibilities of the University Medical School shall cease with the completion of the pre-clinical course.
- II. All the students from the Church Missionary Society, entering under these conditions, shall pay the same fees and be subject to the same regulations as other students.
- III. As a contribution towards this pre-clinical instruction the Church Missionary Society shall provide one qualified physician on the faculty together with his salary and residence. Should the number of students from the Church Missionary Society grow disproportionately large, it is expected that the Church Missionary Society shall meet its proportional share of the additional expense in staff, current expenses and equipment.
- IV. The Church Missionary Society shall be entitled to one representative on the Board of Managers of the University of Nanking, as provided by the action of the Trustees in New York, April 15th, 1913.

The meeting then adjourned to meet at 2:00 p.m.

Friday afternoon, January 29th.

The meeting was called to order at 2:15. F. E. Meigs led in prayer.

Mr. Bailie was present and was asked to make a statement in regard to the Department of Agriculture.

On account of lack of time, on motion of E. I. Osgood, it was agreed that the discussion on this subject shall be closed by 3:00 p.m.

On motion of M. D. Eubank, it was agreed that the Board of Managers express to Mr. Bailie their deep appreciation of the work he has been doing for the University and for China during the past year.

On motion of E. C. Lobenstine, it was agreed that we appoint a committee to work out and recommend to the Executive Committee plans for the development of the Agricultural Department, and to authorize the Executive Committee to make efforts to secure from the Chinese sufficient land suitably located within the city limits, if possible, for the use of the department and further to secure contributions in China or abroad up to a limit of gold \$25,000 for buildings and equipment.

A. J. Bowen, Chenting T. Wang, J. E. Williams, and Li Hou Fu were appointed on this committee.

On motion of J. E. Williams, it was agreed that we re-affirm the following action of the Board of Managers of January 22, 1914, in regard to the Medical School as follows:

The following motions were then made and carried in regard to funds to be raised for the new hospital for 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.

On motion of J. C. Garritt, it was agreed to add the following as section 4.

4. That we further urge the authorization by the Trustees of those going on furlough to seek in addition to the endowment of gold \$300,000 needed for the other departments, an endowment of gold \$200,000 for the Medical School and Hospital.

The following action was then referred to the Medical Committee for consideration :

It was also recommended that in the fall of 1916 a special class be admitted to the first year of the regular Medical course, this class to be taught throughout in English and to be restricted to students who have taken courses in chemistry, physics, biology in an approved college, and are able to pass examinations in English and other such subjects as the faculty may determine.

The motion was seconded by Dr. White, who suggested that speakers on this motion be confined to two speeches of three minutes and one minute each. This was agreed to by all.

On motion of Dr. Cochran, it was agreed to postpone final action on this question until the meeting of the Board of Managers next June.

On motion of E. C. Lobenstine, it was agreed that we recommend to the China Medical Missionary Association the calling together during the biennial meeting, of a round table conference of representatives of the different medical schools with a view to seeing if any closer co-ordination of their work is possible.

The president then presented his report. On account of the amount of time which had been spent in discussing the problems of the medical work the president did not read his report but stated that he would have it printed and sent to the different members of the Board of Managers. He then presented certain recommendations which were acted upon as follows :

"The Board of Managers approved of the Board of Trustees of the University of Nanking acting also as the

Board of Trustees of the Ginling Women's College, and also of the Nanking School of Theology."

The course of study as printed in the catalogue was also approved.

The Board of Managers expressed gratification at the action of the Board of Trustees on March 3, 1914, (in which the Missionary Boards, in case they do not have their full quota of men on the field, agree to provide the amount of their salary) and they further urge that the Board of Trustees recall this action to the attention of any Society which has failed to do so.

In place of Dr. A. P. Wilder, who was a University examiner, appointed by the Regents, the Board recommend that Judge Lobingier of Shanghai be recommended to take the place of Dr. Wilder, provided he is willing to do so.

The question of the University seal was referred to the Executive Committee with power to act.

In regard to the expressed desire of the Board of Trustees that we erect four of the main buildings of the University group at the same time, the following action was taken :

"While appreciating the desirability of having four buildings built at one time, we urge the importance of building at once the dormitory and the science building and ask for authority to do so."

It was agreed that the foreign residences in connection with the University be wired for electricity, the occupants of the houses paying one-half the expense, and the University the other half.

It was also agreed that we recommend to the Board of Trustees that the titles of all the residences including those of the Medical faculty be vested in the Board of Trustees as is all other property.

It was agreed that we authorize the raising of \$3,000 gold, for a high-school open-air gymnasium.

The following appointments were made, or approved, if they had already been made:

- Mr. W. F. Wilson, principal of the High School;
- Mr. Z. T. Ing, registrar of the High School;
- Mr. G. W. Sarvis, dean and registrar of the College;
- Miss Elizabeth Walker, office secretary;
- Mr. Liu Ching Pan, associate librarian;
- Dr. C. H. Hamilton, to the faculty of the College, department of Philosophy;
- Mr. J. H. Reisner, to the faculty of the Agricultural Department;
- Miss E. Grace Taylor, to the faculty of the Middle School;
- Mr. Liu Ching Fu, to the faculty of the High School;
- Dr. F. P. Manget, to the faculty of the Medical School (Southern Methodist Mission);
- Mr. Tsü Tseh Ling, to the faculty of the Middle School, Department of Chinese;
- Mr. Wu Peh Kwei, to the faculty of the Middle School;
- Mr. C. S. Keen, to the faculty, and Dean of the Language School;
- Miss Warner, nurse in the University hospital.

On motion of E. I. Osgood, it was agreed when the next catalogue is published that the nomenclature be changed to agree with the nomenclature of the Chinese schools.

The By-laws, as passed upon by the Board of Trustees, and referred to the Board of Managers for approval, were acted upon as follows:

Article I. No change.

Article II. "Ginling Ta Hsioh Tang" was changed to "Ginling Ta Hsioh Hsiao."

Article III. The words "temporarily" and "a middle school" located at Nanking were deleted.

Article IV. Section 1. No change.

Section 2. Paragraph (1) "Missionary" was inserted between the words "two" and "teachers."

Article V. No change.

Article VI. " " "

Article VII. Sections 1 & 2. No change.

" 3, 6 & 7. The word "November" was changed to "December." In Section 3 the word "in" was written before December.

Article VIII. Section 1. was changed to read as follows:

Section 1. Composition.

- a. Each fully co-operating Mission shall appoint four representatives, either Chinese or foreign, on the Board of Managers.

Missions with partial co-operation shall be entitled to appoint representatives as stated in Article IV, Section 2. (The balance of this section—no change.)

- b. The Board of Managers shall co-opt five prominent Chinese as full members of the Board of Managers. Two of these five shall be elected by the Alumni Association of the University of Nanking.

Sections 2, 3, 4 and 5 — No change.

Section 6. "Two-thirds" was changed to "A majority" and the last phrase from "which..... Board" was deleted.

Section 7. No change.

Section 8 was made to read:

The President or any other duly appointed representative of any affiliated school shall have the right to sit in the regular Board of Managers' meetings, etc. (No change in the remainder of Section 8.)

Article IX. Section 1 was deleted.

Section 2. In the third paragraph the words "University Council" were changed to read "Executive Committee of the Board of Managers."

A final paragraph was added which should read:

"All those who are appointed on the faculty of any department are responsible only to the administration for the use of their time. Any one who shall be called upon to do any outside work shall do so only by permission of the administration.

The By-laws as amended were then adopted as a whole.

A request having been received from C. S. Settlemyer, asking permission to advance personal funds to build his own house, on the understanding that the University would rent the same until such time as it could pay for it, the following action was taken:

The Board of Managers approve of the request on the following conditions: That the house is built on University property; that the plans shall be passed upon by the Executive Committee; and that the rent shall not exceed 6% on the amount invested.

On motion of J. C. Garritt, it was agreed that the needs for residences for Dr. Shields, Mr. Settlemyer, and others shall be clearly entered on the list of new property needed and that

the attention of the Southern Presbyterians be especially called to this need.

On motion of J. E. Williams, the Budget for 1915, as approved by the Executive Committee, printed, and sent out previously to the Board of Managers, was approved.

The following Committees were appointed:

*Agricultural Department:*

A. J. Bowen,  
Chenting T. Wang  
Li Hou Fu  
J. E. Williams

*Finance:*

E. C. Lobenstine  
J. E. Williams  
R. C. Beebe

*Property:*

W. F. Wilson  
F. E. Meigs  
J. E. Williams

*Medical Department:*

Dr. W. H. Park  
,, R. C. Beebe  
,, M. D. Eubank  
,, E. I. Osgood  
,, R. V. Taylor  
,, S. Cochran

*Educational Status:*

F. D. Gamewell  
J. T. Proctor  
R. T. Shields

*Religious Status:*

J. C. Garritt  
Li Hou Fu  
F. E. Meigs

*Executive Committee:*

R. C. Beebe  
W. H. Wilson  
F. E. Meigs  
Li Hou Fu  
J. C. Garritt  
J. E. Williams  
W. H. Park  
A. A. McFadyen  
A. S. Taylor  
Chenting T. Wang  
J. T. Proctor

After the reading and approval of the Minutes, and after prayer by Dr. J. C. Garritt, the Board of Managers adjourned *sine die*.

A. J. BOWEN, *Chairman.*  
W. F. WILSON, *Secretary.*

Annual Report of the Treasurer, 1914.

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### BALANCES FORWARD.

		1915.	
		Dr.	Cr.
1914.	Dec. 31st. By Cash forward	\$23,978.48	
	"    31st. To Liabilities (Statement XIII)		\$ 1,889.38
1915.	Jan. 1st. To Balance on hand		22,089.10
		\$23,978.48	\$23,978.48

### DEPARTMENT BALANCES.

		Dr.	Cr.
I.	Cash	\$23,978.48	
II.	Administration		\$ 7,876.98
III.	Normal	1,719.43	
IV.	Middle	1,141.08	
V.	High	5,184.85	
VI.	College	6,358.85	
VII.	Rents and residence repairs	2,674.01	
VIII.	Language		357.05
IX.	Medical	3,063.23	
X.	Miscellaneous		31,239.13
XI.	New buildings		10,472.76
XII.	Lands	5,825.99	
		\$49,945.92	\$49,945.92

### UNIVERSITY INCOME AND EXPENSE.

		1914.	
		Income.	Expense.
1914.	Jan. 1st. Balance forward	\$ 8,427.85	
	"    1st. "    "    (Medical 1913)	5,977.32	
II.	Administration	14,882.26	\$ 7,005.28
III.	Normal	2,159.38	3,878.81
IV.	Middle	10,978.55	12,099.63
V.	High	13,859.48	18,608.44
VI.	College	3,816.60	9,706.48
VII.	Rents and residence repairs	122.56	2,796.57
VIII.	Language	4,565.00	5,474.21
IX.	Medical	21,845.61	30,886.16
X.	Miscellaneous	33,858.45	7,474.97
XI.	New buildings	26,419.25	15,954.49
XII.	Land	944.67	9,993.46
1915.	Jan. 1st. Balance forward		23,978.48
		\$147,856.98	\$147,856.98

## DEPARTMENT INCOME AND EXPENSE.

		I. CASH.	
		<i>Dr.</i>	<i>Cr.</i>
1914.			
Jan. 1st.	To balance forward ... ..	\$ 8,427.85	
Dec. 31st.	To Income (Statement I) ... ..	212,124.61	
" 31st.	To Expense " " " " " "		\$196,573.98
1915.			
Jan. 1st.	Balance forward ... ..		23,978.48
		<u>\$220,552.46</u>	<u>\$220,552.46</u>
II. ADMINISTRATION.			
1914.			
Dec. 31st.	By Income (Statement II) ... ..		\$14,882.26
" 31st.	To Expense " " " " " "	\$ 7,005.28	
1915.			
Jan. 1st.	Credit balance forward ... ..	7,876.98	
		<u>\$14,882.26</u>	<u>\$14,882.26</u>
III. NORMAL SCHOOL.			
1914.			
Dec. 31st.	By Income (Statement III) ... ..		\$ 2,159.38
" 31st.	To Expense " " " " " "	\$ 3,878.81	
1915.			
Jan. 1st.	Deficit forward ... ..		1,719.43
		<u>\$ 3,878.81</u>	<u>\$ 3,878.81</u>
IV. MIDDLE SCHOOL.			
1914.			
Jan. 1st.	To Deficit forward ... ..	\$ 20.00	
Dec. 31st.	By Income (Statement IV) ... ..		\$10,978.55
" 31st.	To Expense " " " " " "	12,099.63	
1915.			
Jan. 1st.	Deficit forward ... ..		1,141.08
		<u>\$12,119.63</u>	<u>\$12,119.63</u>
V. HIGH SCHOOL.			
1914.			
Jan. 1st.	To Deficit forward ... ..	\$ 435.89	
Dec. 31st.	By Income (Statement V) ... ..		\$13,859.48
" 31st.	To Expense " " " " " "	18,608.44	
1915.			
Jan. 1st.	Deficit forward ... ..		5,184.85
		<u>\$19,044.33</u>	<u>\$19,044.33</u>

		VI. COLLEGE.	
		<i>Dr.</i>	<i>Cr.</i>
1914.			
Jan. 1st.	To Deficit forward ... ..	\$ 468.97	
Dec. 31st.	By Income (Statement VI) ... ..		\$ 3,816.60
" 31st.	To Expense " " " " " "	9,706.48	
1915.			
Jan. 1st.	Deficit forwarded ... ..		6,358.85
		<u>\$10,175.45</u>	<u>\$10,175.45</u>
VII. RENTS AND RESIDENCES REPAIRS.			
1914.			
Jan. 1st.			
Dec. 31st.	By Income (Statement VII) ... ..		\$ 122.56
" 31st.	To Expense " " " " " "	\$ 2,796.57	
1915.			
Jan. 1st.	Deficit forward ... ..		2,674.01
		<u>\$ 2,796.57</u>	<u>\$ 2,796.57</u>
VIII. LANGUAGE SCHOOL.			
1914.			
Jan. 1st.	By Balance forward ... ..		\$ 1,266.26
Dec. 31st.	By Income (Statement VIII) ... ..		4,565.00
" 31st.	To Expense " " " " " "	\$ 5,474.21	
1915.			
Jan. 1st.	Credit balance forward ... ..	357.05	
		<u>\$ 5,831.26</u>	<u>\$ 5,831.26</u>
IX. MEDICAL DEPARTMENT.			
1914.			
Jan. 1st.	By Balance forward ... ..		\$ 5,977.32
Dec. 31st.	By Income (Statement IX) ... ..		21,845.61
" 31st.	To Expense " " " " " "	\$30,886.16	
1915.			
Jan. 1st.	Deficit forward ... ..		3,063.23
		<u>\$30,886.16</u>	<u>\$30,886.16</u>
X. MISCELLANEOUS.			
1914.			
Jan. 1st.	By Balance forward ... ..		\$ 4,855.66
Dec. 31st.	By Income (Statement X) ... ..		33,858.45
" 31st.	To Expense " " " " " "	\$ 7,474.97	
1915.			
Jan. 1st.	Credit Balance forward ... ..	31,239.13	
		<u>\$38,714.10</u>	<u>\$38,714.10</u>



## XI. NEW BUILDINGS.

		Dr.	Cr.
1914.			
Jan. 1st.	By Balance forward ... ..		\$ 8.00
Dec. 30th.	By Income (Statement XI) ... ..		26,419.25
„ 30th.	To Expense „ ... ..	\$15,954.49	
1915.			
Jan. 1st.	To Credit Balance forward... ..	10,472.76	
		\$26,427.25	\$26,427.25

## XII. LANDS.

1914.			
Jan. 1st.	To Deficit forward ... ..		\$ 3,222.80
Dec. 30th.	By Income (Statement XII) ... ..		944.67
„ 30th.	To Expense „ ... ..	\$ 9,993.46	
1915.			
Jan. 1st.	By Deficit forward ... ..		5,825.99
		\$ 9,993.46	\$ 9,993.46

## STATEMENTS.

## Statement I. CASH.

		Income.	Expense.
I. Cash (In safe)			
Jan. 1st, 1914	By deficit forward ... ..		\$ 635.21
Dec. 31st, „	To Income ... ..	\$80,672.57	
„ 31st, „	By Expense... ..		78,013.36
2. Bank (Regular Account)			
a. Jan. 1st, 1914	By deficit forward ... ..		627.46
Dec. 31st, „	To Income ... ..	110,485.60	
„ 31st, „	By Expense... ..		92,550.43
b. (Special Building a/c)			
Jan. 1st, To Balance forward	... ..	9,565.52	
Dec. 31st, To Income	... ..	20,966.44	
„ 31st, By Expense	... ..		25,885.19
c. H. & S. 1914.			
Jan. 1st, Balance forward	... ..	125.00	
Dec. 31st, Expense	... ..		125.00
Jan. 1st, 1915	By Balance forward		23,978.48
		\$221,815.13	\$221,815.13

## Statement II. ADMINISTRATION.

A/c. 1. Staff ... ..		\$5,505.28	
2. Office ... ..		1,500.00	
3. Sinking fund (furloughs) ... ..	\$ 1,000.00		
4. Mission Remittances ... ..	13,882.26		
Jan. 1st, 1915	By Balance forward	7,876.98	
		\$14,882.26	\$14,882.26

## Statement III. NORMAL.

A/c. 1. Teachers ... ..		\$2,345.25	
2. Servants ... ..		271.35	
3. Industries ... ..		69.60	
4. Repairs ... ..		310.90	
5. Equipment ... ..	126.55	37.80	
6. Heat and Light ... ..		44.93	
7. Incidentals ... ..	680.81	369.80	
8. Ground ... ..		58.10	
9. Tuition ... ..	1,285.89		
10. Athletics ... ..	66.13	24.88	
11. Insurance ... ..		95.00	
12. Self Help ... ..		251.20	
Jan. 1st, 1915	To overdraft forward	1,719.43	
		\$3,878.81	\$3,878.81

## Statement IV. MIDDLE.

By deficit forward ... ..			\$ 20.00
A/c. 1. Board ... ..		\$3,961.90	3,961.90
2. Tuition ... ..		4,764.82	
3. Athletics ... ..		256.73	248.19
4. Incidentals ... ..		1,021.33	214.83
5. Teachers (Chinese) ... ..			4,561.00
6. Teachers (Foreign) ... ..		973.77	1,954.00
7. Servants ... ..			310.50
8. Equipment ... ..			16.07
9. Repairs ... ..			238.55
10. Insurance ... ..			100.00
11. Heat and Light ... ..			494.59
Jan. 1st, 1915	To overdraft forward	1,141.08	
		\$12,119.63	\$12,119.63

## Statement V. HIGH.

A/c. By deficit forward ... ..		\$ 435.89	
1. Teachers (Chinese) ... ..		4,444.00	
2. Teachers (Foreign) ... ..	\$2,832.00	3,752.00	
3. Servants ... ..		797.75	
4. Repairs ... ..		1,061.22	
5. Insurance ... ..		400.00	
6. Incidentals ... ..		1,006.70	589.83
7. Board ... ..		3,737.44	3,737.44
8. Athletics ... ..		403.84	419.41
9. Personal Teachers ... ..			203.75
10. Permanent Equipment (a) general ... ..			232.48
(b) museum ... ..			55.75
(c) biology and geology ... ..			125.36
(d) physics and chemistry... ..			733.99
11. Bookstore ... ..			1,017.17
12. Compadore ... ..			300.00
13. Tuition ... ..		5,879.50	
14. Heat and Light ... ..			498.80
15. Office expense ... ..			239.49
1915	By overdraft forward...	5,184.85	
		\$19,044.33	\$19,044.33

*Statement VI. COLLEGE.*

A/c. Jan. 1st, By deficit forward...	...	...	...	\$ 468.97	
1. Teachers, (Chinese)	...	...	\$ 632.00	3,413.00	
2. Servants	...	...	...	276.75	
3. Repairs	...	...	...	392.28	
4. Insurance	...	...	...	100.00	
5. Incidentals	...	...	379.16	436.23	
6. Board	...	...	1,238.43	1,238.43	
7. Athletics	...	...	137.72	127.72	
8. Permanent Equipment (a) general	...	...	...	357.36	
		(b) physics and chemistry	148.82	574.91	
		(c) biol. & geol.	24.75	15.14	
		(d) psychology	74.93	172.95	
		(e) history	...	66.30	
		(f) museum	...	101.30	
10. Library	...	...	238.00	666.38	
11. Contingent	...	...	...	1,252.14	
12. Tuition	...	...	942.79		
13. Heat and Light	...	...	...	156.40	
14. Office Expense	...	...	...	359.19	
Jan. 1st, 1915 Overdraft	...	...	6,358.85		
			<u>\$10,175.45</u>	<u>\$10,175.45</u>	

*Statement VII. RENT AND RESIDENCE REPAIRS.*

1914, Jan. 1st.					
A/c. 1. Rents—general and Sarvis' house	...	...	\$ 122.56	\$ 340.00	
2. Residence repairs...	...	...	...	2,456.57	
3. Overdraft	...	...	2,674.01		
			<u>\$2,796.57</u>	<u>\$2,796.57</u>	

*Statement VIII. LANGUAGE SCHOOL.*

1914, Jan. 1st, To balance forward	...	...	\$1,266.26		
A/c. 1. Tuition and Personal teachers	...	...	4,565.00		
2. Teachers' salaries	...	...	...	\$2,733.74	
3. Printing and materials	...	...	...	2,529.62	
4. Incidentals	...	...	...	142.25	
5. Servants	...	...	...	30.00	
6. Repairs	...	...	...	17.90	
7. Equipment	...	...	...	20.70	
Balance forward	...	...	...	357.05	
			<u>\$5,831.26</u>	<u>\$5,831.26</u>	

*Statement IX. MEDICAL DEPARTMENT.*

1914, Jan. 1st, To Balance forward	...	...	\$5,977.32		
A/c. 1. Medical School:					
Dec. 31st, To Income (sub. a)	...	...	11,164.58		
" " By Expense (sub. b)	...	...	...	\$13,684.16	
2. Hospital:					
Dec. 31st, To Income (sub. a)	...	...	10,681.03		
" " By Expense (sub. a)	...	...	...	17,202.00	
1915, Jan. 1st, Balance forward	...	...	3,063.23		
			<u>\$30,886.16</u>	<u>\$30,886.16</u>	

*Sub. a. Medical School:*

1914, Jan. 1st, To balance forward	...	...	\$5,977.32		
1. Appropriation	...	...	4,722.23		
2. Incidentals	...	...	1,020.99	\$1,806.78	
3. Board	...	...	814.73	814.73	
4. Teachers	...	...	2,546.36	4,452.15	
5. Servants	...	...	...	112.00	
6. Library	...	...	500.00	34.50	
7. Tuition	...	...	1,394.96		
8. Rents	...	...	...	864.00	
9. A/c. General	...	...	165.31	5,600.00	
1915, Jan. 1st, Balance forward	...	...	...	3,457.74	
			<u>\$17,141.90</u>	<u>\$17,141.90</u>	

*Sub. b. Hospital:*

1. Private patients	...	...	\$1,068.95	\$ 500.00	
2. Regular patients	...	...	3,935.13		
3. Running expenses	...	...	1,600.00	5,547.60	
4. Repairs and equipment	...	...	4,000.00	8,654.40	
5. Free beds	...	...	76.95	2,500.00	
1915, Jan. 1st, Overdraft forward	...	...	6,520.97		
			<u>\$17,202.00</u>	<u>\$17,202.00</u>	

*Statement X. MISCELLANEOUS.*

1914, Jan. 1st, To balance forward	...	...	\$4,855.65		
1. Bills payable	...	...	800.00		
2. Suspense	...	...	1,135.16		
3. Students relief	...	...	1,500.00	\$1,319.00	
4. Agriculture	...	...	440.85	634.07	
5. Special gifts	...	...	28,271.55	3,852.64	
6. Electric plant	...	...	1,710.89	1,086.25	
7. Special Normal I...	...	...	...	183.01	
8. " " 2...	...	...	...	400.00	
1915, Jan. 1st, Balance forward	...	...	...	31,239.13	
			<u>\$38,714.10</u>	<u>\$38,714.10</u>	

## Statement XI. NEW BUILDINGS.

1914, Jan. 1st, To balance forward	...	...	\$ 8.00	
1. New buildings (gen.)	...	...		\$ 2,009.10
2. Operating pavilion	...	...		11,194.80
3. Berry Residence	...	...	7,407.25	2,750.59
4. Residence	...	...	9,500.00	
5. Baptist Board	...	...	9,512.00	
1915, Jan. 1st, By balance forward	...	...		10,472.76
			<u>\$26,427.25</u>	<u>\$26,427.25</u>

## Statement XII. LANDS.

1914, Jan. 1st, To balance forward	...	...	\$3,222.80	
1. Land a/c. 1913	...	...	944.67	
2. " " 1914	...	...		\$9,993.46
1915, Jan. 1st, To deficit forward	...	...	5,825.99	
			<u>\$9,993.46</u>	<u>\$9,993.46</u>

## BANK'S RECONCILIATION STATEMENT.

REGULAR ACCOUNT.		Dr.	Cr.
1914			
Dec. 31st, By Bank's pass book balance	...	...	\$18,367.59
" " To checks outstanding			
903 1912 ... 600.00			
921 ... 250.00			
907 ... 150.00			
			\$1,000.00
1914			
165,907 ... 20.00			
949 ... 320.50		\$1,748.60	
68 ... 20.80			
75 ... 249.00			
95 ... 128.30			
97 ... 10.00			
			\$748.60
Interest Dec. 31st unentered in Ledger			
under 1914 a/cs. ...		250.91	
Amount uncredited by Bank 1914	...	...	939.63
Dec. 31st, To Ledger Balance	...	...	
		<u>17,307.71</u>	
		<u>\$19,307.22</u>	<u>\$19,307.22</u>

## SPECIAL BUILDING ACCOUNT.

## Bank's Reconciliation Statement.

1914			
Dec. 31st, By Bank's pass book balance	...	...	\$6,139.91
" " To cheques outstanding:—379	...	\$ 500.00	
Interest account unentered in Ledger			
under 1914 a/cs. ...		53.51	
Item unentered in 1914 (by cheque 385)	...	939.63	
Dec. 31st, To Ledger Balance	...	...	
		<u>4,646.77</u>	
		<u>\$6,139.91</u>	<u>\$6,139.91</u>

## LEDGER BALANCE.

## DECEMBER 31ST, 1914.

Dr.	Dept.	Cr.
	Administration :	Sinking Fund ... .. \$1,000.00
		Mission residences ... .. 6,876.98
\$ 2,024.00	Cash	...
17,307.71	Bank : ...	Current a/c.
4,646.77	... ..	Special Building account
1,468.23	Normal :	Account general
251.20	... ..	Self help
1,141.08	Middle	
3,771.01	High : ...	Account general
90.75	... ..	Contingent
1,323.09	... ..	Bookstore
6,358.85	College	
2,674.01	Residences : Repairs and rents	
	Language ... ..	357.05
3,063.23	Medical	
	Miscellaneous :	Bills payable... .. 800.00
		Suspense ... .. 793.16
		Student relief ... .. 1,181.00
193.22	... ..	Agriculture
		Special gifts ... .. 288,033.55
		Electric plant ... .. 624.64
2,001.10	New buildings :	Account general
11,194.80	... ..	Operating pavilion
		Berry residence ... .. 4,656.66
		Q. " ... .. 9,500.00
		Baptist " ... .. 9,512.00
5,825.99	Land A/C.	
<u>\$63,335.04</u>		<u>\$63,335.04</u>

## ASSETS AND LIABILITIES.

## Statement XIII.

<i>Assets.</i>		<i>Liabilities.</i>
	Administration :	
\$ 4,500.00	Presbyterian Mission 3 qrs. @ G. \$750.00	
2,000.00	Christian Mission 4 mos. @ G. \$250.00	
1,466.64	" " 4 " @ G. \$183.33	
	} 4th man's salary	
3,000.00	Methodist Mission 2 qrs. @ G. \$750.00	
3,000.00	Baptist Mission, G. \$1,500.00	
	Dr. Bowen, travel to China G. \$259.55 ...	\$ 539.10
	Mrs. " " " " G. \$ 34.02 ...	68.04
	Normal—A/C General :	
5,843.89	Mrs. James, G. \$2,500.00	
20.00	Industrial School—G. \$10.00	
	High : Contingent, Balance on Mr. Bowen's	
90.75	homegoing 1913	
1,323.09	Bookstore	
	Foreign Teacher, ½ Millward's salary 2	
	qrs. G. \$300.00 ... ..	600.00
521.81	Language—Students' fees in arrears	
	Medical :	
	Appropriation :	
150.00	Christian Mission G. \$75.00	
450.00	Presbyterian (No.) G. \$225.00	
300.00	Methodist (No.) G. \$150.00	
300.00	Baptist (So.) G. \$150.00	
	Equipment—U. S. bills G. \$1,953.84 ...	3,907.68
	Running Expenses—Miss Warner to China :	
	Outfit G. \$100.00 ... ..	200.00
	Travel G. \$342.25 ... ..	684.50
	Miss Walker : Outfit G. \$100.00 ... ..	200.00
360.00	Salary a/c G. \$180.00	
	Special gifts ... ..	28,033.55
5,464.48	" a/c general G. \$2,500.00 Mr. James,	
	" Equipment G. \$1,000.00 Mr. E. K.	
2,380.00	Harkness	
	" Scientific investigation G. \$3,000.00	
7,140.00	Mr. D. C. Allen	
5,925.00	" Equipment G. \$2,500.00 anonymous	
1,280.18	" Salary stenographer : Miss Walker	
	on a/c	

	Agriculture :	
	Mr. & Mrs. Reisner to China, G. \$600.50...	1,201.00
\$2,450.00	Mr. & Mrs. Reisner salary a/c G. \$1,225.00.	
	Bills payable ... ..	\$800.00
	Current unpaid bills ... ..	122.11
	Suspense : to Mrs. Bowen for (@ G. \$85.00)	
	G. \$340.00 ... ..	680.00
	Lands :	
165.86	Balance outstanding on G. \$3,000.00 (1913)	
	Middle—Teachers: Miss Grace Taylor to	
	China G. \$255.62 ... ..	511.24
	Buildings :	
11,194.80	Operating pavilion	
	Berry residence ... ..	4,656.66
	Quaker " ... ..	9,500.00
	Baptist " ... ..	9,512.00
1,889.38	Balance Liabilities	
<u>\$61,215.88</u>		<u>\$61,215.88</u>

## CASH IN SAFE.

January 16th, 1915.

		Dr.	Cr.
1914.	Dec. 31st. To Ledger balance ... ..	\$ 2,024.00	
1915.	Jan. 16th. To D.B. Ftg. ... ..	4,044.46	
	„ 16th. By „ „ ... ..		\$ 5,068.87
	By I.O.U's—		
	Yao... ..	\$750.00	
	Dr. Evans... ..	50.00	
	„ Williams ... ..	20.00	
	„ Rosse ... ..	458.47	
	The... ..	5.00	
	E. C. I.A.A. ... ..	5.00	
	Dr. Hiltner ... ..	1.00	
	To Deposit No. 323 ... ..	\$ 20.00	
	Receipts No. 380 ... ..	10.00	
	455 ... ..	64.70	
	469 ... ..	124.50	
	472 ... ..	39.00	
	539 ... ..	115.00	
	563 ... ..	25.00	
	564 ... ..	60.00	
	565 ... ..	86.43	
	571 ... ..	24.00	
	573 ... ..	17.00	
	616 ... ..	7.10	
	To students' fees unentered ... ..	592.73	
	By cash in safe ... ..	71.00	
		<u>373.85</u>	
		<u>\$ 6,732.19</u>	<u>\$ 6,732.19</u>
<i>Cash in Safe.</i>			
	Dollars ... ..		\$ 1.00
	Bills ... ..		
	Cheque ... ..		4.10
	\$15.00		
	8.50		
	P. O. Money order ... ..		23.50
	100 pieces 750 ... ..		1.50
	200 „ 100 ... ..		81.52
	Tongodzoz 800 ... ..		10.03
	Foreign money, G. \$102 ... ..		251.93
	Total ... ..		<u>\$373.85</u>

## SPECIAL STATEMENT, LAND ACCOUNT.

A/C 1. LAND PURCHASED 1914.

		Income.	Expense.
1914.	June 1st. To Balance forward ... ..	\$ 9,565.52	
	Dec. 31st. By Expense† ... ..		\$15,608.08
	„ 31st. By Income* ... ..	5,416.62	
1915.	June 1st. Overdraft forward ... ..	427.94	
		<u>\$15,608.08</u>	<u>\$15,608.08</u>
*This item is composed of refunds, of amounts drawn but unused ... ..			
			\$5,587.00
	Also interest in special building a/c ... ..		27.62
			<u>\$5,614.62</u>

†The actual expense is this figure less \$5,614.62 (or \$9,993.46) (see Statement XII, p. 36) (\$5,407.83 of this latter amount represents payment to 1913 land account to partly liquidate overdraft).

A/C 2. 1913 LAND ACCOUNT.

1914.	June 1st. By Deficit forward ... ..	6,342.72
	Dec. 31st. By Expense* ... ..	4,463.16
	„ 31st. To Income† ... ..	5,407.83
1915.	Jan. To Overdraft forward ... ..	5,398.05
		<u>\$10,805.88</u>
		<u>\$10,805.88</u>

\*This amount made up as follows:

Mar. 13rd.	Stamping deeds 1913...	\$ 3.75
„ 24th.	„ „ 1913...	57.00
Apr. 16th.	Payment on Deed 26...	100.00
May 1st.	} Mr. Fellows' personal ex- pense ... ..	30.70
„ 4th.		3.30
„ 13rd.	Insurance of residences	130.23
July 1st.	} Mr. Hung settlement 1913 a/c to date ... ..	390.00
Sept. 15th.		2,000.00
„ 15th.	} a/c to date ... ..	1,685.18
„ 15th.		35.00
Oct. 20th.	Interest on Bills payable	28.00
		<u>\$4,463.16</u>

†This amount represents payment from 1914 a/c decrease deficit on 1913 a/c.

## SUSPENSE ACCOUNT.

## Special Detailed Statement.

1914.		<i>Expense.</i>
Jan. 1st.	By Balance forward ... ..	\$ 342.00
" 1st.	" Loan to Chang ... ..	42.00
Feb. 25th.	" " " Manila Students ... ..	80.00
Mar. 25th.	" " " " " ... ..	80.00
Apr. 2nd.	" Language fees—Clemons ... ..	25.00
" 23rd.	" Loan to Shih Ping Chi ... ..	20.00
May 20th.	" " " Yuen Yung Fuh ... ..	10.00
June 13th.	" " " Manila students... ..	120.00
" 20th.	" Miss Pierce (July) ... ..	115.38
" 23rd.	" Wu and Tseh (Middle) July and August ... ..	70.00
" 23rd.	" Mr. Li Ying (July) ... ..	150.00
" 23rd.	" Loan J. Ho and Lo Liang Chu... ..	36.00
" 23rd.	" A. J. Bowen ... ..	748.70
July 1st.	" Loan Tao Wen Tswing ... ..	200.00
" 1st.	" " " " " ... ..	50.00
" 2nd.	" " " Chen An Tsz ... ..	10.00
Sept. 16th.	" Library, Librarian (Oct.) ... ..	45.00
" 17th.	" Loan Kwan Yung Yao ... ..	13.71
" 22nd.	" Overpayment Evans Bill (Aug.) ... ..	1.00
" 28th.	" Advance Z. T. Ing ... ..	200.00
Oct. 1st.	" Loan to Manila students ... ..	100.00
" 10th.	" " " Dr. Lasell ... ..	200.00
" 21st.	" Two Bonds—Li Hung Deh ... ..	16.00
" 23rd.	" Freight on McClurg Order— (Duty at Hsia Kwan) ... ..	24.72
Nov. 10th.	" One Bond Li Tai Seng ... ..	7.00
" 10th.	" Loan, Li Yuen Tao and Feng Pao Wen ... ..	20.00
" 30th.	" Mr. Kung ... ..	20.00
Dec. 10th.	" Loan Tsien Hsiang ... ..	3.00
" 24th.	" Miss Warner's Travel ... ..	1.00

1914.		<i>Income.</i>
Apr. 30th.	To Transfer Clemon's L.S. fees ... ..	\$ 25.00
May 5th.	" Refund—Shih Ping Chi... ..	20.00
" 5th.	" " " Chang (on account) ... ..	10.00
June 8th.	" " " Yuen Yung Fuh ... ..	10.00
" 8th.	" Transfer Miss Pierce (July) ... ..	115.38
" 8th.	" " " Wu and Tseh (July 1st. Aug.) ... ..	70.00

June 8th.	" Transfer Mr. Li Ying (½) ... ..	\$ 75.00
" 8th.	" " " " " " " ... ..	75.00
" 8th.	" Refund by Dai and Kung—@ \$40.00 on account Manila student loan ... ..	440.00
Sept. 24th.	" Refund by Cheo ... ..	5.00
" 24th.	" " " Dai ... ..	20.00
" 24th.	" " " Kung ... ..	20.00
" 24th.	" Transfer loan to Tao Wen Tswing ... ..	200.00
" 24th.	" " " " " " " " ... ..	50.00
" 24th.	" " " Library-Librarian (Oct.) ... ..	45.00
Oct. 1st.	" Refund Sept. Z. T. Ing ... ..	25.00
" 20th.	" Personal charges deposit on a/c McClurg Order ... ..	157.22
" 30th.	" Refund Z. T. Ing (Oct.)... ..	25.00
" 30th.	" " " Cheo Chi Shan (final payment) ... ..	5.00
" 30th.	" Refund Dai ... ..	20.00
" 30th.	" " " Kung ... ..	20.00
Nov. 3rd.	" Miss Pierce's Travel Account ... ..	9.81
" 26th.	" Dr. Lasell's Loan... ..	200.00
" 29th.	" Miss Walker's Travel Account G. \$23.56 ... ..	59.76
" 27th.	" Dai { Nov. ... ..	20.00
" 27th.	" Kung { Nov. ... ..	20.00
Dec. 1st.	" Z. T. Ing (Nov.) ... ..	25.00
" 17th.	" Deposit a/c McClurg order ... ..	15.57
" 21st.	" Refund Z. T. Ing (Dec.) ... ..	25.00
" 21st.	" " " Miss Warner's Travel Account G. \$44.21 ... ..	108.78
" 24th.	" Mr. Williams a/c Mr. Bowen's wall ... ..	600.00
" 24th.	" Mr. Dai (Dec.) ... ..	20.00
" 24th.	" Mr. Kong (Dec.) ... ..	20.00
" 30th.	" Deposit by Mr. Bowen G. \$425.00 Aug. 1st—Dec. 30th ... ..	986.15
1915.		
Jan. 1st.	By Balance forward ... ..	793.16
		<u>\$3,543.67</u>
		<u>\$3,543.67</u>

LONDON MISSIONARY SOCIETY,  
Shanghai, Jan. 22nd, 1915.

Rev. A. J. BOWEN, University of Nanking.

DEAR MR. BOWEN: Having completed the audit of the Nanking University Accounts, I beg to report as follows:

1. *Extent of Audit.*

- (1) Postings to ledger have been sufficiently checked.
- (2) Vouchers have been checked over selected periods.
- (3) All ledger additions have been checked.
- (4) Balances as certified at previous audit have been checked in 1914 accounts.
- (5) Bank Pass Books have been checked in detail as compared with Cash Book, and balances have been verified.
- (6) Cash has been counted and checked.
- (7) Treasurer's Report, as contained in sheets numbered 2, 3, 7, 8, 9, 10, 11, 12, 13, 14, 17 and 18 have been checked and compared with ledger. Sheets numbered 1, 4, 5, 6, 15, and 16 have not been audited.

2. Certificate of audit is attached to Treasurer's report.

3. *Remarks.*

- (1) There is an error of \$10.00 in the High School Account (ledger F. 11 (a)) which I have not been able to trace. It is also noted that there is a difference of \$13.00 arising out of the transfer of the Medical Accounts to the University; this has been dealt with by Mr. Rosse, and the circumstance is merely noted here.
- (2) I have not been able to verify the details of statement 12 on sheet 12, though the opening and closing balances are correct.
- (3) In ledger account a.2 the closing entry of \$1,500.00 requires to be made. This does not affect the Treasurer's Statement.  
(Has been made. A. J. B.)

4. Attention is drawn to the following points noted in carrying out the audit:—

- (1) In the Cash Book *credit* entries are on the *debit* side and vice versa. This method has been consistently followed throughout, but should be changed to conform to the recognised book keeping practice.
- (2) Practically all totals in the Cash Book are in *pencil*. This ought not to be allowed, as it opens the way to error and possible fraud.

- (3) Certain errors have been noted in the Cash Book, which so far as I can judge have not been carried into the ledger, and do not affect the statement.
  - (4) The Cash Book part of the accounts is capable of considerable improvement, both as to method and as to the amount of work involved.
  - (5) Ledger accounts as at December 31st, 1914, ought to be totaled and ruled off in ink.
  - (6) Suspense account ought to have a special statement in full detail, showing what it is for, and how it is operated.
  - (7) All cancelled cheques should be retained and produced as vouchers.
5. Receipt stubs for cash received have not been checked, but it is noted that on sheet 17 there appears a sum of \$592.73 held as deposits from students. The only record of this appears to be that on the receipt stub, there ought to be further record of the details making up the item, either in the ledger, or on a *special sheet kept in the safe*.  
I.O.U's amounting to \$1,288.47 (sheet 17) are held as cash.
6. Outstanding cheques for 1912, amounting to \$1,000.00 ought to be paid to the Bank and entered to a ledger account. (Has been done. A.J.B.)

The Treasurer's Report is enclosed herewith; books and papers will follow in due course.

With kind regards, believe me,

Yours very sincerely,

(Signed) H. B. STEWART.

Budget for 1915.



### BUDGET FOR 1915 BY DEPARTMENTS.

	Income.	Expense.	Surplus.	Deficit.
1. Administration ... ..	\$ 1,500	\$10,000	...	\$ 8,500
2. Normal School ... ..	3,920	6,874	...	2,954
3. Medical School ... ..	27,264	32,207	3,815	4,943
Hospital ... ..	7,115	10,930	...	3,815
Special Gifts ... ..	13,769	13,769	...	...
4. Language School ... ..	9,480	9,480	...	...
5. Middle School ... ..	13,640	15,940	...	2,300
6. High School ... ..	17,260	20,415	...	3,155
7. College ... ..	17,820	21,402	...	3,582
8. Agricultural Dept. ... ..	5,900	5,900	...	...
9. Rent and House Repairs. ... ..	...	2,380	...	2,380
	<u>\$117,668</u>	<u>\$149,297</u>	<u>\$3,815</u>	<u>\$31,629</u>

"Deficit" provided for as follows:—

\$ 4,943, medical appropriation, \$300 gold, from 8 Missions.  
 3,815, from surplus on Medical School  
 22,871, from \$9,000 gold appropriation of 3 Missions, and  
 \$1,500 gold of one Mission.  
\$31,629

Land and buildings impossible to budget at this time, but each building will have its separate budget as funds come and the building is erected.

### THE NORMAL SCHOOL.

#### EXPENDITURE.

1. Normal department proper, Mr. Bullock's salary... ..	\$2,400
Three Chinese teachers ... ..	1,476
Office assistant ... ..	180
2. Practice department, five Chinese teachers ... ..	960
3. Industrial department, one assistant ... ..	144
One servant ... ..	72
Tools and incidentals ... ..	434
4. General expenses, four servants ... ..	288
Repairs and grounds ... ..	400
Insurance ... ..	95
Light and heat ... ..	50
Stationery, printing... ..	100
Incidentals ... ..	75
Teachers' institutes ... ..	200
	<u>\$6,874</u>

#### RECEIPTS.

1. Mr. Bullock's salary, regular Board appropriation ... ..	\$2,400
2. Tuition, Normal Department proper ... ..	300
3. Tuition, Practice School ... ..	1,020
4. Sales, profit, Industrial department ... ..	200
5. Four regular Board grants Deficit ... ..	2,954
	<u>\$6,874</u>

### BUDGET FOR 1915.

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### MEDICAL DEPARTMENT.

#### INCOME.

Medical College (Sub. A) ... ..	\$32,207
Hospital: (Sub. B) ... ..	7,115
Special Gifts: (Sub. C) ... ..	13,769
	<u>\$53,091</u>

#### EXPENSE.

Medical College: (Sub. A) ... ..	\$28,392
Hospital: (Sub. B) ... ..	10,930
Special Gifts: (Sub. C) ... ..	13,769
	<u>\$53,091</u>

### Sub. A.—Medical College.

#### INCOME.

Appropriation, 8 Missions ... ..	G. \$ 300	...	\$ 4,943
Students' Fees— 39 at \$100.00 ... ..	...	...	3,900
Foreign Staff— Dr. J. Butchart ... ..	G. \$1,500	M. \$3,000	
" N. W. Brown ... ..	1,350	2,700	
" P. S. Evans ... ..	1,700	3,400	
" G. P. Gaunt ... ..	1,100	2,200	
" S. L. Lasell ... ..	1,300	2,600	
" R. T. Shields ... ..	1,300	2,600	
" T. D. Sloan ... ..	550	1,100	17,600

(XXX) Library ... ..	...	...	300
A/c General— " Anonymous " ... ..	G. \$2,500	...	5,464

(XXX) On hope of a gift ... .. Total \$32,207

#### EXPENSE.

Foreign Teachers:— Dr. J. Butchart ... ..	G. \$1,500	M. \$3,000	
" N. W. Brown ... ..	1,350	2,700	
" P. S. Evans ... ..	1,700	3,400	
" G. P. Gaunt ... ..	1,100	2,200	
" S. L. Lazell ... ..	1,300	2,600	
" R. T. Shields ... ..	1,300	2,600	
" T. D. Sloan... ..	550	1,100	
" W. G. Hiltner ... ..	1,350	2,780	\$20,380
Office Expense— Printing and Stationery ... ..	...	...	\$ 300
Miss Walker— 1/2 salary ... ..	G. \$300	...	
1/2 travelling ... ..	150	1,094	1,394
Rents:— Dr. Hiltner ... ..	...	...	\$500
Dr. Lasell ... ..	...	...	360
Chinese Teachers:— Prof. A. T. Lee... ..	\$1,800	...	
Mr. Yu ... ..	120	...	1,920

## UNIVERSITY OF NANKING.

Servants	...	...	...	...	...	...	...	...	\$ 120
Board	...	...	...	...	...	...	...	...	1,404
Incidentals—									
1914 Rebate	...	...	...	\$350	...	...	...	...	
Current year	...	...	...	550	...	...	...	900	
General	...	...	...	\$500	...	...	...	...	
Labratory—Assistants	...	...	...	90	...	...	...	\$590	
Summer Travel	...	...	...	...	...	...	...	200	
(XX) Library	...	...	...	...	...	...	...	300	
Personal Teachers—									
Dr. Hiltner 12 mos.	...	...	...	\$12	\$144	...	...	324	
Dr. Lasell	...	...	...	15	180	...	...		
Total	...	...	...	...	...	...	...	\$28,392	
Balance Surplus	...	...	...	...	...	...	...	3,815	
									\$32,207

## Sub. B.—Hospital.

INCOME.									
Regular Patients	...	...	...	...	...	...	...	...	\$4,500
Community Practice	...	...	...	...	...	...	...	...	1,100
Endowed Beds	...	...	...	...	...	...	...	...	75
Matron—									
Mrs. Molland's salary	...	...	...	G. \$720	...	...	...	1,440	
Total,									\$7,115
EXPENSE.									
Matron—									
Mrs. Molland's salary	...	...	...	G. \$720	...	...	...	1,440	
Nurse—									
Miss Kirkoff's salary	...	...	...	G. \$550	...	...	...	1,100	
Resident physicians	...	...	...	...	...	...	...	1,440	
Staff	...	...	...	...	...	...	...	2,100	
Drugs, dressings, and supplies	...	...	...	...	...	...	...	2,500	
Repairs and general upkeep	...	...	...	...	...	...	...	500	
Charity a/c	...	...	...	...	...	...	...	900	
Printing and stationery	...	...	...	...	...	...	...	200	
Heat and light	...	...	...	...	...	...	...	550	
Incidentals	...	...	...	...	...	...	...	200	
Total,									\$10,930
Deficit									\$3,815

## Sub. C.—Special Gifts.

				Income.	Expense.
Equipment—					
Anonymous donor	...	G. \$2,500	\$5,925	...	...
Completion Teachout Operating Pavilion	...	...	...	...	\$2,500
Equipment—Operating Room	...	...	...	...	3,425
Account General—					
Anonymous donor	...	G. \$2,500	5,464	5,464	
Nurse—					
Mr. Harkness	...	G. 1,000	2,380	2,380	
Total			\$13,769	\$13,769	

## BUDGET FOR 1915.

## LANGUAGE SCHOOL.

## INCOME.

Tuition—									
34 Students @ \$50	...	...	...	...	...	...	...	\$1,700	
Personal Teachers—									
7 mos. \$10 per month	...	...	...	...	...	...	...	2,380	
Foreign Teachers—									
Prof. Wilson salary approp.	...	...	...	G. \$1,500	(Ch. 3)	...	...		
„ Keen	...	...	...	1,200	(Ch. 1)	...	...		
Total,								\$2,700	5,400
Total,									\$9,480

## EXPENSE.

Teachers—Chinese—									
19 @ \$15 for 7 months	...	...	...	...	...	...	...	\$1,995	
Printing and materials	...	...	...	...	...	...	...	1,500	
Incidentals	...	...	...	...	...	...	...	100	
Servants	...	...	...	...	...	...	...	60	
Books	...	...	...	...	...	...	...	100	
Repairs and equipment	...	...	...	...	...	...	...	325	
Foreign Teachers—									
Prof. Wilson	...	...	...	G. \$1,500	...	...	...		
„ Keen	...	...	...	1,200	...	...	...		
Total,								\$2,700	5,400
Total,									\$9,480

## MIDDLE SCHOOL.

## INCOME.

80 students at \$180 per year	...	...	...	...	...	...	...	\$ 8,640	
40 students at \$ 50 per year	...	...	...	...	...	...	...	2,000	
Foreign teachers, Mr. Meigs, Mission appropriation	...	...	...	...	...	...	...	3,000	
Total,									\$13,640

## EXPENSE.

Chinese teachers	...	...	...	...	...	...	...	\$5,000	
Foreign teachers, Mr. Meigs	...	...	...	...	...	...	...	3,000	
Miss Taylor	...	...	...	...	...	...	...	1,300	
Board of students	...	...	...	...	...	...	...	4,120	
Incidentals	...	...	...	...	...	...	...	800	
Servants	...	...	...	...	...	...	...	360	
Equipment and repairs	...	...	...	...	...	...	...	500	
Insurance	...	...	...	...	...	...	...	100	
Light and heat	...	...	...	...	...	...	...	415	
Athletics	...	...	...	...	...	...	...	235	
Contingent	...	...	...	...	...	...	...	110	
Total,								\$15,940	
Deficit	...	...	...	...	...	...	...	\$2,300	
Board's Appropriation	...	...	...	...	...	...	...		\$2,300
Total,								\$15,940	\$15,940

## AGRICULTURAL DEPARTMENT.

## EXPENDITURE.

Mr. Baillie's salary, Mission appropriation	...	...	...	...	\$2,400
Mr. Reisner's salary, special fund	...	...	...	...	2,200
Students' board, incidentals	...	...	...	...	750
Contingent expenses	...	...	...	...	550
					<u>\$5,900</u>

## RECEIPTS.

Mr. Baillie's salary, regular Board appropriation	...	...	...	...	\$2,400
Mr. Reisner's salary, special fund	...	...	...	...	2,200
Students' fees	...	...	...	...	1,300
					<u>\$5,900</u>

## ADMINISTRATION.

## EXPENDITURE.

President's salary	...	...	...	...	\$3,500
Treasurer's salary	...	...	...	...	1,200
Secretary's salary	...	...	...	...	1,300
Office expenses, printing	...	...	...	...	\$250
Stamps and stationery	...	...	...	...	150
Typing	...	...	...	...	150
Head servant	...	...	...	...	150
General supplies	...	...	...	...	50
					<u>750</u>
Part of Registrar's salary (Z. T. Ing)	...	...	...	...	600
Registrar's office and assistant	...	...	...	...	150
Magazine	...	...	...	...	500
Sinking fund for furloughs	...	...	...	...	1,000
Contingent	...	...	...	...	1,000
					<u>\$10,000</u>

## RECEIPTS.

Regular Board grants, president's and secretary's sal., deficit	\$4,800
Special gift on Mr. Ing's salary	300
Special gift on treasurer's salary	1,200
Regular Board appropriations, 4...	deficit 3,700
	<u>\$10,000</u>

## THE COLLEGE.

## EXPENDITURE.

1. Foreign teachers—Mr. Sarvis, Mission approp.	I	...	\$2,400
Mr. Hamilton	"	"	1,200
Mr. Williams	"	4	3,500
Mr. Clemons	"	"	1,100
Mr. Martin	"	5	3,200
Mr. Settlemyer	"	(1/2)	1,000
Mr. Roys	"	(1/2)	1,250
Mr. Millward	"	(1/2)	1,150
2. Chinese teachers—Mr. Wren	...	...	360
Mr. Wang	...	...	480
Mr. Cheo...	...	...	348
Mr. Ing	...	(1/2)	900
Mr. Liu	...	(1/2)	300
3. Office, printing, catalogue, bulletins	...	...	200
4. Repairs	...	...	300
5. Insurance	...	...	100
6. Board of students	...	...	1,600
7. Incidentals, light, heat, water, etc.	...	...	400
8. Athletics	...	...	80
9. Personal teachers for staff not on Missions...	...	...	80
10. Servants	...	...	204
11. Contingent	...	...	100
12. Permanent equipment, Physiology	...	...	\$ 50
Geology	...	...	100
Physics and Chemistry	...	...	400
Museum	...	...	100
Library	...	...	500
			<u>1,150</u>
			<u>\$21,402</u>

## RECEIPTS.

1. Foreign teachers, regular Board appropriations	...	...	\$14,800
2. Tuition fees	...	...	1,000
3. Board fees	...	...	1,440
4. Incidental fees	...	...	400
5. Matriculation and athletic fees	...	...	180
6. Deficit, three (3) Board appropriations	...	...	3,582
			<u>\$21,402</u>

## HIGH SCHOOL.

## EXPENDITURE.

1. Miss Wixon's salary	...	...	...	...	...	\$1,200
Mr. Settlemyer's salary (½)	...	...	...	...	...	1,000
Mr. Millward's salary (½)	...	...	...	...	...	1,150
Mr. Roys' salary (½)	...	...	...	...	...	1,250
2. Chinese teachers' salaries	...	...	...	...	...	5,280
3. Servants	...	...	...	...	...	720
4. Repairs	...	...	...	...	...	900
5. Office	...	...	...	...	...	150
6. Insurance	...	...	...	...	...	400
7. Incidentals, light, heat, etc.	...	...	...	...	...	1,500
8. Board	...	...	...	...	...	5,000
9. Athletics	...	...	...	...	...	240
10. Personal teacher for staff not on Missions	...	...	...	...	...	50
11. Book-store and books handled	...	...	...	...	...	800
12. Permanent equipment, Biology and Phys. Geog.	...	...	...	...	...	\$125
Physics and Chemistry	...	...	...	...	...	300
Museum	...	...	...	...	...	100
Library	...	...	...	...	...	100
13. Contingent	...	...	...	...	...	100

\$20,415

## RECEIPTS.

1. Foreign teachers, regular Board appropriations	...	...	...	...	...	\$3,400
2. Foreign teacher, special funds	...	...	...	...	...	2,100
3. Tuition fees	...	...	...	...	...	6,000
4. Board fees...	...	...	...	...	...	4,320
5. Incidental fees	...	...	...	...	...	1,200
6. Athletic fees	...	...	...	...	...	240
7. Three regular Board appropriations...	...	...	...	...	deficit	3,155

\$20,415

## RENT AND HOUSE REPAIR.

## EXPENDITURE.

1. Rent for Mr. Sarvis' house	...	...	...	...	...	\$ 480
2. Rent for Mr. Roys' house	...	...	...	...	...	300
3. Repairs of 12 houses	...	...	...	...	...	1,000
5. Special alterations on Mr. Bailie's quarters	...	...	...	...	...	600

\$2,380

## RECEIPTS.

1. Regular mission Board appropriations	...	...	...	...	deficit	\$2,380
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\$2,380

## EXECUTIVE COMMITTEE.

Minutes of the Twenty-seventh Meeting of the Executive Committee of the Board of Managers of the University of Nanking, February 13th, 1914.

The meeting of the Executive Committee was held in the office of the President, February 13th, 1914, Dr. Williams in the chair.

There were present :—Dr. J. E. Williams, Dr. R. C. Beebe, and Messrs. W. J. Drummond, F. E. Meigs, H. F. Li, and W. F. Wilson.

Mr. Li led in opening prayer.

Dr. Williams stated that as it was impossible to have all the members of the committee present, the actions would be sent to the other members for their approval.

The first item presented was Dr. Chang Sheo Ren's request for an increase in salary. [He has been with us for three years, is a graduate of the Ting Cheo College, and is doing some studying in the English classes.] As the other teachers of Western subjects were getting either double or more than double the amount of his salary it was voted that his salary be raised from \$25.00 to \$40.00 per month.

A motion was made and carried that on account of the difficulties arising from the action of the Board of Managers in giving only thirty scholarships:

*Resolved:* That we recommend to the Board of Managers that for the present term the sons of ministers of any Mission be granted scholarships at the rate of \$25.00 per term, in addition to the thirty scholarships, as suggested above. It was understood that adjustments would be so made before the Fall semester that the total number of scholarships shall not exceed thirty for each Mission.

Adjourned with prayer by Dr. Williams.

J. E. WILLIAMS, *Acting-President.*  
W. F. WILSON, *Secretary.*

**Minutes of the Twenty-eighth Meeting of the Executive Committee of the Board of Managers of the University of Nanking, March 10th, 1914.**

The Executive Committee met in the office of the President, on March 10th, Vice-President Williams in the chair.

Those present were:—Dr. R. C. Beebe, Rev. W. F. Wilson, Rev. F. E. Meigs.

The meeting was called to consider the plans prepared by Mr. Wm. K. Fellows.

Mr. Williams reported the receipts from tuition and board fees, this term .....\$10,200.00  
with outstanding and due bills ..... 2,287.50  
besides still to come in from the medical students... 600.00

Mr. Fellows presented plans for the Language School building and for the arrangement of the buildings with gradings of the higher ground.

The committee approved of the development of the plans. Adjourned at 5:00 p.m.

R. C. BEEBE, *Temporary Secretary.*

**Minutes of the Twenty-ninth Meeting of the Executive Committee of the Board of Managers of the University of Nanking, April 27th, 1914.**

The Executive Committee met in the office of the President, on Monday, April 27th, Dr. Williams in the chair.

Those present were:—Dr. R. C. Beebe, Rev. W. J. Drummond, Dr. J. E. Williams, Mr. G. W. Sarvis [as alternate for Mr. Meigs], and Rev. W. F. Wilson. Mr. Wm. K. Fellows, Dr. S. L. Lasell, Dr. N. W. Brown, and Dr. P. S. Evans were also present by invitation.

The meeting was opened with prayer by Mr. Sarvis.

Dr. Williams stated the object of the meeting, after which Mr. Fellows read his report.

Motion was made by Mr. Drummond, seconded by Mr. Sarvis and carried, that we secure, if possible, at least 100,000 of the old city wall bricks.

It was moved by Mr. Sarvis, seconded by Dr. Lasell and carried, that Dr. Williams proceed through a Chinese contractor to make further inquiries in regard to the cost of the Gao Tze marble and other building material.

It was moved by Mr. Sarvis, seconded by Mr. Drummond and carried, that we urgently request the Board of Trustees to approve, at the earliest possible date, the plans as presented by the architect, and ask them to cable authorizing the Board of Managers to proceed with the erection of the buildings for which money is already in hand.

It was moved by Mr. Sarvis, seconded by Dr. Lasell and carried that we accept the suggestions of Mr. Fellows for walls, roofs, and foundation as follows:

For walls: 1st choice, marble ashlar; 2nd choice, marble laid in rubble form, rock face, with cut marble trimmings; 3rd choice, specially burned brick with marble trimmings.

For roof: 1st choice, green or yellow glazed tile, if obtainable at a proper price (which is doubtful); 2nd choice, cement tile with crestings; 3rd choice, slate with crestings.

For foundations: concrete or local sandstone laid in cement mortar, or city wall brick laid in cement.

Motion was made by Dr. Beebe, seconded by Dr. Evans, that Mr. Fellows' report with all the accompanying drawings be presented with our approval to the Board of Trustees for their approval. This was carried.

A rising vote of thanks was made to Mr. Fellows for the pains he has taken in developing the plans for the University.

The meeting adjourned.

J. E. WILLIAMS, *Vice-President.*

W. F. WILSON, *Secretary.*

**Minutes of the Thirtieth Meeting of the Executive Committee of the Board of Managers of the University of Nanking, October 30th, 1914.**

The Executive Committee of the Board of Managers of the University of Nanking met in the office of the President, October 30th, 1914, Dr. Bowen in the chair.

There were present:—President Bowen, Messrs. F. E. Meigs, Li Hou Fu, and W. F. Wilson; Drs. R. C. Beebe, A. A. McFadyen (representing the N. Kiangsu Mission of the Presbyterian Church), S. L. Lasell, J. E. Williams, and by invitation Prof. Bower, of Lexington, Ky., and Mr. Jos. Baillie. Rev. W. F. Wilson acted as secretary.

The meeting was opened with prayer by Prof. Bower.

The minutes of the last two meetings of the Executive Committee and of the last meeting of the Board of Managers, having been sent to all the members of the Board of Managers, were taken as read, and approved.

President Bowen then introduced Prof. Bower to the meeting and called upon him to address the meeting in regard to the work at Nantungchow, and of the need of having a man from the University, probably Mr. Sarvis, to go to the city of Nantungchow and help in the development of the evangelistic and educational work in that district.

President Bowen spoke of the great hardship to the University if Mr. Sarvis should be taken out, although he appreciated the great possibilities for good to the University if Mr. Sarvis could be loaned for the time being for that work.

Dr. Beebe spoke of the danger of failure in the proposed work at Nantungchow if a man should go there for only a short time.

Mr. Meigs thought that possibly some other man or men who could go there permanently would be better than to send out Mr. Sarvis for a short time.

Dr. Williams also spoke of the great difficulty for Mr. Sarvis in a short time to fit himself into that work because of the necessity of winning the confidence of the Chinese before he could carry the work to success. And this he could hardly do in a year: on the contrary it would take years. And more than that the present time in the University was so critical that he could not see how any one could be taken out of the University.

Prof. Bower expressed the great interest that not only the Commission but the whole Christian Church has in the University. He said that their interest was so great in the University that if the Executive Committee felt that the loan of Mr. Sarvis was not practicable, the Commission would not press their request for him. He asked, however, if the Executive Committee could not give to the Commission some help in the solution of their problem in Nantungchow.

Dr. Bowen suggested the possibility of help coming from Mr. Baillie, Mr. Reisner and Dr. Hamilton for the time being until experts could be gotten out from home.

Mr. Baillie spoke of the urgency of the matter and urged the Commission to cable home for men, who can come out immediately.

After the report of the Building and Property Committee, on motion of Dr. J. E. Williams, it was agreed that the approximate size of the lots which should be granted to each house, should be 360 Chinese fang.

On motion of Rev. F. E. Meigs, it was agreed that the site of Dr. Butchart's house be left to the Building and Property Committee in consultation with Dr. Butchart.

Rev. F. E. Meigs was appointed on the Building and Property Committee in the place of Mr. Frank Garrett, who resigned.

On motion of Dr. R. C. Beebe, it was voted that we accept the following proposition of Mr. Zee Way Zung, with great pleasure, and we ask Mr. Baillie to so announce it to Mr. Zee.

Agreement with Mr. Zee is as follows :

"Agreement between the University of Nanking and Mr. Zee Way Zung relative to the development of a Department of Poultry Husbandry in connection with the Department of Agriculture.

Mr. Zee Way Zung offers to use his Poultry Outfit as a Laboratory for the students of the University, to act as head of this Department, and to erect buildings suitable for housing the students all without any expense to the University, but desires a guarantee that the ownership of all this property be in no way affected by this agreement or by the property, being used as Laboratory for the students of the Department of Agriculture.

The University accepts with profound thanks Mr. Zee's public-spirited offer, and guarantees him that neither this agreement nor the fact that the property has been used by our students as a Laboratory shall ever be adduced by the University as a proof for its ownership of this property. The property remains in Mr. Zee's hands as before.

The University shall not be in any way implicated in any legal transaction between Mr. Zee and any third party relative to this property.

Mr. Zee guarantees the University that this property shall be used for this purpose for four years and that when the property is to be withdrawn from the use of the students in the Agricultural Department a notice of three years will be given in order that the University may not disappoint students who come to learn Poultry Husbandry."

On motion of Dr. J. E. Williams it was agreed that we express great interest in the letters received by Mr. Bailie from Mr. Ngan Han in regard to the Forestry Department in relation to the University and that we refer them back to Mr. Bailie, to go on with future conference in regard to the same.

On motion of Dr. R. C. Beebe, it was agreed that we approve of what Mr. Bailie has done in connection with the Cotton Anti-Adulteration Association and that we approve of his going to Shanghai for further conference in regard to this matter.

On motion of Dr. S. L. Lasell, it was decided to appoint a sub-committee to arrange for the Budget for 1915, to be reported later to the Executive Committee: Drs. J. E. Williams, P. S. Evans, Jr., and Rev. W. F. Wilson were appointed as this Sub-Committee.

Adjourned with prayer.

A. J. BOWEN, *President.*

W. F. WILSON, *Secretary.*

## BOARD OF MANAGERS.

### The Seventh (Special) Meeting of the Board of Managers of the University of Nanking, March 18th, 1914.

A special meeting of the Board of Managers of the University of Nanking, was called to order in the office of the President at 3:30 p.m., March 18th, 1914.

There were present:—Drs. R. C. Beebe, J. T. Proctor, F. D. Gamewell, J. E. Williams and Messrs. E. C. Lobenstine, F. E. Meigs, F. J. White, Dr. S. L. Lasell (as alternate for W. J. Drummond) and W. F. Wilson. Messrs. Wm. K. Fellows and A. G. Small were also present by invitation.

Dr. Proctor led in opening prayer.

Letters expressing regret for absence were presented from Drs. E. I. Osgood, W. H. Park, A. C. Hutcheson, M. D. Eubank, and Messrs. Drummond and Morris.

The minutes of the last two meetings of the Executive Committee were read and approved.

Inasmuch as Mr. F. E. Meigs, who has been giving a good proportion of his time to the Language School Department, now feels that he must be relieved to give more time to his own department, on motion of Dr. Beebe, Rev. W. F. Wilson was asked to continue his work in the Language School for the coming year, in association with Mr. C. S. Keen, who is expected to return this fall to act as Dean of this department.

Vice-President Williams reported in regard to the attendance of students this term as follows: College, 37; High School, 140; Middle School, 140; Primary, 64; Normal, 15; Medical, 33; and Language School, 51.

A discussion was then held in regard to the housing of the Chinese staff.

Moved by Dr. Beebe and carried that in the architect's plans, a section be set apart for a site for houses for Chinese teachers and that the Executive Committee be authorized to get the money, with the consent of the Board of Trustees, and put up houses to cost \$2,000 or less.



It was moved and carried that the general plan, as drawn up by the architect, be accepted.

It was moved by Mr. Meigs, seconded by Dr. Gamewell, and carried that the site suggested on the plan for the Language School be accepted.

It was moved by Dr. Beebe, seconded by Mr. Lobenstine, and carried, that we arrange for a heating-plant for the Language School building, the definite plans to be worked out by the architect.

It was moved by Mr. Lobenstine, seconded by Dr. Gamewell, and carried that the general plan of the Language School, as presented by the architect, with minor suggestions by the Board of Managers, be accepted.

After a plan had been presented of a house in bungalow style, of one and a half stories, it was moved by Dr. Beebe, and carried, that the Board do not think it advisable to build a house in bungalow style.

A motion was made by Mr. Lobenstine that the architect be asked to draw up plans, to be used as a type, for smaller foreign residences, for the smaller families.

A motion was made by Dr. Gamewell and seconded by Dr. Beebe, and carried, that Mr. Williams be asked to accompany Mr. Fellows to Hanyang and Peking in connection with the plans for future building operations.

Motion by Mr. Lobenstine, seconded by Dr. Beebe, and carried that in regard to the building material, Mr. Fellows and Dr. Williams make further investigations and report later to the Board of Managers.

Motion was made by Mr. Lobenstine and carried that we approve in general of the plans presented by the Hospital Committee and that we suggest the plans be first passed on by the faculty and be presented to the architect for development.

Adjourned with prayer by Dr. Beebe.

J. E. WILLIAMS, *Chairman.*

W. F. WILSON, *Secretary.*

*The Eighth (Special) Meeting of the Board of Managers of the University of Nanking, June 22nd, 1914.*

The meeting was called to order at 2:40 p.m. in the President's office, Dr. J. E. Williams, Vice-President, in the chair.

Those present were: Rev. F. E. Meigs, Mr. Li Hou Fu, Dr. E. I. Osgood, Mr. C. S. Settlemyer (alternate for Mr. Alex. Paul), Drs. J. C. Ferguson, R. C. Beebe, Messrs. W. F. Wilson, E. C. Lobenstine, Drs. T. D. Sloan (alternate for Dr. Cochran), S. L. Lasell (alternate for Dr. Garritt), J. E. Williams, A. C. Hutcheson, W. H. Park, M. D. Eubank, P. S. Evans, Jr. (alternate for Dr. Taylor), N. W. Brown, and by invitation, Dr. Peabody, and Mr. Roger S. Greene.

Dr. M. D. Eubank led in prayer.

The minutes of the last special meeting of the Board of Managers, held on March 18th, and of the last meeting of the Executive Committee, held on April 27th, were read and approved.

Motion was made and carried that the President, with the secretary, and one other appointed by the President, arrange an order of business, and a systematic method of reporting the actions of each meeting.

Dr. Williams gave a general report, by departments, of the development of the last school year.

The following resolution was presented and passed by a rising vote:

*Resolved:* That the Board of Managers desire to place on record our appreciation of the wonderful work accomplished by Dr. J. E. Williams in raising funds for the buildings and equipment of the University, which has made possible the present development which we are now witnessing.

The Board of Managers' appreciation of the presence of Dr. Peabody and Mr. Greene was expressed by a rising vote.

Dr. P. S. Evans then presented the revised Course of Study for the Medical School as follows:

ADMISSION. High School Graduation admits to the Preparatory Course, provided the student has had physics and biology.

LENGTH OF COURSE.	Preparatory Course ... ..	One year.
	Regular Medical course ... ..	Five years.
	Hospital Internship ... ..	One year.
	(For those who desire N. Y. State Diploma.)	

## CURRICULUM (by years).

*Preparatory year:* Inorganic chemistry, qualitative analysis, physics (laboratory course to supplement high school course), and biology (college grade).

*First year:* Comparative anatomy, gross human anatomy, embryology, histology and organic chemistry.

*Second year:* Human anatomy, physiology, physiological chemistry, pathology, bacteriology and pharmacology.

*Third year:* Pathology, therapeutics, clinical microscopy, parasitology, surgical anatomy, minor surgery, physical diagnosis, dispensary clinics.

*Fourth year:* Surgery, practice of medicine, obstetrics, gynecology, pediatrics, genito-urinary surgery, skin, hospital clinics.

*Fifth year:* Surgery, practice of medicine, diseases of eye, ear, nose, throat, mental and nervous diseases, tropical diseases, hygiene and public health, history of medicine, medical jurisprudence, economics and ethics, dietetic hospital clinics.

*Hospital year:* For those applying for a diploma from the state of New York Board of University Regents, an additional hospital year of practical experience is required. This may be taken in any approved hospital.

Courses in Bible Study, Chinese Essay Writing and English are given in addition to the regular scientific work.

Tuition is \$100 per year, semi-annually in advance. This covers room and board but not books, laboratory fees or other extras.

It was moved that the Course as presented be adopted.

Dr. A. C. Hutcheson expressed certain difficulties in the practical working out of the higher standard of entrance, and said that the two Missions which he represented were not in favor of raising the standard.

Dr. J. C. Ferguson suggested that he thought that the final decision in regard to the Course of Study should rest with the Faculty.

Dr. M. D. Eubank suggested that there were practical difficulties in deciding the matter at the present time, and thought that the decision should be deferred.

Dr. R. C. Beebe suggested that there were students, the majority of whom were ready for this higher standard of work, and it was hardly fair to hold them back for the sake of those who were not up to it.

Dr. E. I. Osgood as well as Dr. Hutcheson emphasized the need of two classes in the Medical School, one of which would meet the requirements of the Regents and the other to take a lower course.

It was moved and carried that the case of the special class of medical students and provision for same be referred to the medical committee together with the faculty for adjustment.

The motion to adopt the Course was then unanimously carried.

A motion was made and carried that we request Dr. Peabody and Mr. Greene to address the Board of Managers at this time. They both spoke of the conditions which they had met during their present visit to China.

Motion was made and carried that the following schedule and consequent adjustment of course, suggested by the faculty of the School, be approved.

## PROPOSED CURRICULUM FOR HIGH SCHOOL.

	<i>First Semester.</i>			<i>Second Semester.</i>		
FIRST YEAR.	Bible ... ..	3	Bible ... ..	3		
	Chinese ... ..	8	Chinese ... ..	8		
	English ... ..	10	English ... ..	10		
	Algebra ... ..	3	Algebra ... ..	3		
SECOND YEAR.	Bible ... ..	3	Bible ... ..	3		
	Chinese ... ..	8	Chinese ... ..	8		
	English ... ..	10	English ... ..	10		
	Civics ... ..	3	Economics ... ..	3		
THIRD YEAR.	Bible ... ..	3	Bible ... ..	3		
	Chinese ... ..	8	Chinese ... ..	8		
	History ... ..	4	History ... ..	4		
	Biology ... ..	4	Biology ... ..	4		
	Geometry ... ..	3	Geometry ... ..	3		
	Com'l Geog. ... ..	2	Com'l Hist. ... ..	2		
FOURTH YEAR.	Bible ... ..	3	Bible ... ..	3		
	Chinese ... ..	8	Chinese ... ..	8		
	Physics ... ..	4	Physics ... ..	4		
	Business ... ..	4	Pedagogy ... ..	4		
	Physical ... ..		Physiology ... ..			
	Geography ... ..	5	Hygiene ... ..	5		

Dr. Williams read a letter from Dr. Speer.

A motion was made and carried that we formally express to Miss T. M. Pierce our hearty appreciation of the work she has done in the Middle School during the last three years.

A motion was made and carried that the authorization be given to the Executive Committee to fill vacancies on the faculty and to arrange for the teachers' salaries.

A motion was made and carried that the Executive Committee be authorized to extend the wall of the Kan Ho Yuen property on the south side, on the understanding that money is now in hand for the same.

A motion was made and carried that we reaffirm the importance of immediately providing for the new Middle School building as the building now used by the Middle School must be vacated for the work of the Medical School.

After prayer by Dr. Beebe, the meeting adjourned to meet at 8:00 p.m.

#### EVENING SESSION.

The meeting was called to order at 8:30 p.m.

There were present: Rev. F. E. Meigs, Drs. R. C. Beebe, W. H. Park, J. C. Ferguson, N. W. Brown, P. S. Evans, Jr., E. I. Osgood, A. C. Hutcheson, M. D. Eubank, and Messrs. E. C. Lobenstine, C. S. Settlemyer, Li Hou Fu, J. E. Williams, and W. F. Wilson.

Dr. N. W. Brown gave the following report of the committee appointed in the afternoon to consider the question of a special class of students in the Medical School.

The meeting was called to order and Dr. Park elected chairman. Dr. Brown was appointed secretary. There were present Drs. Osgood, Park, Eubank, Hutcheson, Lasell, Evans, Sloan, and Brown.

After a discussion of the urgent need for trained physicians and the desire expressed for some means of training men who were not prepared to meet the full requirements of the N. Y. State Board of Regents, it was

**VOTED:** To provide for students who could not enter under the Regulations of the N. Y. State Board of Regents by admitting to regular

classes in the Medical School any applicants who could qualify under the previous requirements for admission as given in the Minutes of the Board of Managers of the East China Medical School, November 13th, 1913, and to give them certificates for all work completed.

A motion was made and unanimously carried that the report be adopted.

A motion was made and carried that the schedule of furloughs, as adopted by the Medical Faculty, be passed on to the respective Missions for their consideration, as follows:

Dr. Brown, from June 1915; Dr. Butchart, from June 1916; Dr. Hiltner, from February 1916; Dr. Evans, from June 1917; Dr. Sloan, from June 1917; Dr. Gaunt, from June 1918; Dr. Lasell, from June 1918; Dr. Shields, from June 1919.

A motion was made and carried that the report of the committee on the participation of the Baptists in the University be referred to a committee, consisting of Dr. Gamewell, Mr. E. C. Lobenstine, and Dr. Williams, together with the representatives of the Baptist Mission.

A motion was made and carried that the scheme for location of residences be referred to the Executive Committee with power to act.

A motion was made and carried that the question of the College curriculum be approved as presented.

#### SUGGESTED REVISED CURRICULUM.

##### GROUP I. A general course without electives.

<i>Freshman:</i>	<i>Sophomore:</i>	<i>Junior:</i>	<i>Senior:</i>
English I.	English III.	English V.	English VI.
English II.	English IV.	Chinese V.	Chinese VII.
Chinese I.	Chinese III.	Chinese VI.	Bible IV.
Chinese II.	Chinese IV.	Bible III.	Philosophy I.
Bible I.	Bible II.	Psychology I.	Ethics.
Chemistry I.	Geology.	Logic.	Education.
Mathematics I.	Astronomy.	Economics.	Sociology.
History I.	History II.	Political Science I.	

GROUP II. Required courses as basis for three elective groups below.

<i>Freshman :</i>	<i>Sophomore :</i>	<i>Junior :</i>	<i>Senior :</i>
Same	English III.	Bible III.	Bible IV.
as	Chinese III.	Psychology I.	Education.
Group I.	Bible II.	Economics I.	Sociology I.
	Geology.	Political Science I.	

GROUP III. Language group requirements in addition to Group II.

<i>Freshman :</i>	<i>Sophomore :</i>	<i>Junior :</i>	<i>Senior :</i>
None.	English IV.	English V.	English VI.
	Chinese IV.	Chinese V.	Chinese VI.
	German I.	German III.	German IV.
	German II.	French I.	French II.

GROUP IV. Social science group requirements in addition to Group II.

<i>Freshman :</i>	<i>Sophomore :</i>	<i>Junior :</i>	<i>Senior :</i>
None.	History II.	History IV.	Ethics.
	History III.	Economics II.	Education.
	Pol. Science II.	Philosophy I.	Sociology III.
	Sociology II.	Psychology II.	Philosophy II.

N.B.—Students electing this group would be expected to take beginning courses in the subjects called for earlier than is indicated in Group II.

GROUP V. Science and Mathematics requirements in addition to II.

<i>Freshman :</i>	<i>Sophomore :</i>	<i>Junior :</i>	<i>Senior :</i>
None.	Physics I.	Physics II.	Physics III.
	Biology.	Chemistry II.	Chemistry III.
	Mathematics II.	Mathematics III.	Mathematics IV.
	Mechan. Drawing.	Surveying.	Astronomy.

A motion was made and carried that the scheme for location of residences be referred to the Executive Committee with power to act.

A motion was made and carried that the question of the College curriculum be approved as presented.

A motion was made and carried that we ask the Trustees to raise \$5,000 gold more for land.

A motion was made and carried that we adjourn.

J. E. WILLIAMS, *Acting President.*

W. F. WILSON, *Secretary.*

The Ninth Meeting of the Board of Managers of the University of Nanking, January 28th-29th, 1915.

The ninth meeting of the Board of Managers of the University of Nanking convened in the University office, Thursday evening, January 28th, 1915.

The Board of Managers is constituted as follow :

\*ARTHUR J. BOWEN, Ex-officio Chairman,

*Samuel Cochran, M.D.	} Presbyterian, North.
*Joseph C. Garritt	
*John E. Williams	
*Edwin C. Lobenstine	} Disciples of Christ.
*Li Hou Fu	
*Frank E. Meigs	
*Elliot I. Osgood, M.D.	
*Alexander Paul	} Methodist Episcopal, North.
John C. Ferguson	
*Frank D. Gamewell	
*Robert C. Beebe, M.D.	
*Wilbur F. Wilson	} Elected by the Board of Managers.
Chang Bo Ling	
Hwang Hsi Chen	
*Chenting T. Wang	} Baptist, North.
*M. D. Eubank, M.D.	
*J. T. Proctor	
*F. J. White	} Baptist, South.
Adrian S. Taylor, M.D.	
*R. V. Taylor, Alternate	} Methodist Episcopal, South.
*W. H. Park, M.D.	
A. A. McFadyen, M.D.	} Presbyterian, South
*P. F. Price, Alternate	

NOTE: Letters, regretting unavoidable absence, were received from Chang Bo Ling and Dr. McFadyen. Dr. Ferguson, Hwang Hsi Chen, and Dr. A. S. Taylor are in America. All of the others were present at the meeting.

The meeting was called to order by President Bowen at 8:25 p.m. Dr. Eubank led the devotional exercises.

On account of sickness in the home of Dr. McFadyen, he was unable to be present, and the Board asked Dr. P. F. Price to act in his place. Dr. A. S. Taylor, being in America, his brother, Dr. R. V. Taylor, was appointed to act in his place.

Mr. R. A. Doan, of the Commission of the Disciples of Christ, Dr. Duncan Main and Dr. A. F. Kember of the Church Missionary Society, were present as guests, introduced to the Board of Managers, and accorded the privilege of the freedom of discussion on all questions which might come up.

Dr. Proctor was called upon to report for the Committee which was appointed last June to meet with the representatives of the Baptist Mission, and to report on the basis of entrance into the University of the Baptist Board. His report was as follows:

January 28th, 1915.

The Committee appointed in June, to meet with the representatives of the Baptist Mission and to report on the basis of entrance into the University of the Baptist Board met in the administration building January 28th.

Present: Messrs. Bowen, Williams, Lobenstine, and Gamewell, representing the Board of Managers; and Messrs. White, Eubank, and Proctor, representing the Baptist Mission.

Mr. Bowen was made chairman, and Mr. Proctor secretary. Dr. Gamewell led in prayer.

The Minutes of the Board of Trustees of the University and of the Board of Managers of the American Baptist Missionary Society on the subject committed to this committee together with the correspondence on this subject were read and reported by Mr. Williams and Mr. Proctor.

After discussion the committee voted unanimously to recommend that the Board of Managers take action as follows:

Resolved: That the Board of Managers accept and approve the action of the Board of Trustees in its meeting March 3rd, 1914, agreeing on the basis of representation of the Baptist Board and Mission in the University, viz., "It was voted that the basis of agreement with the A. B. F. M. S. on partial co-operation in the University, including the Medical School, be as follows:

The payment of \$35,000 for property equipment, \$1,800 annual appropriation.

The support of three missionary teachers in Nanking.

The privilege of three members on the Board of Managers in Nanking.

The privilege of two members on the Board of Trustees in America.

This action of the Committee was taken in view of the action of the Board of Managers of the Baptist Missionary Society on March 11, 1914, as follows:

Secretary Franklin reported that, with the chairman Dr. Burton, he had attended a meeting of the Board of Trustees of the University of Nanking, at which agreement had been reached as to modification of the terms upon which the American Baptist Foreign Mission Society might participate in the conduct of the University. The terms of participation, as sanctioned by the Board of Trustees, are in substantial conformity with plans recommended by the East China Mission in conference with representatives of the University on the field, namely:

(1) The American Baptist Foreign Mission Society shall furnish funds for buildings and equipment to the amount of \$35,000 or \$10,000 in addition to the gift of Mr. Ambrose Swasey for a Science Building. Of this \$10,000 \$5,000, is available through the gift of Mr. H. A. Sherwin toward the Medical Department of the University and \$4,100 is available through special gifts from friends in Chicago for a mission residence in connection with the University. The balance of \$900 will need to be provided by an appropriation from property funds or by a special gift.

(2) The Society shall contribute the sum of \$1,800 annually toward the current expenses of the University, including the \$300 now contributed for the work of the Medical Department. The additional contribution of \$1,500 is to begin with the school year of 1914-1915.

(3) The Society shall furnish three members of the staff of the University, including N. W. Brown, M.D., already attached to the faculty of the Medical Department and Rev. C. S. Keen, already designated to the Language School to be conducted in connection with the University. The third member of the faculty is to be provided in the year 1915 after conference as to the department to which he shall be assigned.

(4) The Society shall be entitled to name three members of the Board of Managers of the University in China, these managers to be appointed on the nomination of the East China Conference.

(5) The Society shall be entitled to appoint two members of the Board of Trustees of the University in America.

(6) It is understood that by these terms of co-operation the Society becomes related distinctively to the Graduate and Technical Departments of the University and does not assume responsibility in connection with the undergraduate men.

(7) The Society shall be free, in co-operation with the Foreign Mission Board of the Southern Baptist Convention, to continue the maintenance of the Shanghai Baptist College, which may be affiliated with the University upon terms hereafter to be adopted.

(8) The possibility of a transfer of the senior college work (the last two years) from Shanghai to Nanking may be considered at a later time if the two Missions and Boards co-operating in the Shanghai Baptist College find it desirable and mutually agreeable.

In view of this action it was, VOTED: That, the Board of Managers accept the proposed terms of participation in the University of Nanking with warm appreciation of the liberal attitude of the Trustees and the consideration shown the Society in view of its peculiar obligations in connection with the Shanghai Baptist College.

That an appropriation of \$900 be made to complete the total amount which the Society is required to provide for the building and equipment of the University, this amount to be charged to the building account, and that authorization be given for immediate payment to the Treasurer of the University of the sum of \$10,000 with the understanding that \$5,000 will apply on the equipment of the Medical Department and \$4,100 on a mission residence as stipulated by the donors."

The report was unanimously approved.

On motion of J. E. Williams, it was agreed that the report of the Medical faculty be referred to the Medical Committee, and that the report of the faculty and the recommendations of the Medical Committee be presented later to the Board of Managers for action.

On motion of Chenting T. Wang, it was agreed to delete from our Minutes the question relating to Mr. W. Y. Lin as reported in the Minutes of the Executive Committee of October 30th. He said no agreement had been made but the question is still under advisement.

On motion of F. E. Meigs, it was agreed that we ask Mr. Bailie to be present to-morrow in order that he may give further information in regard to the Agricultural Department.

On motion of J. E. Williams, it was agreed that we approve of the Minutes of the Executive Committee of October 30th, with the exception of the items already deleted.

On motion of F. E. Meigs, it was agreed that a committee of three be appointed to look over the audited report of the treasurer of the University. E. C. Lobenstine, Chenting T. Wang, and J. E. Williams were appointed.

On motion, it was agreed to adjourn to meet to-morrow morning at 9:30.

Friday, January 29th, 1915.

The meeting was called to order by President Bowen.

Mr. Doan led in prayer.

The report of the Medical School was given by the Dean and, on motion of Dr. Beebe, the report was adopted:

The following recommendations were made by the faculty of the Medical School:

Recommendations regarding union with the Church Missionary Society:

- I. (1) Students, in order to matriculate, shall meet the requirements for admission as published in the catalogue.
- (2) Students shall take the first three, or pre-clinical, years in the University Medical School, at the conclusion of which they will receive certificates for courses completed.
- (3) The responsibilities of the University Medical School shall cease with the completion of the three pre-clinical years.
- II. All students from the Church Missionary Society entering under these conditions shall pay the same fees and be subject to the same regulations as other students.
- III. As a contribution toward this pre-clinical instruction the Church Missionary Society shall provide one qualified physician on the faculty together with his salary and residence. Should the number of students from the C. M. S. exceed 15, the C. M. S. shall meet its proportional share of the additional expense.
- IV. The Church Missionary Society shall pay an annual grant of \$300. gold, toward the maintenance of the school on the same basis as other Missions, and contribute an equitable portion of the initial grant of \$5,000 gold, paid by each other co-operating Mission toward plant and equipment.

Dr. Main spoke of the difference between the propositions made formerly by the Board of Managers to the Church

Missionary Society and later agreed to by them in London and those now presented in these recommendations. The Society has agreed to furnish a man for the Medical faculty, with his residence, but no proposition has been put before the Society for the annual grant of \$300, and the proportionate grant of \$5,000, and he feared the Society would not consider the proposition. He said they were asking for affiliation, not union, and he thought the original proposition should stand.

On motion of J. C. Garritt, it was agreed to take up the recommendations of the Medical faculty *seriatim*.

After full discussion, the heading and sections I, II, III, and IV were changed to read as follows:

Recommendations regarding the affiliation of the Church Missionary Society with the Medical Department of the University of Nanking.

- I. (1) Students, in order to matriculate, shall meet the requirements for admission as published in the current catalogue.
- (2) Students shall take the pre-clinical course prescribed by the Medical Department of the University of Nanking, at the conclusion of which they will receive certificates for courses completed.
- (3) The responsibilities of the University Medical School shall cease with the completion of the pre-clinical course.
- II. All the students from the Church Missionary Society, entering under these conditions, shall pay the same fees and be subject to the same regulations as other students.
- III. As a contribution towards this pre-clinical instruction the Church Missionary Society shall provide one qualified physician on the faculty together with his salary and residence. Should the number of students from the Church Missionary Society grow disproportionately large, it is expected that the Church Missionary Society shall meet its proportional share of the additional expense in staff, current expenses and equipment.
- IV. The Church Missionary Society shall be entitled to one representative on the Board of Managers of the University of Nanking, as provided by the action of the Trustees in New York, April 15th, 1913.

The meeting then adjourned to meet at 2:00 p.m.

Friday afternoon, January 29th.

The meeting was called to order at 2:15. F. E. Meigs led in prayer.

Mr. Bailie was present and was asked to make a statement in regard to the Department of Agriculture.

On account of lack of time, on motion of E. I. Osgood, it was agreed that the discussion on this subject shall be closed by 3:00 p.m.

On motion of M. D. Eubank, it was agreed that the Board of Managers express to Mr. Bailie their deep appreciation of the work he has been doing for the University and for China during the past year.

On motion of E. C. Lobenstine, it was agreed that we appoint a committee to work out and recommend to the Executive Committee plans for the development of the Agricultural Department, and to authorize the Executive Committee to make efforts to secure from the Chinese sufficient land suitably located within the city limits, if possible, for the use of the department and further to secure contributions in China or abroad up to a limit of gold \$25,000 for buildings and equipment.

A. J. Bowen, Chenting T. Wang, J. E. Williams, and Li Hou Fu were appointed on this committee.

On motion of J. E. Williams, it was agreed that we re-affirm the following action of the Board of Managers of January 22, 1914, in regard to the Medical School as follows:

The following motions were then made and carried in regard to funds to be raised for the new hospital for 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.

On motion of J. C. Garritt, it was agreed to add the following as section 4.

4. That we further urge the authorization by the Trustees of those going on furlough to seek in addition to the endowment of gold \$300,000 needed for the other departments, an endowment of gold \$200,000 for the Medical School and Hospital.

The following action was then referred to the Medical Committee for consideration :

It was also recommended that in the fall of 1916 a special class be admitted to the first year of the regular Medical course, this class to be taught throughout in English and to be restricted to students who have taken courses in chemistry, physics, biology in an approved college, and are able to pass examinations in English and other such subjects as the faculty may determine.

The motion was seconded by Dr. White, who suggested that speakers on this motion be confined to two speeches of three minutes and one minute each. This was agreed to by all.

On motion of Dr. Cochran, it was agreed to postpone final action on this question until the meeting of the Board of Managers next June.

On motion of E. C. Lobenstine, it was agreed that we recommend to the China Medical Missionary Association the calling together during the biennial meeting, of a round table conference of representatives of the different medical schools with a view to seeing if any closer co-ordination of their work is possible.

The president then presented his report. On account of the amount of time which had been spent in discussing the problems of the medical work the president did not read his report but stated that he would have it printed and sent to the different members of the Board of Managers. He then presented certain recommendations which were acted upon as follows :

"The Board of Managers approved of the Board of Trustees of the University of Nanking acting also as the

Board of Trustees of the Ginling Women's College, and also of the Nanking School of Theology."

The course of study as printed in the catalogue was also approved.

The Board of Managers expressed gratification at the action of the Board of Trustees on March 3, 1914, (in which the Missionary Boards, in case they do not have their full quota of men on the field, agree to provide the amount of their salary) and they further urge that the Board of Trustees recall this action to the attention of any Society which has failed to do so.

In place of Dr. A. P. Wilder, who was a University examiner, appointed by the Regents, the Board recommend that Judge Lobingier of Shanghai be recommended to take the place of Dr. Wilder, provided he is willing to do so.

The question of the University seal was referred to the Executive Committee with power to act.

In regard to the expressed desire of the Board of Trustees that we erect four of the main buildings of the University group at the same time, the following action was taken :

"While appreciating the desirability of having four buildings built at one time, we urge the importance of building at once the dormitory and the science building and ask for authority to do so."

It was agreed that the foreign residences in connection with the University be wired for electricity, the occupants of the houses paying one-half the expense, and the University the other half.

It was also agreed that we recommend to the Board of Trustees that the titles of all the residences including those of the Medical faculty be vested in the Board of Trustees as is all other property.

It was agreed that we authorize the raising of \$3,000 gold, for a high-school open-air gymnasium.



The following appointments were made, or approved, if they had already been made:

Mr. W. F. Wilson, principal of the High School;  
 Mr. Z. T. Ing, registrar of the High School;  
 Mr. G. W. Sarvis, dean and registrar of the College;  
 Miss Elizabeth Walker, office secretary;  
 Mr. Liu Ching Pan, associate librarian;  
 Dr. C. H. Hamilton, to the faculty of the College, department of Philosophy;  
 Mr. J. H. Reisner, to the faculty of the Agricultural Department;  
 Miss E. Grace Taylor, to the faculty of the Middle School;  
 Mr. Liu Ching Fu, to the faculty of the High School;  
 Dr. F. P. Manget, to the faculty of the Medical School (Southern Methodist Mission);  
 Mr. Tsü Tseh Ling, to the faculty of the Middle School, Department of Chinese;  
 Mr. Wu Peh Kwei, to the faculty of the Middle School;  
 Mr. C. S. Keen, to the faculty, and Dean of the Language School;  
 Miss Warner, nurse in the University hospital.

On motion of E. I. Osgood, it was agreed when the next catalogue is published that the nomenclature be changed to agree with the nomenclature of the Chinese schools.

The By-laws, as passed upon by the Board of Trustees, and referred to the Board of Managers for approval, were acted upon as follows:

Article I. No change.

Article II. "Ginling Ta Hsioh Tang" was changed to "Ginling Ta Hsioh Hsiao."

Article III. The words "temporarily" and "a middle school" located at Nanking were deleted.

Article IV. Section 1. No change.

Section 2. Paragraph (1) "Missionary" was inserted between the words "two" and "teachers."

Article V. No change.

Article VI. " "

Article VII. Sections 1 & 2. No change.

" 3, 6 & 7. The word "November" was changed to "December." In Section 3 the word "in" was written before December.

Article VIII. Section 1. was changed to read as follows:

Section 1. Composition.

a. Each fully co-operating Mission shall appoint four representatives, either Chinese or foreign, on the Board of Managers.

Missions with partial co-operation shall be entitled to appoint representatives as stated in Article IV, Section 2. (The balance of this section—no change.)

b. The Board of Managers shall co-opt five prominent Chinese as full members of the Board of Managers. Two of these five shall be elected by the Alumni Association of the University of Nanking.

Sections 2, 3, 4 and 5 — No change.

Section 6. "Two-thirds" was changed to "A majority" and the last phrase from "which..... Board" was deleted.

Section 7. No change.

Section 8 was made to read:

The President or any other duly appointed representative of any affiliated school shall have the right to sit in the regular Board of Managers' meetings, etc. (No change in the remainder of Section 8.)

Article IX. Section 1 was deleted.

Section 2. In the third paragraph the words "University Council" were changed to read "Executive Committee of the Board of Managers."

A final paragraph was added which should read:

"All those who are appointed on the faculty of any department are responsible only to the administration for the use of their time. Any one who shall be called upon to do any outside work shall do so only by permission of the administration.

The By-laws as amended were then adopted as a whole.

A request having been received from C. S. Settlemyer, asking permission to advance personal funds to build his own house, on the understanding that the University would rent the same until such time as it could pay for it, the following action was taken:

The Board of Managers approve of the request on the following conditions: That the house is built on University property; that the plans shall be passed upon by the Executive Committee; and that the rent shall not exceed 6% on the amount invested.

On motion of J. C. Garritt, it was agreed that the needs for residences for Dr. Shields, Mr. Settlemyer, and others shall be clearly entered on the list of new property needed and that

the attention of the Southern Presbyterians be especially called to this need.

On motion of J. E. Williams, the Budget for 1915, as approved by the Executive Committee, printed, and sent out previously to the Board of Managers, was approved.

The following Committees were appointed :

*Agricultural Department :*

A. J. Bowen,  
Chenting T. Wang  
Li Hou Fu  
J. E. Williams

*Finance :*

E. C. Lobenstine  
J. E. Williams  
R. C. Beebe

*Property :*

W. F. Wilson  
F. E. Meigs  
J. E. Williams

*Medical Department :*

Dr. W. H. Park  
,, R. C. Beebe  
,, M. D. Eubank  
,, E. I. Osgood  
,, R. V. Taylor  
,, S. Cochran

*Educational Status :*

F. D. Gamewell  
J. T. Proctor  
R. T. Shields

*Religious Status :*

J. C. Garritt  
Li Hou Fu  
F. E. Meigs

*Executive Committee :*

R. C. Beebe  
W. H. Wilson  
F. E. Meigs  
Li Hou Fu  
J. C. Garritt  
J. E. Williams  
W. H. Park  
A. A. McFadyen  
A. S. Taylor  
Chenting T. Wang  
J. T. Proctor

After the reading and approval of the Minutes, and after prayer by Dr. J. C. Garritt, the Board of Managers adjourned *sine die*.

A. J. BOWEN, *Chairman.*  
W. F. WILSON, *Secretary.*

## EXECUTIVE COMMITTEE

### Minutes of Meeting of Executive Committee with Tsinan Medical School Committee, December 14, 1915.

An informal conference (called by the Executive Committee of the Board of Managers at the request of representatives of the Faculty of the Tsinan Medical School), consisting of representatives from the Tsinan Faculty, the President and Executive Secretary of the China Medical Missionary Association, the Chairman of the China Council of the Presbyterian Board of Foreign Missions (North), Rev. T. H. P. Sailer, Ph.D., (Secretary of that Board), certain members of the Board of Managers of the University of Nanking and the Faculty of the Medical School of the University, was called to order by President Bowen in the University Office, at 9:00 a.m., December 14, 1915.

The following were present:—Drs. James B. Neal, C. F. Johnson and W. M. Schultz, from Tsinan; Drs. W. H. Venable and Robert E. Beebe; Rev. J. W. Lowrie, D.D., Rev. T. H. P. Sailer, Ph.D.; Messrs. Alexander Y. Li, Chengting T. Wang, J. E. Williams, Frank Garrett, Li Hou Fu; Drs. S. L. Lasell, R. V. Taylor, R. T. Shields, A. A. McFadyen, P. S. Evans, Samuel Cochran, W. G. Hiltner, T. D. Sloan and J. C. Garritt, D.D.

Dr. Neal was called upon to state the object of the conference. He told of a meeting in Peking on December 10, held between representatives of the Tsinan Medical Faculty and the Board of Managers and Faculty of the Union Medical College in Peking. He presented a resolution which had been passed at that meeting. Following his remarks, a discussion of the situation as regards medical education in China took place.

It was finally moved, seconded and carried: THAT we pass the identical resolutions as were passed at the Peking conference. These are as follows: RESOLVED, "We are of opinion that, in addition to the medical schools using English as the medium of instruction, it is absolutely essential for the proper advancement of medical education in China that at least one properly equipped school using Mandarin as the teaching medium (but requiring a reading knowledge of English) be maintained.

"We would therefore appeal to the Missionary Societies to use every effort to maintain at least one such school."

**Meeting of the Executive Committee of the Board of Managers of the University of Nanking. Sept. 30, 1915.**

A meeting of the Executive Committee was held in the office of President Bowen, Thursday evening, Sept. 30, 1915.

There were present:—President Bowen (Chairman), Dr. E. I. Osgood, Dr. R. V. Taylor, Mr. Li Hou Fu, Mr. Frank Garrett, Mr. J. T. Proctor, Mr. W. F. Wilson and Mr. J. E. Williams.

Dr. Taylor led in prayer.

The question arose as to the advisability of receiving non-missionary students into the Language, which was committed to the Executive Committee by the Board of Managers.

On motion of Dr. Osgood, it was agreed: THAT we leave the question of the receiving of particular missionary students to the Dean of the Language School. It is understood that an additional tuition fee will be charged, to be fixed by the Executive Committee.

The question arose as to what should be done with the Middle School students when the College and Medical students are transferred to Kuleo.

- (a) It was recommended: THAT, as early as possible, two additional years of these students be provided for at the Normal School and that the fourth year be provided for in the present High School premises.
- (b) It was also agreed to recommend to the missions: THAT, in the future, it be our policy not to provide scholarships for those who are below high school grade in the University.
- (c) On motion, it was agreed: THAT, until the adjustments in the previous motion can be made, Mr. C. S. Settlemyer be asked to act as Principal of the Middle School.

On motion, it was agreed that the Budget, as presented to the Executive Committee, be referred to the Finance Committee, to report to the meeting of the Board of Managers.

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

On motion, it was recommended: THAT, as our Treasurer, Mr. G. M. Rosse, has about finished his contract and expects to leave, Miss Walker be asked to give part of her time to the work of Treasurer, until a permanent Treasurer can be secured.

On recommendation of President Bowen, it was agreed that Dr. Beebe be asked to draft a resolution in regard to our loss in the death of Mr. Meigs.

On motion, it was agreed to recommit the action of the Board of Managers of June 14, 1915, referring the selecting of an Educational Secretary and the securing of his salary by the Executive Committee to the Executive Committee, with power to act.

In regard to Mr. Bullock's request for Miss Fox as a teacher for the Normal School, it was decided to take no action.

The meeting closed with prayer by Dr. Proctor.

Adjourned.

W. F. WILSON, *Secretary.*

**Minutes of Meeting of the Executive Committee of the Board of Managers. March 18, 1916.**

The Executive Committee met at the call of the President, Saturday morning, March 18, 1916, at nine o'clock, at the University.

Present:—President Bowen, Dr. Beebe, Dr. Evans, Mr. Li Hou Fu, Dr. Osgood, Dr. Proctor, Mr. C. T. Wang and Mr. Williams.

The meeting was called to order by President Bowen; opened with prayer, led by Dr. Beebe.

The Minutes of the Board of Managers' meeting, having been typed and circulated, were taken as read.

The Minutes of special meeting of December 14 were read. The Secretary was directed to place them on record in the Minutes of the Executive Committee.

A letter from Mr. P. H. Chen, of the Faculty, was read. After statement by President Bowen, the Executive Committee expressed great satisfaction with Mr. Chen's work, and it was decided that his salary would be placed upon the same basis as the other returned students and members of the Faculty, upon his being married, namely, \$150 per month, he providing for his own house accommodations.

President Bowen then reported the following facts as regards enrollment and receipts for the spring term:—

51	students in the College—	an increase of 11 over last term.
17	“ “ “	Agricultural Department
29	“ “ “	Forestry
21	“ “ “	Normal School
46	“ “ “	Practice School
31	“ “ “	Medical School
153	“ “ “	High School
121	“ “ “	Middle or Grammar School
51	“ “ “	Language School,

making a total of 510 students. The receipts from tuition and incidentals for the spring term, to date, are about \$17,000.

The question of Treasurer was then taken up. President Bowen read a letter from Mr. Begg, who has had charge of the books, and made a statement about the possibility of securing Mr. Beaman, now of the Baptist Mission. Dr. Proctor made a full statement of Mr. and Mrs. Beaman's previous missionary experience and his experience with the accounts as Treasurer of their Mission.

It was decided, in the light of the difficulty of securing a Treasurer from home and the possibility of securing Mr. Beaman with his experience with accounts, knowledge of the language and conditions in China, that the President should make arrangements, if possible, to secure his services. There would be considerable advantage, also, in the help that Mrs. Beaman could afford in connection with the Language School or in the teaching of English.

On statement by President Bowen of the need of the Agricultural and Forestry Departments for land, it was decided to ask the Chinese members of the Board of Managers, Dr. P. W. Kuo; Messrs. C. T. Wang, Chang Poling, Hwang Gung-liang, Li Hou Fu, Hwang Hsi Chen, to become a committee to represent the needs of these Departments to the Government, with a view to securing an adequate grant of land for the Agricultural and Forestry Departments.

The question of registration of the University with the Department of Education was then taken up and discussed at length. Mr. C. T. Wang read and interpreted the regulations of the Department of Education and also stated fully the experience of the Young Men's Christian Association educational work, which had been registered and recognized by the government for three years past.

After full consideration, it was unanimously voted to direct the Chinese members of the Board, as named above, to undertake the registration of the University.

President Bowen took up the question of Mr. Williams' return to the United States for conference with the Trustees. He stated fully the reasons that seemed to him to make such a visit at this time desirable. The question was fully discussed and the following action was taken:

“In the judgment of the Board of Managers, it is advisable for Mr. Williams to go to the United States as early as possible, for conference with the Trustees and to represent the University before the co-operative Boards and the churches, and to develop plans for the securing of more adequate endowment. It is expected that a stay of a few months will accomplish the objects in view.” This action received the unanimous votes of the Committee.

The meeting adjourned at 11:30 a.m.

J. E. WILLIAMS, *Secretary.*

**Minutes of Meeting of the Members of the Executive Committee of the Board of Managers of the University of Nanking, Saturday Afternoon, May 6, 1916.**

Present:—Dr. Bowen, Dr. J. C. Garritt, Dr. Frank Garrett, and Mr. J. H. Reisner by request.

The following plan for the organization of a Chinese Trusteeship for the College of Agriculture and Forestry was presented, and, on motion of Dr. Garritt, was approved, to be referred to all the Chinese members of the Board of Managers of the University for their approval.

**Chinese Board of Trustees of the College of Agriculture and Forestry, University of Nanking.**

**Composition:**

This Board of Trustees shall be made up of the Chinese members of the Board of Managers of the University of Nanking and such other Chinese members as the Board of Managers may elect.

**Purpose:**

This Board of Trustees shall be incorporated under the laws of China for the purpose of securing and holding property and funds from Chinese and other sources designated for the College of Agriculture and Forestry, University of Nanking.

**Relation to the Board of Trustees of the University of Nanking:**

The relation of the Chinese Board of Trustees of the College of Agriculture and Forestry to the Board of Trustees of the University of Nanking shall be in and through the Board Managers of the University of Nanking, who shall manage all property of the College of Agriculture and Forestry and shall continue to administer its affairs as at present.

**Reasons for Wanting the Tract of Land.**

1. To furnish practical work for the students in the College of Agriculture and Forestry. There is at present no opportunity for the agricultural students to get any practical work in agriculture.
2. To be used as an Agricultural Industrial School for boys from the farm; who have a limited education and no means. This would be modeled so far as possible after Tuskegee and Hampton Institutes.
3. To be used as a model for the development of similar abandoned lands.
4. To investigate problems connected with the agriculture development of abandoned lands.
5. For experimental work in connection with agricultural research.
6. Proceeds to be used in the maintenance and development of the College of Agriculture and Forestry.

A. J. BOWEN, *Chairman.*

FRANK GARRETT, *Secretary.*

**Minutes of the Meeting of the Executive Committee of the Board of Managers of the University of Nanking. June 7, 1916.**

Members present:—Dr. R. C. Beebe, President, A. J. Bowen, Dr. J. C. Garritt, Mr. Frank Garrett and Mr. Li Hou Fu; and Drs. Shields, Evans and Venable by invitation.

Mr. Li Hou Fu led in prayer.

On motion, Dr. Venable was asked to sit with the Committee.

Mr. Frank Garrett was asked to act as secretary.

After lengthy discussion, the following resolutions were passed:

**RESOLVED:** That we ask the Missions participating in the Medical School and having other mission work in the city to underwrite \$1,000 (gold) per year for the financing of the Hospital, and that the other co-operating Missions be asked for such sums as they may be able to furnish.

**RESOLVED:** That the medical staff be asked to bring in an estimate to the President of the University of the cost of properly staffing the Hospital, and that the President forward this estimate to the Board of Trustees; and, further, that Mr. J. E. Williams be asked to secure needed finances for the Hospital for the years 1916-17.

**RESOLVED:** That we ask the Northern Methodist Mission and the Christian Mission to take immediate steps to secure one man each to be sent to the Hospital by next September.

Adjourned.

A. J. BOWEN, *Chairman.*

FRANK GARRETT, *Secretary.*

**The University of Nanking Medical School**

Faculty Meeting, June 13, 1916.

Present:—Drs. Shields, Evans and Sloan.

At the request of the Board of Managers of the University, the following list of needs for the Hospital and foreign community was prepared and unanimously agreed to:

- 4 foreign physicians
- 1 pharmacist
- 1 secretary-matron
- 3 foreign nurses

G.\$20,000 for out-patient department, land, building and furnishings

G.\$15,000 for women's ward

G.\$ 5,000 annually, for running expenses

## BOARD OF MANAGERS

### The Tenth Meeting of the Board of Managers of the University of Nanking. June 24, 1915.

The tenth meeting of the Board of Managers of the University of Nanking convened in the University office, Thursday, June 24, 1915, at 8:30 a. m., after roll call.

The following members were present:—President A. J. Bowen, Mr. J. E. Williams, Drs. R. C. Beebe, S. Cochran, A. A. McFadyen, E. I. Osgood, W. H. Park, R. V. Taylor, Messrs. Li Hou Fu, F. E. Meigs, W. F. Wilson, Dr. F. D. Gamewell and Dr. E. J. White.

Guests:—Bishop W. S. Lewis, Dr. J. F. Goucher, Dr. R. T. Shields, Mr. Joseph Bailie and Dr. N. Worth Brown.

Bishop Lewis led in prayer.

On motion of Dr. R. C. Beebe, it was agreed to invite Bishop Lewis, Dr. Goucher and Dr. Franklin (when he comes) to sit with the Board and have all the privileges of the floor.

On motion of Dr. R. C. Beebe, as the minutes of the last meeting of the Board of Managers had been printed and sent to the members of the Board, the minutes were taken as read.

President Bowen announced that Mr. Y. L. Hwang had been elected by the Alumni to membership on the Board of Managers.

Mr. Meigs announced that Mr. Frank Garrett had been elected to membership on the Board in place of Mr. Alexander Paul.

The report of the Building and Property Committee was then read. (See Appendix A for report).

On motion of Mr. E. C. Lobenstine, the report of the Building and Property Committee was accepted.

President Bowen read a letter from Dr. F. B. Ray, in regard to "Title of property vested in the University."

On motion of Dr. R. C. Beebe, it was agreed to refer the letter to the Building and Property Committee for further correspondence.

President Bowen read a list of the present needs of the University for representation.

On motion of Mr. F. E. Meigs, it was agreed to refer this list of needs to a joint meeting of the Finance and Building and Property Committees, to be reported later to this meeting.

On motion of Mr. Williams, it was agreed to engage Mr. P. H. Chen, M.A., of Michigan University, to fill the Chair of Mathematics in the fall, provided that the expenditure does not increase our budget.

On motion of Dr. R. C. Beebe, it was agreed to invite Miss Ida K. Greenlee to come as teacher to the University this fall, it being understood that she would be self-supporting.

On motion of Mr. J. E. Williams, it was agreed that Mr. Liu Ching-shu be appointed as a member of the Faculty of the University, with the understanding that his support was being specially provided.

Mr. C. E. Lobenstine asked if it were not possible to appoint a man from the University, who would do what Mr. Wallace is doing in West China.

Dr. J. E. Goucher told of the work being done by Mr. Wallace as Educational Secretary in West China.

Dr. Goucher also spoke in appreciation of the work of the University, especially the Language School and the Agricultural and Forestry Departments, also emphasizing the necessity of closer co-operation with the missions, better correlation of all schools preparing and feeding into the University and of the importance of those interests and forces that would tend to establish the University as a national institution for all of China.

On motion of Mr. J. E. Williams, it was agreed that the providing of an Educational Secretary and the providing of salary and office expense be referred to the Executive Committee, with power to act in conjunction with the Board of Trustees.

The plan for the developing of the Agricultural Department was read by Mr. Bailie. Fuller discussion was deferred until the afternoon session.

At 12 o'clock, Drs. Goucher and Gamewell retired.

The report of the special Medical Committee was presented by the Chairman, Dr. Park. It was decided to defer fuller discussion until the afternoon session.

Mr. Williams was appointed Secretary, in the absence of Mr. Wilson.

The meeting adjourned at 12:15, to meet at 3-p.m.

The Tenth Meeting of the Board of Managers of the  
University of Nanking. June 24, 1915

(Second Session)

The meeting was called to order at 3 p.m., by President Bowen.

Members present:—Drs. R. C. Beebe, Samuel Cochran, A. A. McFadyen, E. I. Osgood, W. H. Park, R. V. Taylor, Messrs. E. C. Lobenstine, Li Hou Fu, F. E. Meigs, Drs. J. T. Proctor, F. J. White, J. E. Williams, and President Bowen.

The following were present, by invitation:—Mr. Joseph Bailie, Dr. J. H. Franklin and Dr. Shields.

The session was opened with prayer by Dr. J. H. Franklin, Secretary of the American Baptist Board.

The minutes of the morning's session were read and, after corrections, approved.

The report of the Chairman of the Medical Committee was then taken up seriatim and, after discussion and amendment, adopted as follows:

- I. We recommend that the Board of Managers authorize an appeal for \$7,000.00 (gold), for the purchase of the Kuleo Church property and land adjoining the hospital compound; also police-station lot and other land desirable to complete the compound.
- II. That the Board of Managers endorse the action of the Faculty, taken last winter and reaffirmed on June 14, 1915, as follows:
 

"That a special class be admitted in the fall of 1916 to the first year of the regular medical course, this class to be taught in English and to be restricted to students who have completed the sophomore year in college and who have taken one year's college laboratory work in Chemistry, Physics and Biology and are able to pass a suitable examination in English and in such other subjects as the Faculty deem necessary."
- III. That we call the attention of the Board of Trustees to the fact that the assumption of the Hospital as a teaching hospital has made the University responsible for a heavy additional expense for which there is, at present, no provision and which will require a sum of \$5,000.00 (gold) a year to meet. (This is the sum authorized by the Board of Managers a year ago and approved by the Trustees and for which special funds were found by Dr. Cochran last year. The need this year is no less urgent.)
- IV. To endorse the action of the Faculty requesting the Board of Managers to appoint Dr. E. A. Layton to the Faculty of the Medical School, it being understood that his travel, outfit, residence and support be supplied from private sources, and that his appointment does not interfere with the status of the members of The Foreign Christian Mission now on the Faculty.

- V. To endorse the reply of the Faculty to an inquiry from the Board of Trustees giving specific information regarding the funds necessary to employ a physician, a hospital superintendent, two nurses, two trained Chinese residents, the equipment and furnishing of the present hospital plant and an annual grant for the maintenance of the University Hospital on the basis of 150 beds. Also to approve the note calling attention to the special need of a new Dispensary building.

The list, itemized, is as follows:—

I. STAFF			
One physician. General estimate including salary, furloughs, travel, house-rent, equipment, teacher's allowance and incidentals. On missionary basis.			
	Married .....	\$ 2,300	\$ 2,300
	Single .....	1,300	
One hospital superintendent. Same as above.			
	Married .....	2,300	2,300
	Single .....	1,300	
2. NURSES			
Two nurses. General estimate includes items as listed above. Each.....		1,200	
	Two nurses .....	2,400	2,400
3. CHINESE RESIDENT PHYSICIANS			
Two fully trained residents, including salary, house-rent and allowances.			
	Each .....	\$1,500	
	Two residents ....	3,000	\$ 3,000
4. HOSPITAL EQUIPMENT AND FURNISHINGS			
a. X-Ray outfit, with attachments, dynamo, gas-engine and installation		2,000	2,000
b. Heating plant for two hospital buildings and operating pavilion, estimated cost, .....		3,000	3,000
c. Running-water system, including new cisterns and simple plumbing		2,000	2,000
d. Fittings, furnishing and equipment for new operating pavilion .....		2,500	2,500
e. Remodelling and fitting middle school dormitory available for hospital use .....		2,000	2,000



## f. General Hospital Furnishings:—

Replenishing beds and bedding, 150 beds .....	4,500	
Cupboards, tables, stands, chairs..	400	
Stretchers, carts, dressing-tables..	300	
Case record system .....	250	
Three diet kitchens and utensils ..	300	
Six bathrooms, fittings, plumbing .	900	
Hospital clothing, summer and winter suits for 150 patients ...	2,250	
Attendants' uniforms .....	300	
Nurses' and doctors' gowns....	200	
Furnishing 3 offices, guest-room ..	450	9,850

## g. Rebuilding and equipping:—

Kitchens \$500; Gate-house \$500	1,000	
Laundry 250; Privies 250	500	
Walls, Compound .....	1,250	
Morgue .....	250	3,000

## 5. ANNUAL GRANT FOR GENERAL MAINTENANCE

Under present arrangements, the only regular source of income is from patients in the hospital and from such outside work as the staff is able to do. The balance is taken from the small annual donations made by co-operating missions for educational work. This is far from sufficient to properly maintain the hospital. On the basis of 150 beds, it is estimated that, to conduct the hospital as a thoroughly-efficient institution, there will be needed, per year..... \$10,000

In regard to the report of the Committee on Agricultural Department, the following resolution was presented by Mr. Lobenstine, seconded by Mr. Meigs, and carried unanimously:

RESOLVED: That the Board of Managers of the University have heard with profound appreciation the proposal of the Ministry of Agriculture and Commerce to send to the University in the fall of this year, students from the Government school of Forestry, to the number of twenty-four, and that, for their maintenance in the University, the Ministry of Agriculture and Commerce are prepared to make the following grants, viz:

1. \$ 56.00 for each students for books and incidentals.
2. \$3,000.00 annually, for three years, toward other expenses.

The Board of Managers regret the present limited equipment of the Department of Agriculture and Forestry of the University, which is still in its initial stages. The University will, however, gladly undertake the care of these students for the college year, beginning in September 1915, and will do the best it can with the resources at its command.

The further care of these students and the development of the Department of Agriculture and Forestry will involve a much larger outlay for the teaching staff, for land and buildings, laboratories and other equipment than the University is at present able to provide. The University authorities will greatly value the help of the Chinese Government, and, particularly of the Ministry of Agriculture and Commerce, in appealing for aid from wealthy and philanthropic people in China and abroad.

The report of the special committee on Finances and the Property Committee on the order of new property was read by Mr. Lobenstine.

1. Dormitory for Language School (first unit) ..... \$ 15,000
2. House for Mr. Settlemyer .....
3. House for Mr. Sarvis.....
4. House for Mr. Reisner .....
5. Building for Middle School (Recitation) 20,000
6. House for Mr. Ostergaard (School of Agriculture) .....
7. Purchase of Chapel and other property at Kuleo, etc. (Medical School) ..
8. Dispensary and Administration Building, furnishing and equipment .....
9. Completing land purchases.....
10. Chinese teachers' houses (5 houses) ...
11. Land for Agricultural Department (Chinese source) .....
12. Buildings and equipment on farm ....
13. Open-air gymnasium .....
14. Library .....
15. Water supply .....

The question of admitting non-missionaries into the Language School was raised by the Dean, Mr. Keen, and, on motion of Dr. Proctor, it was decided to refer the whole question of admission, fees, staff, etc., to the Executive Committee for fuller consideration and report to the meeting of the Managers in October.

President Bowen, on behalf of the Faculty, presented the names of the graduating class, and, on motion, the Board of Managers recommended the following men to the Board of Trustees and the Board of Regents in the State of New York for the degree of B. A.:—

Chang Chi Yih	Cheo Teh Hsi	Liu Chung Luh
Chen Chuen Ho	Kung Tsen	Tsu Ying Ho
Cheng Yu Gwan	Liu Chuin	Wang Chwen Yung

On motion, Mr. Lobenstine, the secretary, was instructed to draft a resolution expressing the appreciation of the Board of Managers of the purpose of the Graduating Class to provide a perpetual scholarship.

President Bowen reported the nomination of the Alumni of Mr. Hwang Yung-liang as their representative on the Board of Managers, and, on motion, he was elected a member of the Board of Managers.

On motion of Mr. Williams, it was decided that there be a called meeting of the Board of Managers in October, to meet Dr. Speer, Chairman of the Trustees.

After further discussion of the report of the Committee on the Agricultural Department, on motion of Mr. Williams, the Executive Committee was authorized to engage Mr. Ostergaard permanently; Mr. Tsou, temporarily; and Mr. F. L. Chang (Yale 1915), after full investigation, providing there should be no expenditure exceeding the budget.

The Committee on the Agricultural Department was instructed to prepare a more careful statement of policy, plans and financial needs of the Department for a report at the meeting of the Board of Managers in October.

The meeting adjourned at 5:30 p.m., to meet at the call of the President in October.

(Signed)

A. J. BOWEN, *Chairman.*

J. E. WILLIAMS, *Temporary Secretary.*

## APPENDIX A.

### Report of Building and Property Committee

Since the last meeting of the Board of Managers, the Building and Property Committee has had a number of things to consider. The chief of these was the Science Building, in connection with the developing of the college work at Kuleo. We had a good deal of difficulty in getting figures for this building. In making our plans, we had in mind the old Science Hall at Gan Ho Yuen, but we knew that the material would be more expensive and that the nature of the work on the building was also more expensive, and so we had thought that \$45,000 would be an ample amount to cover the cost of the new building. When we received our first bids, we found that they were far in excess of this amount. After repeated consultation with the contractors, however, we found that, by making certain adjustments and changes which did not alter in any sense our original plan, and the use of slightly different material which was not so expensive, we were finally able to get a figure on the building for \$48,722.20. This includes certain items besides the building itself, such as certain cabinets which are built into the building and which, therefore, can be included in the furniture, so that we have, in reality, gotten our bids down to the figure which we had originally estimated; and the contract, therefore, has been given for a figure not over 80 per cent of the total gift, which is that suggested by the Trustees. The work has already been begun on this building, and we hope that will be finished in a year from this fall.

The specifications for the new Dormitory are about completed, and they will soon be in the hands of the contractors. The plan is to build at first two units, these being separated, as can be seen by the drawings, by a fire-wall. The plans are different from those which were originally provided. There were two larger dormitories. The new dormitories will be built in smaller units. The two units will provide all that will be needed now for dormitory space, but the additional units can be built as soon as needed.

The work on the foreign houses has also been going on steadily. Dr. Sloan's house has been completed at a cost of approximately \$6500. This house is ready for inspection on the part of the members of the Committee.

The houses for Mr. Settlemyer and Dr. Lasell are also well under way. The contract for Mr. Settlemyer's house has been let for \$6,600 and is nearly under roof. The plan was arrang-

ed with Mr. Settlemyer that he might advance the money on his house and that the University would rent it from him at a rental not to exceed 6 per cent of the cost price.

Dr. Lasell also is responsible for his own house and is building it largely on his own plans and initiative. The understanding, however, is with him that, if later he desires to sell the house to the University, it shall not be at a cost beyond such figure as the University is willing to pay for the individual residence.

The money for Mr. Settlemyer's house is to be refunded as soon as the University has the money in hand to pay back the amount that Mr. Settlemyer puts into the house.

The contract for Mr. Keen's house is about to be let. There is only a question of a little difference in price now, and the house will be started this summer and Mr. Keen is to remain in Nanking to help look after the building of the house.

Our plan is to get on immediately with the putting up of the buildings of the main college group and also of the Chapel. Dr. Day, the donor of the Chapel, is to be in Nanking in the fall, and we have thought it best to wait until fall before making any definite plans for the putting up of the building.

Certain rather larger changes have had to be made in the house which has been occupied by Mr. Millward. Mr. Roys is to occupy this in the fall. These changes were necessitated on account of some bulges in some of the arches. These have been adjusted by the cutting out of the arches and the pillars being made to extend clear through to the roof. In this way we think that there will not be any more trouble with these arches which have heretofore been a great deal of trouble to us.

The Committee has also taken the following action which it asks the Board of Managers to affirm, if they approve: "It was decided to limit the price that the University will pay for a house for residence to \$6,500 (Mex.); and that the house would not exceed 20 fang, ground floor, and should include the finishing of the attic with windows, plastering, etc.; basement plans not to exceed 8 fang; screening, and servant's quarters.

(Signed) W. F. WILSON }  
 F. E. MEIGS } Committee.  
 J. E. WILLIAMS }

Nanking, June 23, 1915.

**The Eleventh Meeting of the Board of Managers of the University of Nanking. October 2, 1915.**

The eleventh meeting of the Board of Managers of the University of Nanking convened in the University office, Saturday, October 2, 1915, at 9:15 a.m.

The following members were present:—Dr. A. J. Bowen (Chairman), Dr. R. C. Beebe, Dr. James Butchart, Mr. Chang Polin, Dr. S. Cochran, Dr. M. D. Eubank, Dr. F. D. Gamewell, Dr. J. C. Garritt, Mr. Frank Garrett, Mr. Hwang Hsi-chen, Mr. Hwang Yung-liang, Mr. P. W. Kuo, Mr. Li Hou-fu, Mr. E. C. Lobenstine, Dr. A. A. McFadyen, Dr. E. I. Osgood, Dr. J. T. Proctor, Dr. R. V. Taylor (for Dr. A. S. Taylor), Dr. F. J. White, Dr. J. E. Williams and Dr. W. F. Wilson (Secretary).

The following visitors were present:—Dr. Robert E. Speer, Mr. T. G. Speers, Mr. Dwight H. Day, Dr. David Bovaird, Mr. Joseph Bailie, Bishop J. W. Bashford, Dr. N. W. Brown, Dr. James Butchart, Dr. P. S. Evans, Jr., Vice-Consul A. W. Gilbert, Mr. C. S. Keen, Dr. R. T. Shields and the members of the Ginling College Board of Control (Mrs. Thurston, Mrs. Jones, Miss Watkins, Miss Kelly, Miss Loomis, Miss Cogdal and Miss Nourse).

Dr. Robert E. Speer led in prayer.

On motion of Dr. R. C. Beebe, the visitors present were invited to sit with the Board of Managers and take part in the discussions.

Dr. Speer being asked to address the meeting said, on account of the amount of business to be transacted, he would not make a formal address at present, but speak upon the different questions on which he desired to speak as the questions arose for discussion.

The members of the Board of Control of the Ginling Woman's College were then given the right of the floor and Mrs. Thurston, speaking for them, said that their object in being present was to ask the Board of Managers of the University if they should deem it best to approve the Board of Trustees of the University also acting as the Board of Trustees of the Ginling College. She said the Board of Trustees had, at a meeting in America, through their representatives, agreed to do so, subject to the approval of the Board of Managers.

On motion of Dr. R. C. Beebe, it was agreed: THAT the Board of Managers express themselves in hearty accord with the proposition to make the Board of Trustees of the University of Nanking also the Board of Trustees of the Ginling College, with such additions of women on the Board as should be determined by the Trustees.

The ladies then retired.

The minutes of the Executive Committee of September 30th were then read, and the following actions were taken upon their recommendation:

1. That, in regard to the receiving of non-missionary students into the Language School, we recommend that the Dean of the Language School decide these applications as each may be received, but that the amount of tuition for these students be fixed by the Managers, through its Executive Committee.
2. In regard to the future adjustments of the Middle School, it was agreed THAT, as soon as possible, two additional years be assigned to the Normal School and that the fourth year be provided for on the present High School premises.
3. In regard to scholarships, it was agreed THAT we recommend to the different missions that, as soon as possible, they do not provide scholarships for students below the High School grade.
4. In the meantime, *i.e.*, until the above adjustments are made, it was recommended that Mr. C. S. Settlemyer be asked to act as Principal of the Middle School.
5. As Dr. R. C. Beebe had been asked by the Executive Committee to draft a resolution in regard to the death of Rev. F. E. Meigs, he presented the following, which was read and adopted with the members standing:

"The members of the Board of Managers of the University of Nanking, reverently bowing before the Divine Will that has taken from them their honored and beloved associate, the Reverend Frank Eugene Meigs, desire to express their deep sorrow because of his death and their warm recognition of his efficient service in behalf of the University and of the cause of Christian education in China. They do therefore

RESOLVE: That the members of this Board tender to the bereaved family their united and heartfelt sympathy in this loss of a devoted husband and a loving father; and that the members of this Board furthermore

put on record their profound appreciation of Mr. Meigs' services as a founder, whose high ideals and unusual spirit of co-operation have been of exceptional value to this union institution; and administrator, whose duties have been courageously undertaken and faithfully performed, even in weakness of body; as a teacher, who has had pride in his work and in his workers; and as a vigorous Christian character, whose influence has left its evident impress on many a one for whom and with whom he labored. This has been a life rich in zealous effort, in sterling honesty and in tender friendship."

6. The question of selecting an Educational Secretary and the securing of his salary was referred again to the Executive Committee, with power to act.

Since Mr. G. M. Rosse's term as Treasurer had expired and he had resigned, the Executive Committee was directed to make immediate arrangements for the work and given power to secure a successor.

A hearty vote of thanks was given to Mr. D. H. Day for his generosity in agreeing, in addition to his other gifts to the University, to continue his support of a Treasurer for another three years.

The Chairman of the Finance Committee, Mr. E. C. Lobenstine, reported and moved that the Budget presented for the year 1916 be approved. On motion, it was so ordered.

On motion of Mr. E. C. Lobenstine, it was agreed that we approve the Budget of the Medical School, with the understanding that Dr. Williams make it a part of his responsibility to do his best to secure funds to provide for possible deficits.

On motion of Dr. R. C. Beebe, the following resolution was adopted: THAT we recommend to the Board of Trustees that authority be given to the Board of Managers to transfer any credit balance that may occur in one department to cover any debit balance occurring in another department, exclusive of all sums for Lands and Buildings or otherwise not specifically designated.

Dr. E. I. Osgood presented the report of the Medical Committee.

Dr. R. C. Beebe, the Corresponding Secretary of the China Medical Association, was called upon to make a statement in regard to the present status of the relation of the Medical Department of the University to the China Medical Board.

Bishop J. W. Bashford then made a statement of what he understood to be the present plans of the China Medical Board.

Dr. R. E. Speer then reviewed and gave a statement of his understanding of the attitude of the Board of Foreign Missions to the China Medical Board.

Dr. David Bovaird, Medical Adviser to the Presbyterian Board of Foreign Missions, then addressed the Board of Managers on the general medical situation.

On motion of Mr. E. C. Lobenstine, it was then agreed that a Committee be appointed to revise and simplify the recommendation of the Medical Committee and that this Committee report in the afternoon.

Dr. R. C. Beebe, Dr. R. T. Shields and Mr. E. C. Lobenstine were appointed on this committee.

The meeting then adjourned.

#### Afternoon Session.

The meeting was called to order at 3:30 p.m.

In addition to those present in the forenoon, Dr. W. H. Park, of the Board of Managers, and Bishop W. S. Lewis, as visitor, were noted as present.

Bishop Lewis led in prayer.

After Mr. C. S. Keen had presented the needs of the Language School, it was agreed that steps should be immediately taken by the Executive Committee to secure a hostel and administration building for the Language School.

Dr. R. C. Beebe presented the report of the Committee to Revise the Report of the Medical Committee, as follows:

"WHEREAS: The China Medical Board of the Rockefeller Foundation have in view the provision for adequate medical education in the Lower Yangtze Valley, projected and maintained in cordial sympathy and co-operation with the missionary Societies, and

WHEREAS: It is desirable to co-ordinate in the wisest way the existing medical schools in this section of China.

RESOLVED: That the Board of Managers of the University, with the expressed approval of the Trustees of the University, assure the representatives of the China Medical Board of their hearty co-operation in bringing this about and appoint a Committee to confer with them.

RESOLVED: That, should it be decided to establish at Shanghai a school, using English as the medium of instruction, the Committee appointed to confer with the China Medical Board be instructed to assure the Board of the

desire of the University of Nanking to co-operate in such an institution.

RESOLVED: That the Committee also call the attention of the Board to the urgent need of making some adequate provision for medical education in Mandarin in this section of China."

On motion, it was also agreed that the Committee appointed by the Board of Managers to confer with the China Medical Board should also be authorized to represent the University in negotiations with the institutions concerned. The following Committee were appointed, of which the President of the University was to be Chairman, ex-officio:—Drs. R. C. Beebe, S. Cochran, R. T. Shields and Mr. E. C. Lobenstine, co-opted.

Dr. Speer, Bishop Bashford and Bishop Lewis spoke on the relation of the China Medical Board to the evangelistic phase of our medical work.

Mr. J. E. Williams presented the following resolution in regard to the development of the College of Agriculture and Forestry; THAT WE recommend that the Board of Managers approve of the line of development outlined by the Faculty of Agriculture and Forestry; and that we authorize the Executive Committee to inaugurate a campaign among the Chinese in China and abroad to secure the necessary men and funds.

On motion, Dr. Butchart was appointed to fill the vacancies made by the death of Rev. F. E. Meigs on the Executive Committee and on the Building and Property Committee.

On motion, it was agreed that the approval of the Minutes be left to the Executive Committee.

After prayer by H. C. Hwang, the meeting stood adjourned.

WILBUR F. WILSON, *Secretary*.

#### Report of the Building and Property Committee

The chief proposition before the Building and Property Committee during the last six months was the letting of the contract for the New Science Hall.

Since we first began our plans for the enlargement of the University plant, the price of building material has gone up a good deal. The original estimates, it was felt, left a good margin, and the plans of the architect, which have been approved by both the donors and the Board of Trustees, were made on those estimates. It became therefore exceedingly important that the contract price should not exceed the estimate, for the contract price of the first building would in large measure determine the cost of those which were to follow.

The present exchange, however, has been in our favor, and the Science Building was let at a figure which we feel sure will put up the building as planned, with but few unimportant exceptions.

The contract for the Building itself was \$48,723. With extras which enter into structure and furnishings to be provided, the total sum contracted for is \$57,218. This still leaves a fair margin for additional furniture and additions.

In addition to the contract for the new Science Hall, the contract for two units of the new dormitories has been let. Our estimated price on this was too low for the present price of material, and we found it necessary to increase our figures somewhat before the contract could be let. The two units, however, have been let for \$14,000 each.

One of the many perplexing problems in connection with the new buildings is the amount of marble required by the specifications. The Architects do not live in this land nor do they know how difficult it is to secure some of the needed materials. Mr. Fellows visited the quarries near Kao Tsz, but he didn't try to get marble out, and the figures given by men there for marble were not dependable; in fact we have been unable to get our marble from there at all but have been forced to get it from up near Anking. Much delay is being caused by this and this causes considerable loss to the contractor. It was partly for this reason that we hurried the contracts on the new dormitories, so that men could be shifted from one job to the other whenever they were delayed by having no marble.

The question of how the excavating should be carried out according to the plans, without too great a cost, has been perplexing, but by making certain gradings, which will not materially affect the looks of the whole design, we have to a very large measure decreased our original estimate for excavation.

In addition to the larger buildings, houses for Dr. Lasell, Mr. Settlemyer, Dr. Sloan and Mr. Keen are well under way. Dr. Lasell's house is being erected from private funds and is somewhat larger than some of the other houses; but the rest of the houses have been built at figures which do not exceed the price designated by the Board of Trustees as the price for dwellings.

The Committee has sympathized with the idea emphasized by President Bowen and others that now that we are getting more houses and there is going to be less need for more than

one family to occupy one house, the size and price of our homes should be somewhat decreased.

The preparations are now being rapidly completed for the erection of the new University Chapel. Excavations are about finished. The plans and general specification have arrived and the generous donor of this Chapel is to be present in our meeting of the Board of Managers.

It is thought that the contract for this Chapel can be let in a very short time.

The plans are in hand for the new Administration Building, but the arrangements for the starting of the building have not as yet been fully made, so there may be a little delay before this main building can be begun.

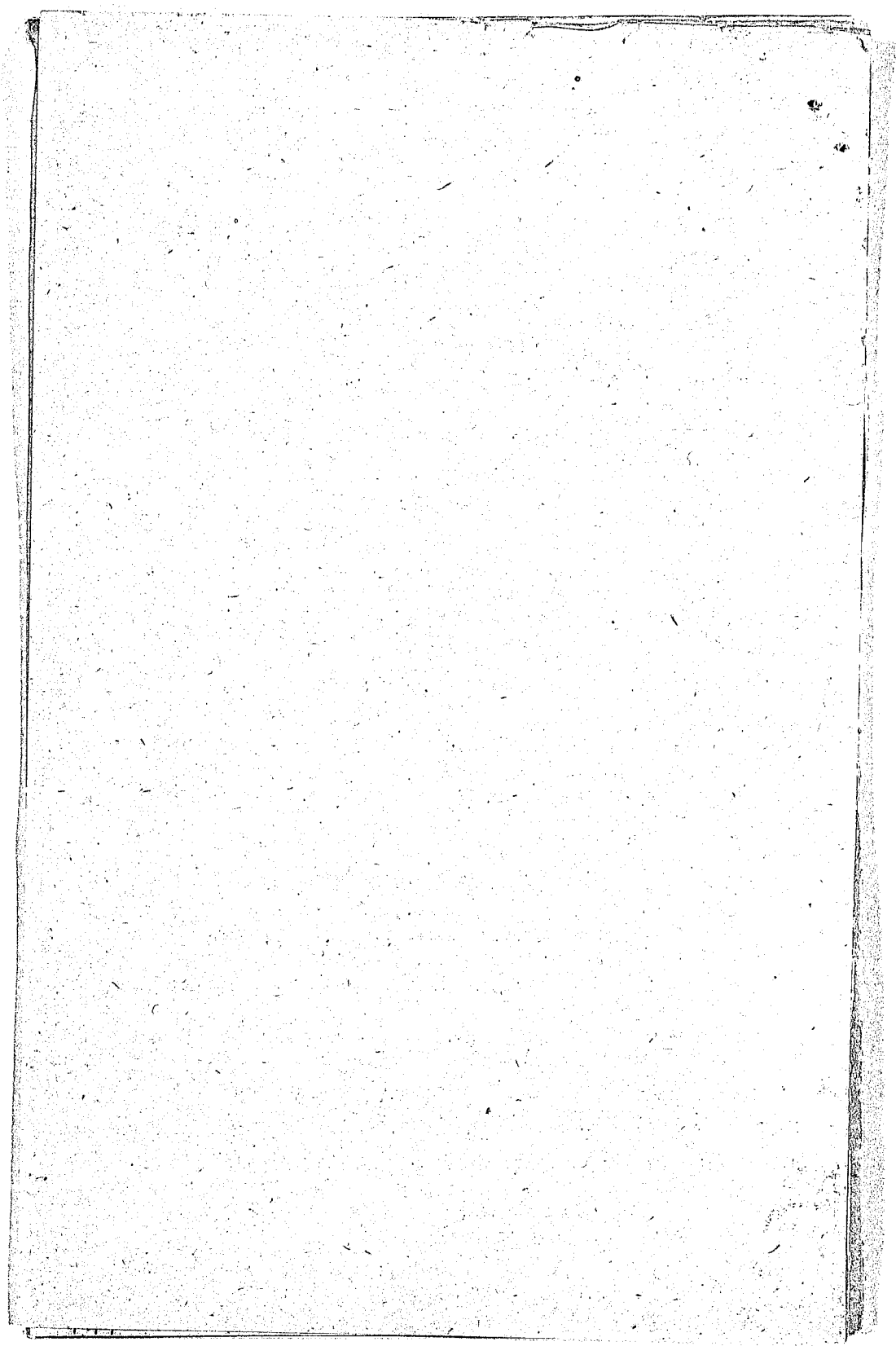
We find ourselves hampered in some of our building operations by the fact that we do not own the land where some parts of the buildings are to rest. We have hesitated to offer prices demanded for some of these plots; in fact, some owners refuse to discuss terms, but we feel assured that when we have secured all that we must have besides these plots that these owners can be brought to terms.

Our present difficulty is that our present land account shows a debit of a little over \$6,000 (Mex). Some of this, perhaps \$1,600, can be written off, in lieu of the land on which some of the new houses rest, but it will be necessary for us in some way not only to get this \$2,500 (gold), but we are going to need about \$5,000 (gold) more before we have fully completed our land purchases. When this with the land is secured, then we will have a campus practically free from any private ownership.

#### SUMMARY OF BUDGET FOR 1916

Administration and General.....	\$ 9,700
College.....	22,790
Medical School .....	26,317
Medical Hospital .....	21,090
Agriculture and Forestry.....	18,700
School of Normal Training .....	10,821
Department of Missionary Training .....	8,900
High School .....	23,269
Higher Primary (Middle) .....	15,760

\$157,347



CHINA UNION UNIVERSITY  
CENTRAL OFFICE

*only copy*

**University of Nanking**



**OFFICIAL MINUTES**

OF THE

**EXECUTIVE COMMITTEE**

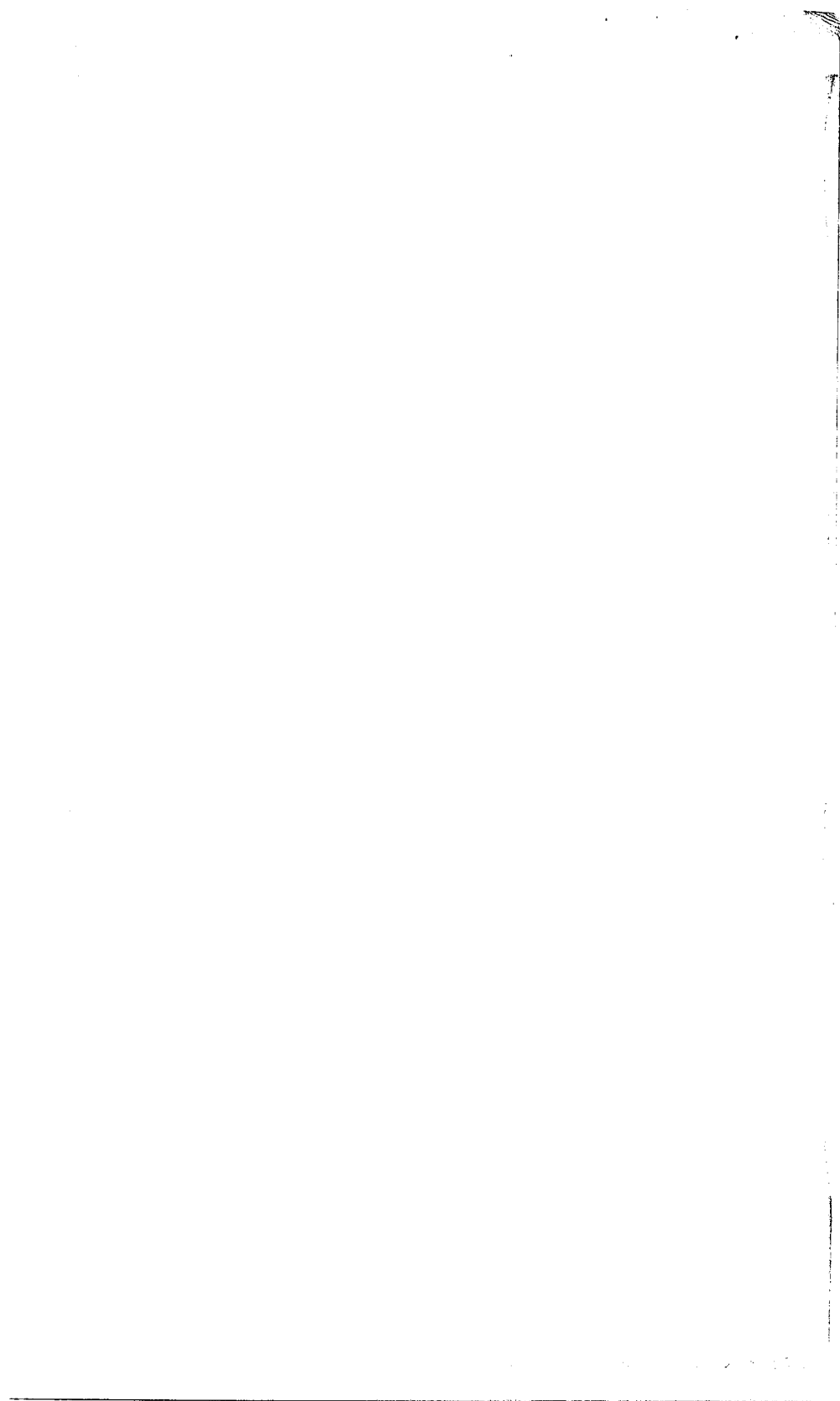
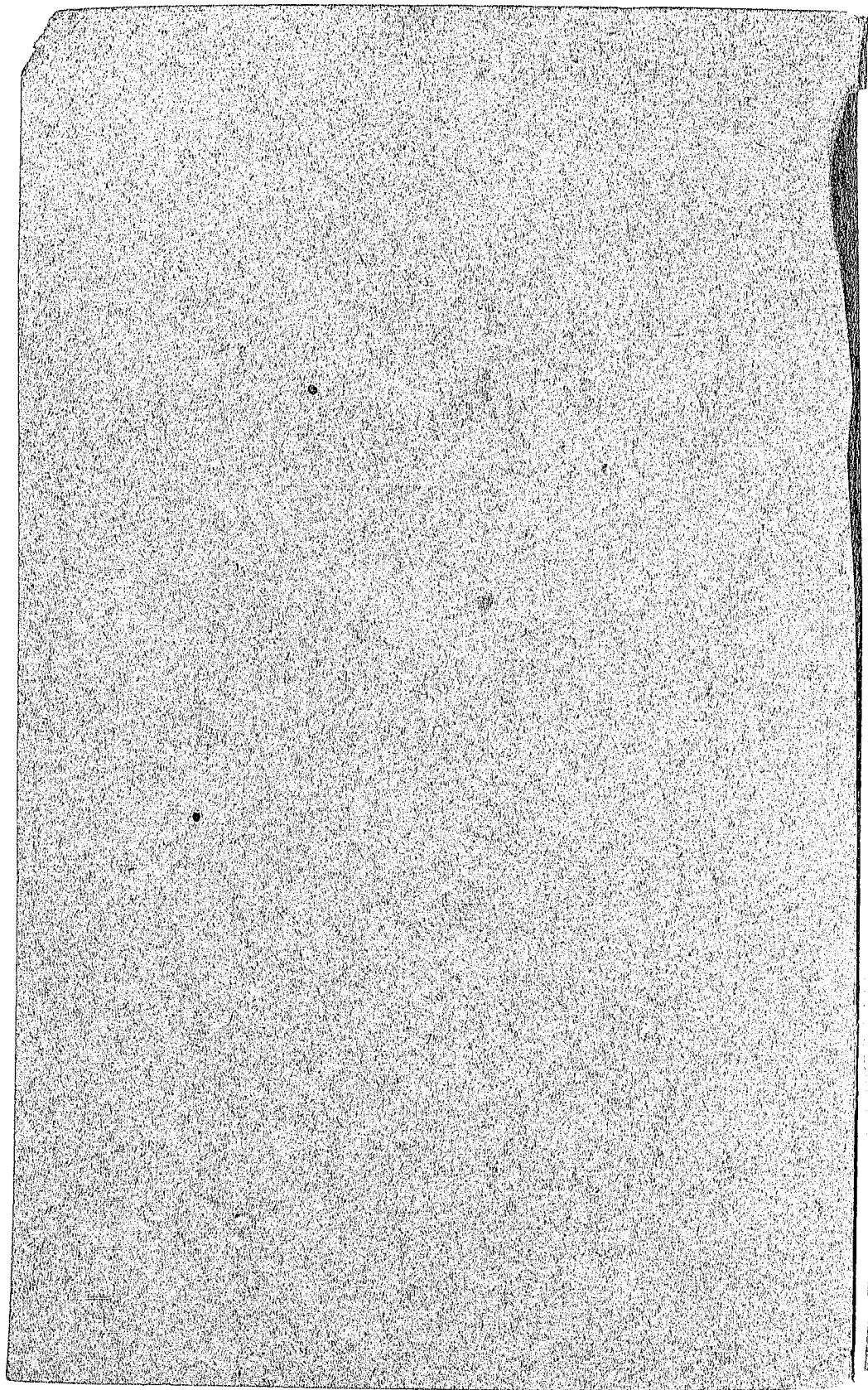
For 1915-1916



**THE BOARD OF MANAGERS**

June 24, 1915 and October 2, 1915





OFFICIAL MINUTES  
OF THE  
EXECUTIVE COMMITTEE  
AND THE  
BOARD OF MANAGERS  
OF THE  
UNIVERSITY OF NANKING  
FOR 1915-6

**Meetings of Executive Committee :**

September 30, 1915;      March 18, 1916;  
December 14, 1915;      May 6, 1916;  
June 7, 1916.

**Board of Managers :**

June 24, 1915;  
October 2, 1915.

## EXECUTIVE COMMITTEE

### Minutes of Meeting of Executive Committee with Tsinan Medical School Committee, December 14, 1915.

An informal conference (called by the Executive Committee of the Board of Managers at the request of representatives of the Faculty of the Tsinan Medical School), consisting of representatives from the Tsinan Faculty, the President and Executive Secretary of the China Medical Missionary Association, the Chairman of the China Council of the Presbyterian Board of Foreign Missions (North), Rev. T. H. P. Sailer, Ph.D., (Secretary of that Board), certain members of the Board of Managers of the University of Nanking and the Faculty of the Medical School of the University, was called to order by President Bowen in the University Office, at 9:00 a.m., December 14, 1915.

The following were present:—Drs. James B. Neal, C. F. Johnson and W. M. Schultz, from Tsinan; Drs. W. H. Venable and Robert E. Beebe; Rev. J. W. Lowrie, D.D., Rev. T. H. P. Sailer, Ph.D.; Messrs. Alexander Y. Li, Chengting T. Wang, J. E. Williams, Frank Garrett, Li Hou Fu; Drs. S. L. Lasell, R. V. Taylor, R. T. Shields, A. A. McFadyen, P. S. Evans, Samuel Cochran, W. G. Hiltner, T. D. Sloan and J. C. Garrit, D.D.

Dr. Neal was called upon to state the object of the conference. He told of a meeting in Peking on December 10, held between representatives of the Tsinan Medical Faculty and the Board of Managers and Faculty of the Union Medical College in Peking. He presented a resolution which had been passed at that meeting. Following his remarks, a discussion of the situation as regards medical education in China took place.

It was finally moved, seconded and carried: THAT we pass the identical resolutions as were passed at the Peking conference. These are as follows: RESOLVED, "We are of opinion that, in addition to the medical schools using English as the medium of instruction, it is absolutely essential for the proper advancement of medical education in China that at least one properly equipped school using Mandarin as the teaching medium (but requiring a reading knowledge of English) be maintained.

"We would therefore appeal to the Missionary Societies to use every effort to maintain at least one such school."

**Meeting of the Executive Committee of the Board of Managers of the University of Nanking. Sept. 30, 1915.**

A meeting of the Executive Committee was held in the office of President Bowen, Thursday evening, Sept. 30, 1915.

There were present:—President Bowen (Chairman), Dr. E. I. Osgood, Dr. R. V. Taylor, Mr. Li Hou Fu, Mr. Frank Garrett, Mr. J. T. Proctor, Mr. W. F. Wilson and Mr. J. E. Williams.

Dr. Taylor led in prayer.

The question arose as to the advisability of receiving non-missionary students into the Language, which was committed to the Executive Committee by the Board of Managers.

On motion of Dr. Osgood, it was agreed: THAT we leave the question of the receiving of particular missionary students to the Dean of the Language School. It is understood that an additional tuition fee will be charged, to be fixed by the Executive Committee.

The question arose as to what should be done with the Middle School students when the College and Medical students are transferred to Kuleo.

- (a) It was recommended: THAT, as early as possible, two additional years of these students be provided for at the Normal School and that the fourth year be provided for in the present High School premises.
- (b) It was also agreed to recommend to the missions: THAT, in the future, it be our policy not to provide scholarships for those who are below high school grade in the University.
- (c) On motion, it was agreed: THAT, until the adjustments in the previous motion can be made, Mr. C. S. Settlemyer be asked to act as Principal of the Middle School.

On motion, it was agreed that the Budget, as presented to the Executive Committee, be referred to the Finance Committee, to report to the meeting of the Board of Managers.

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

On motion, it was recommended: THAT, as our Treasurer, Mr. G. M. Rosse, has about finished his contract and expects to leave, Miss Walker be asked to give part of her time to the work of Treasurer, until a permanent Treasurer can be secured.

On recommendation of President Bowen, it was agreed that Dr. Beebe be asked to draft a resolution in regard to our loss in the death of Mr. Meigs.

On motion, it was agreed to recommit the action of the Board of Managers of June 14, 1915, referring the selecting of an Educational Secretary and the securing of his salary by the Executive Committee to the Executive Committee, with power to act.

In regard to Mr. Bullock's request for Miss Fox as a teacher for the Normal School, it was decided to take no action.

The meeting closed with prayer by Dr. Proctor.

Adjourned.

W. F. WILSON, *Secretary.*

**Minutes of Meeting of the Executive Committee of the Board of Managers. March 18, 1916.**

The Executive Committee met at the call of the President, Saturday morning, March 18, 1916, at nine o'clock, at the University.

Present:—President Bowen, Dr. Beebe, Dr. Evans, Mr. Li Hou Fu, Dr. Osgood, Dr. Proctor, Mr. C. T. Wang and Mr. Williams.

The meeting was called to order by President Bowen; opened with prayer, led by Dr. Beebe.

The Minutes of the Board of Managers' meeting, having been typed and circulated, were taken as read.

The Minutes of special meeting of December 14 were read. The Secretary was directed to place them on record in the Minutes of the Executive Committee.

A letter from Mr. P. H. Chen, of the Faculty, was read. After statement by President Bowen, the Executive Committee expressed great satisfaction with Mr. Chen's work, and it was decided that his salary would be placed upon the same basis as the other returned students and members of the Faculty, upon his being married, namely, \$150 per month, he providing for his own house accommodations.

President Bowen then reported the following facts as regards enrollment and receipts for the spring term:—

51	students in the	College—	an increase of 11 over last term.
17	"	"	" Agricultural Department
29	"	"	" Forestry
21	"	"	" Normal School
46	"	"	" Practice School
31	"	"	" Medical School
153	"	"	" High School
121	"	"	" Middle or Grammar School
51	"	"	" Language School,

making a total of 510 students. The receipts from tuition and incidentals for the spring term, to date, are about \$17,000.

The question of Treasurer was then taken up. President Bowen read a letter from Mr. Begg, who has had charge of the books, and made a statement about the possibility of securing Mr. Beaman, now of the Baptist Mission. Dr. Proctor made a full statement of Mr. and Mrs. Beaman's previous missionary experience and his experience with the accounts as Treasurer of their Mission.

It was decided, in the light of the difficulty of securing a Treasurer from home and the possibility of securing Mr. Beaman with his experience with accounts, knowledge of the language and conditions in China, that the President should make arrangements, if possible, to secure his services. There would be considerable advantage, also, in the help that Mrs. Beaman could afford in connection with the Language School or in the teaching of English.

On statement by President Bowen of the need of the Agricultural and Forestry Departments for land, it was decided to ask the Chinese members of the Board of Managers, Dr. P. W. Kuo, Messrs. C. T. Wang, Chang Poling, Hwang Gung-liang, Li Hou Fu, Hwang Hsi Chen, to become a committee to represent the needs of these Departments to the Government, with a view to securing an adequate grant of land for the Agricultural and Forestry Departments.

The question of registration of the University with the Department of Education was then taken up and discussed at length. Mr. C. T. Wang read and interpreted the regulations of the Department of Education and also stated fully the experience of the Young Men's Christian Association educational work, which had been registered and recognized by the government for three years past.

After full consideration, it was unanimously voted to direct the Chinese members of the Board, as named above, to undertake the registration of the University.

President Bowen took up the question of Mr. Williams' return to the United States for conference with the Trustees. He stated fully the reasons that seemed to him to make such a visit at this time desirable. The question was fully discussed and the following action was taken:

"In the judgment of the Board of Managers, it is advisable for Mr. Williams to go to the United States as early as possible, for conference with the Trustees and to represent the University before the co-operative Boards and the churches, and to develop plans for the securing of more adequate endowment. It is expected that a stay of a few months will accomplish the objects in view." This action received the unanimous votes of the Committee.

The meeting adjourned at 11:30 a.m.

J. E. WILLIAMS, *Secretary*.

**Minutes of Meeting of the Members of the Executive Committee of the Board of Managers of the University of Nanking, Saturday Afternoon, May 6, 1916.**

Present:—Dr. Bowen, Dr. J. C. Garritt, Dr. Frank Garrett, and Mr. J. H. Reisner by request.

The following plan for the organization of a Chinese Trusteeship for the College of Agriculture and Forestry was presented, and, on motion of Dr. Garritt, was approved, to be referred to all the Chinese members of the Board of Managers of the University for their approval.

**Chinese Board of Trustees of the College of Agriculture and Forestry, University of Nanking.**

**Composition:**

This Board of Trustees shall be made up of the Chinese members of the Board of Managers of the University of Nanking and such other Chinese members as the Board of Managers may elect.

**Purpose:**

This Board of Trustees shall be incorporated under the laws of China for the purpose of securing and holding property and funds from Chinese and other sources designated for the College of Agriculture and Forestry, University of Nanking.

**Relation to the Board of Trustees of the University of Nanking:**

The relation of the Chinese Board of Trustees of the College of Agriculture and Forestry to the Board of Trustees of the University of Nanking shall be in and through the Board Managers of the University of Nanking, who shall manage all property of the College of Agriculture and Forestry and shall continue to administer its affairs as at present.

**Reasons for Wanting the Tract of Land.**

1. To furnish practical work for the students in the College of Agriculture and Forestry. There is at present no opportunity for the agricultural students to get any practical work in agriculture.
2. To be used as an Agricultural Industrial School for boys from the farm, who have a limited education and no means. This would be modeled so far as possible after Tuskegee and Hampton Institutes.
3. To be used as a model for the development of similar abandoned lands.
4. To investigate problems connected with the agriculture development of abandoned lands.
5. For experimental work in connection with agricultural research.
6. Proceeds to be used in the maintenance and development of the College of Agriculture and Forestry.

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

**Minutes of the Meeting of the Executive Committee of the Board of Managers of the University of Nanking. June 7, 1916.**

Members present:—Dr. R. C. Beebe, President, A. J. Bowen, Dr. J. C. Garritt, Mr. Frank Garrett and Mr. Li Hou Fu; and Drs. Shields, Evans and Venable by invitation.

Mr. Li Hou Fu led in prayer.

On motion, Dr. Venable was asked to sit with the Committee.

Mr. Frank Garrett was asked to act as secretary.

After lengthy discussion, the following resolutions were passed:

RESOLVED: That we ask the Missions participating in the Medical School and having other mission work in the city to underwrite \$1,000 (gold) per year for the financing of the Hospital, and that the other co-operating Missions be asked for such sums as they may be able to furnish.

RESOLVED: That the medical staff be asked to bring in an estimate to the President of the University of the cost of properly staffing the Hospital, and that the President forward this estimate to the Board of Trustees; and, further, that Mr. J. E. Williams be asked to secure needed finances for the Hospital for the years 1916-17.

RESOLVED: That we ask the Northern Methodist Mission and the Christian Mission to take immediate steps to secure one man each to be sent to the Hospital by next September.

Adjourned.

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

**The University of Nanking Medical School**

Faculty Meeting, June 13, 1916.

Present:—Drs. Shields, Evans and Sloan.

At the request of the Board of Managers of the University, the following list of needs for the Hospital and foreign community was prepared and unanimously agreed to:

- 4 foreign physicians
- 1 pharmacist
- 1 secretary-matron
- 3 foreign nurses

G.\$20,000 for out-patient department, land, building and furnishings

G.\$15,000 for women's ward

G.\$ 5,000 annually, for running expenses

## BOARD OF MANAGERS

### The Tenth Meeting of the Board of Managers of the University of Nanking. June 24, 1915.

The tenth meeting of the Board of Managers of the University of Nanking convened in the University office, Thursday, June 24, 1915, at 8:30 a. m., after roll call.

The following members were present:—President A. J. Bowen, Mr. J. E. Williams, Drs. R. C. Beebe, S. Cochran, A. A. McFadyen, E. I. Osgood, W. H. Park, R. V. Taylor, Messrs. Li Hou Fu, F. E. Meigs, W. F. Wilson, Dr. F. D. Gamewell and Dr. F. J. White.

Guests:—Bishop W. S. Lewis, Dr. J. F. Goucher, Dr. R. T. Shields, Mr. Joseph Bailie and Dr. N. Worth Brown.

Bishop Lewis led in prayer.

On motion of Dr. R. C. Beebe, it was agreed to invite Bishop Lewis, Dr. Goucher and Dr. Franklin (when he comes) to sit with the Board and have all the privileges of the floor.

On motion of Dr. R. C. Beebe, as the minutes of the last meeting of the Board of Managers had been printed and sent to the members of the Board, the minutes were taken as read.

President Bowen announced that Mr. Y. L. Hwang had been elected by the Alumni to membership on the Board of Managers.

Mr. Meigs announced that Mr. Frank Garrett had been elected to membership on the Board in place of Mr. Alexander Paul.

The report of the Building and Property Committee was then read. (See Appendix A for report).

On motion of Mr. E. C. Lobenstine, the report of the Building and Property Committee was accepted.

President Bowen read a letter from Dr. F. B. Ray, in regard to "Title of property vested in the University."

On motion of Dr. R. C. Beebe, it was agreed to refer the letter to the Building and Property Committee for further correspondence.

President Bowen read a list of the present needs of the University for representation.

On motion of Mr. F. E. Meigs, it was agreed to refer this list of needs to a joint meeting of the Finance and Building and Property Committees, to be reported later to this meeting.

On motion of Mr. Williams, it was agreed to engage Mr. P. H. Chen, M.A., of Michigan University, to fill the Chair of Mathematics in the fall, provided that the expenditure does not increase our budget.

On motion of Dr. R. C. Beebe, it was agreed to invite Miss Ida K. Greenlee to come as teacher to the University this fall, it being understood that she would be self-supporting.

On motion of Mr. J. E. Williams, it was agreed that Mr. Liu Ching-shu be appointed as a member of the Faculty of the University, with the understanding that his support was being specially provided.

Mr. C. E. Lobenstine asked if it were not possible to appoint a man from the University, who would do what Mr. Wallace is doing in West China.

Dr. J. E. Goucher told of the work being done by Mr. Wallace as Educational Secretary in West China.

Dr. Goucher also spoke in appreciation of the work of the University, especially the Language School and the Agricultural and Forestry Departments, also emphasizing the necessity of closer co-operation with the missions, better correlation of all schools preparing and feeding into the University and of the importance of those interests and forces that would tend to establish the University as a national institution for all of China.

On motion of Mr. J. E. Williams, it was agreed that the providing of an Educational Secretary and the providing of salary and office expense be referred to the Executive Committee, with power to act in conjunction with the Board of Trustees.

The plan for the developing of the Agricultural Department was read by Mr. Bailie. Fuller discussion was deferred until the afternoon session.

At 12 o'clock, Drs. Goucher and Gamewell retired.

The report of the special Medical Committee was presented by the Chairman, Dr. Park. It was decided to defer fuller discussion until the afternoon session.

Mr. Williams was appointed Secretary, in the absence of Mr. Wilson.

The meeting adjourned at 12:15, to meet at 3 p.m.

The Tenth Meeting of the Board of Managers of the  
University of Nanking. June 24, 1915

(Second Session)

The meeting was called to order at 3 p.m., by President Bowen.

Members present:—Drs. R. C. Beebe, Samuel Cochran, A. A. McFadyen, E. I. Osgood, W. H. Park, R. V. Taylor, Messrs. E. C. Lobenstine, Li Hou Fu, F. E. Meigs, Drs. J. T. Proctor, F. J. White, J. E. Williams, and President Bowen.

The following were present, by invitation:—Mr. Joseph Bailie, Dr. J. H. Franklin and Dr. Shields.

The session was opened with prayer by Dr. J. H. Franklin, Secretary of the American Baptist Board.

The minutes of the morning's session were read and, after corrections, approved.

The report of the Chairman of the Medical Committee was then taken up seriatim and, after discussion and amendment, adopted as follows:

- I. We recommend that the Board of Managers authorize an appeal for \$7,000.00 (gold), for the purchase of the Kuleo Church property and land adjoining the hospital compound; also police-station lot and other land desirable to complete the compound.
- II. That the Board of Managers endorse the action of the Faculty, taken last winter and reaffirmed on June 14, 1915, as follows:
 

"That a special class be admitted in the fall of 1916 to the first year of the regular medical course, this class to be taught in English and to be restricted to students who have completed the sophomore year in college and who have taken one year's college laboratory work in Chemistry, Physics and Biology and are able to pass a suitable examination in English and in such other subjects as the Faculty deem necessary."
- III. That we call the attention of the Board of Trustees to the fact that the assumption of the Hospital as a teaching hospital has made the University responsible for a heavy additional expense for which there is, at present, no provision and which will require a sum of \$5,000.00 (gold) a year to meet. (This is the sum authorized by the Board of Managers a year ago and approved by the Trustees and for which special funds were found by Dr. Cochran last year. The need this year is no less urgent.)
- IV. To endorse the action of the Faculty requesting the Board of Managers to appoint Dr. E. A. Layton to the Faculty of the Medical School, it being understood that his travel, outfit, residence and support be supplied from private sources, and that his appointment does not interfere with the status of the members of The Foreign Christian Mission now on the Faculty.

- V. To endorse the reply of the Faculty to an inquiry from the Board of Trustees giving specific information regarding the funds necessary to employ a physician, a hospital superintendent, two nurses, two trained Chinese residents, the equipment and furnishing of the present hospital plant and an annual grant for the maintenance of the University Hospital on the basis of 150 beds. Also to approve the note calling attention to the special need of a new Dispensary building.

The list, itemized, is as follows:—

1. STAFF			
One physician. General estimate including salary, furloughs, travel, house-rent, equipment, teacher's allowance and incidentals. On missionary basis.			
	Married .....	\$ 2,300	\$ 2,300
	Single .....	1,300	
One hospital superintendent. Same as above.			
	Married .....	2,300	2,300
	Single .....	1,300	
2. NURSES			
Two nurses. General estimate includes items as listed above. Each.....			
	Two nurses .....	1,200	2,400
3. CHINESE RESIDENT PHYSICIANS			
Two fully trained residents, including salary, house-rent and allowances.			
	Each .....	\$1,500	
	Two residents ....	3,000	\$ 3,000
4. HOSPITAL EQUIPMENT AND FURNISHINGS			
a.	X-Ray outfit, with attachments, dynamo, gas-engine and installation	2,000	2,000
b.	Heating plant for two hospital buildings and operating pavilion, estimated cost, .....	3,000	3,000
c.	Running-water system, including new cisterns and simple plumbing	2,000	2,000
d.	Fittings, furnishing and equipment for new operating pavilion .....	2,500	2,500
e.	Remodelling and fitting middle school dormitory available for hospital use .....	2,000	2,000



## f. General Hospital Furnishings:—

Replenishing beds and bedding, 150 beds .....	4,500	
Cupboards, tables, stands, chairs..	400	
Stretchers, carts, dressing-tables..	300	
Case record system .....	250	
Three diet kitchens and utensils ..	300	
Six bathrooms, fittings, plumbing .	900	
Hospital clothing, summer and winter suits for 150 patients ...	2,250	
Attendants' uniforms .....	300	
Nurses' and doctors' gowns....	200	
Furnishing 3 offices, guest-room ..	450	9,850

## g. Rebuilding and equipping:—

Kitchens \$500; Gate-house \$500	1,000	
Laundry 250; Privies 250	500	
Walls, Compound .....	1,250	
Morgue .....	250	3,000

## 5. ANNUAL GRANT FOR GENERAL MAINTENANCE

Under present arrangements, the only regular source of income is from patients in the hospital and from such outside work as the staff is able to do. The balance is taken from the small annual donations made by co-operating missions for educational work. This is far from sufficient to properly maintain the hospital. On the basis of 150 beds, it is estimated that, to conduct the hospital as a thoroughly-efficient institution, there will be needed, per year..... \$10,000

In regard to the report of the Committee on Agricultural Department, the following resolution was presented by Mr. Lobenstine, seconded by Mr. Meigs, and carried unanimously:

RESOLVED: That the Board of Managers of the University have heard with profound appreciation the proposal of the Ministry of Agriculture and Commerce to send to the University in the fall of this year, students from the Government school of Forestry, to the number of twenty-four, and that, for their maintenance in the University, the Ministry of Agriculture and Commerce are prepared to make the following grants, *vis*:

1. \$ 56.00 for each students for books and incidentals.
2. \$3,000.00 annually, for three years, toward other expenses.

The Board of Managers regret the present limited equipment of the Department of Agriculture and Forestry of the University, which is still in its initial stages. The University will, however, gladly undertake the care of these students for the college year, beginning in September 1915, and will do the best it can with the resources at its command.

The further care of these students and the development of the Department of Agriculture and Forestry will involve a much larger outlay for the teaching staff, for land and buildings, laboratories and other equipment than the University is at present able to provide. The University authorities will greatly value the help of the Chinese Government, and, particularly of the Ministry of Agriculture and Commerce, in appealing for aid from wealthy and philanthropic people in China and abroad.

The report of the special committee on Finances and the Property Committee on the order of new property was read by Mr. Lobenstine.

1. Dormitory for Language School (first unit) .....\$ 15,000
2. House for Mr. Settlemyer ..... 4,000
3. House for Mr. Sarvis..... 4,000
4. House for Mr. Reisner ..... 4,000
5. Building for Middle School (Recitation) 20,000
6. House for Mr. Ostergaard (School of Agriculture) ..... 4,000
7. Purchase of Chapel and other property at Kuleo, etc. (Medical School) .. 7,000
8. Dispensary and Administration Building, furnishing and equipment ..... 25,000
9. Completing land purchases..... 10,000
10. Chinese teachers' houses (5 houses) ... 5,000
11. Land for Agricultural Department (Chinese source) ..... 25,000
12. Buildings and equipment on farm ... 25,000
13. Open-air gymnasium ..... 2,500
14. Library ..... 25,000
15. Water supply ..... 10,000

The question of admitting non-missionaries into the Language School was raised by the Dean, Mr. Keen, and, on motion of Dr. Proctor, it was decided to refer the whole question of admission, fees, staff, etc., to the Executive Committee for fuller consideration and report to the meeting of the Managers in October.

President Bowen, on behalf of the Faculty, presented the names of the graduating class, and, on motion, the Board of Managers recommended the following men to the Board of Trustees and the Board of Regents in the State of New York for the degree of B. A.:—

Chang Chi Yih	Cheo Teh Hsi	Liu Chung Luh
Chen Chuen Ho	Kung Tsen	Tsu Ying Ho
Cheng Yu Gwan	Liu Chuin	Wang Chwen Yung

On motion, Mr. Lobenstine, the secretary, was instructed to draft a resolution expressing the appreciation of the Board of Managers of the purpose of the Graduating Class to provide a perpetual scholarship.

President Bowen reported the nomination of the Alumni of Mr. Hwang Yung-liang as their representative on the Board of Managers, and, on motion, he was elected a member of the Board of Managers.

On motion of Mr. Williams, it was decided that there be a called meeting of the Board of Managers in October, to meet Dr. Speer, Chairman of the Trustees.

After further discussion of the report of the Committee on the Agricultural Department, on motion of Mr. Williams, the Executive Committee was authorized to engage Mr. Ostergaard permanently; Mr. Tsou, temporarily; and Mr. F. L. Chang (Yale 1915), after full investigation, providing there should be no expenditure exceeding the budget.

The Committee on the Agricultural Department was instructed to prepare a more careful statement of policy, plans and financial needs of the Department for a report at the meeting of the Board of Managers in October.

The meeting adjourned at 5:30 p.m., to meet at the call of the President in October.

(Signed)

A. J. BOWEN, *Chairman.*

J. E. WILLIAMS, *Temporary Secretary.*

## APPENDIX A.

### Report of Building and Property Committee

Since the last meeting of the Board of Managers, the Building and Property Committee has had a number of things to consider. The chief of these was the Science Building, in connection with the developing of the college work at Kuleo. We had a good deal of difficulty in getting figures for this building. In making our plans, we had in mind the old Science Hall at Gan Ho Yuen, but we knew that the material would be more expensive and that the nature of the work on the building was also more expensive, and so we had thought that \$45,000 would be an ample amount to cover the cost of the new building. When we received our first bids, we found that they were far in excess of this amount. After repeated consultation with the contractors, however, we found that, by making certain adjustments and changes which did not alter in any sense our original plan, and the use of slightly different material which was not so expensive, we were finally able to get a figure on the building for \$48,722.20. This includes certain items besides the building itself, such as certain cabinets which are built into the building and which, therefore, can be included in the furniture, so that we have, in reality, gotten our bids down to the figure which we had originally estimated; and the contract, therefore, has been given for a figure not over 80 per cent of the total gift, which is that suggested by the Trustees. The work has already been begun on this building, and we hope that will be finished in a year from this fall.

The specifications for the new Dormitory are about completed, and they will soon be in the hands of the contractors. The plan is to build at first two units, these being separated, as can be seen by the drawings, by a fire-wall. The plans are different from those which were originally provided. There were two larger dormitories. The new dormitories will be built in smaller units. The two units will provide all that will be needed now for dormitory space, but the additional units can be built as soon as needed.

The work on the foreign houses has also been going on steadily. Dr. Sloan's house has been completed at a cost of approximately \$6500. This house is ready for inspection on the part of the members of the Committee.

The houses for Mr. Settlemyer and Dr. Lasell are also well under way. The contract for Mr. Settlemyer's house has been let for \$6,600 and is nearly under roof. The plan was arrang-

ed with Mr. Settlemyer that he might advance the money on his house and that the University would rent it from him at a rental not to exceed 6 per cent of the cost price.

Dr. Lasell also is responsible for his own house and is building it largely on his own plans and initiative. The understanding, however, is with him that, if later he desires to sell the house to the University, it shall not be at a cost beyond such figure as the University is willing to pay for the individual residence.

The money for Mr. Settlemyer's house is to be refunded as soon as the University has the money in hand to pay back the amount that Mr. Settlemyer puts into the house.

The contract for Mr. Keen's house is about to be let. There is only a question of a little difference in price now, and the house will be started this summer and Mr. Keen is to remain in Nanking to help look after the building of the house.

Our plan is to get on immediately with the putting up of the buildings of the main college group and also of the Chapel. Dr. Day, the donor of the Chapel, is to be in Nanking in the fall, and we have thought it best to wait until fall before making any definite plans for the putting up of the building.

Certain rather larger changes have had to be made in the house which has been occupied by Mr. Millward. Mr. Roys is to occupy this in the fall. These changes were necessitated on account of some bulges in some of the arches. These have been adjusted by the cutting out of the arches and the pillars being made to extend clear through to the roof. In this way we think that there will not be any more trouble with these arches which have heretofore been a great deal of trouble to us.

The Committee has also taken the following action which it asks the Board of Managers to affirm, if they approve: "It was decided to limit the price that the University will pay for a house for residence to \$6,500 (Mex.); and that the house would not exceed 20 fang, ground floor, and should include the finishing of the attic with windows, plastering, etc.; basement plans not to exceed 8 fang; screening, and servant's quarters.

(Signed) W. F. WILSON }  
F. M. MEIGS } Committee.  
J. E. WILLIAMS }

Nanking, June 23, 1915.

**The Eleventh Meeting of the Board of Managers of the University of Nanking. October 2, 1915.**

The eleventh meeting of the Board of Managers of the University of Nanking convened in the University office, Saturday, October 2, 1915, at 9:15 a.m.

The following members were present:—Dr. A. J. Bowen (Chairman), Dr. R. C. Beebe, Dr. James Butchart, Mr. Chang Polin, Dr. S. Cochran, Dr. M. D. Eubank, Dr. F. D. Gamewell, Dr. J. C. Garritt, Mr. Frank Garrett, Mr. Hwang Hsi-chen, Mr. Hwang Yung-liang, Mr. P. W. Kuo, Mr. Li Hou-fu, Mr. E. C. Lobenstine, Dr. A. A. McFadyen, Dr. E. I. Osgood, Dr. J. T. Proctor, Dr. R. V. Taylor (for Dr. A. S. Taylor), Dr. F. J. White, Dr. J. E. Williams and Dr. W. F. Wilson (Secretary).

The following visitors were present:—Dr. Robert E. Speer, Mr. T. G. Speers, Mr. Dwight H. Day, Dr. David Bovaird, Mr. Joseph Bailie, Bishop J. W. Bashford, Dr. N. W. Brown, Dr. James Butchart, Dr. P. S. Evans, Jr., Vice-Consul A. W. Gilbert, Mr. C. S. Keen, Dr. R. T. Shields and the members of the Ginling College Board of Control (Mrs. Thurston, Mrs. Jones, Miss Watkins, Miss Kelly, Miss Loomis, Miss Cogdal and Miss Nourse).

Dr. Robert E. Speer led in prayer.

On motion of Dr. R. C. Beebe, the visitors present were invited to sit with the Board of Managers and take part in the discussions.

Dr. Speer being asked to address the meeting said, on account of the amount of business to be transacted, he would not make a formal address at present, but speak upon the different questions on which he desired to speak as the questions arose for discussion.

The members of the Board of Control of the Ginling Woman's College were then given the right of the floor and Mrs. Thurston, speaking for them, said that their object in being present was to ask the Board of Managers of the University if they should deem it best to approve the Board of Trustees of the University also acting as the Board of Trustees of the Ginling College. She said the Board of Trustees had, at a meeting in America, through their representatives, agreed to do so, subject to the approval of the Board of Managers.

On motion of Dr. R. C. Beebe, it was agreed: THAT the Board of Managers express themselves in hearty accord with the proposition to make the Board of Trustees of the University of Nanking also the Board of Trustees of the Ginling College, with such additions of women on the Board as should be determined by the Trustees.

The ladies then retired.

The minutes of the Executive Committee of September 30th were then read, and the following actions were taken upon their recommendation:

1. That, in regard to the receiving of non-missionary students into the Language School, we recommend that the Dean of the Language School decide these applications as each may be received, but that the amount of tuition for these students be fixed by the Managers, through its Executive Committee.
2. In regard to the future adjustments of the Middle School, it was agreed THAT, as soon as possible, two additional years be assigned to the Normal School and that the fourth year be provided for on the present High School premises.
3. In regard to scholarships, it was agreed THAT we recommend to the different missions that, as soon as possible, they do not provide scholarships for students below the High School grade.
4. In the meantime, *i.e.*, until the above adjustments are made, it was recommended that Mr. C. S. Settlemyer be asked to act as Principal of the Middle School.
5. As Dr. R. C. Beebe had been asked by the Executive Committee to draft a resolution in regard to the death of Rev. F. E. Meigs, he presented the following, which was read and adopted with the members standing:

"The members of the Board of Managers of the University of Nanking, reverently bowing before the Divine Will that has taken from them their honored and beloved associate, the Reverend Frank Eugene Meigs, desire to express their deep sorrow because of his death and their warm recognition of his efficient service in behalf of the University and of the cause of Christian education in China. They do therefore

RESOLVE: That the members of this Board tender to the bereaved family their united and heartfelt sympathy in this loss of a devoted husband and a loving father; and that the members of this Board furthermore

put on record their profound appreciation of Mr. Meigs' services as a founder, whose high ideals and unusual spirit of co-operation have been of exceptional value to this union institution; and administrator, whose duties have been courageously undertaken and faithfully performed, even in weakness of body; as a teacher, who has had pride in his work and in his workers; and as a vigorous Christian character, whose influence has left its evident impress on many a one for whom and with whom he labored. This has been a life rich in zealous effort, in sterling honesty and in tender friendship."

6. The question of selecting an Educational Secretary and the securing of his salary was referred again to the Executive Committee, with power to act.

Since Mr. G. M. Rosse's term as Treasurer had expired and he had resigned, the Executive Committee was directed to make immediate arrangements for the work and given power to secure a successor.

A hearty vote of thanks was given to Mr. D. H. Day for his generosity in agreeing, in addition to his other gifts to the University, to continue his support of a Treasurer for another three years.

The Chairman of the Finance Committee, Mr. E. C. Lobenstine, reported and moved that the Budget presented for the year 1916 be approved. On motion, it was so ordered.

On motion of Mr. E. C. Lobenstine, it was agreed that we approve the Budget of the Medical School, with the understanding that Dr. Williams make it a part of his responsibility to do his best to secure funds to provide for possible deficits.

On motion of Dr. R. C. Beebe, the following resolution was adopted: THAT we recommend to the Board of Trustees that authority be given to the Board of Managers to transfer any credit balance that may occur in one department to cover any debit balance occurring in another department, exclusive of all sums for Lands and Buildings or otherwise not specifically designated.

Dr. E. I. Osgood presented the report of the Medical Committee.

Dr. R. C. Beebe, the Corresponding Secretary of the China Medical Association, was called upon to make a statement in regard to the present status of the relation of the Medical Department of the University to the China Medical Board.

Bishop J. W. Bashford then made a statement of what he understood to be the present plans of the China Medical Board.

Dr. R. E. Speer then reviewed and gave a statement of his understanding of the attitude of the Board of Foreign Missions to the China Medical Board.

Dr. David Bovaird, Medical Adviser to the Presbyterian Board of Foreign Missions, then addressed the Board of Managers on the general medical situation.

On motion of Mr. E. C. Lobenstine, it was then agreed that a Committee be appointed to revise and simplify the recommendation of the Medical Committee and that this Committee report in the afternoon.

Dr. R. C. Beebe, Dr. R. T. Shields and Mr. E. C. Lobenstine were appointed on this committee.

The meeting then adjourned.

#### Afternoon Session.

The meeting was called to order at 3:30 p.m.

In addition to those present in the forenoon, Dr. W. H. Park, of the Board of Managers, and Bishop W. S. Lewis, as visitor, were noted as present.

Bishop Lewis led in prayer.

After Mr. C. S. Keen had presented the needs of the Language School, it was agreed that steps should be immediately taken by the Executive Committee to secure a hostel and administration building for the Language School.

Dr. R. C. Beebe presented the report of the Committee to Revise the Report of the Medical Committee, as follows:

"WHEREAS: The China Medical Board of the Rockefeller Foundation have in view the provision for adequate medical education in the Lower Yangtze Valley, projected and maintained in cordial sympathy and co-operation with the missionary Societies, and

WHEREAS: It is desirable to co-ordinate in the wisest way the existing medical schools in this section of China.

RESOLVED: That the Board of Managers of the University, with the expressed approval of the Trustees of the University, assure the representatives of the China Medical Board of their hearty co-operation in bringing this about and appoint a Committee to confer with them.

RESOLVED: That, should it be decided to establish at Shanghai a school, using English as the medium of instruction, the Committee appointed to confer with the China Medical Board be instructed to assure the Board of the

desire of the University of Nanking to co-operate in such an institution.

RESOLVED: That the Committee also call the attention of the Board to the urgent need of making some adequate provision for medical education in Mandarin in this section of China."

On motion, it was also agreed that the Committee appointed by the Board of Managers to confer with the China Medical Board should also be authorized to represent the University in negotiations with the institutions concerned. The following Committee were appointed, of which the President of the University was to be Chairman, ex-officio:—Drs. R. C. Beebe, S. Cochran, R. T. Shields and Mr. E. C. Lobenstine, co-opted.

Dr. Speer, Bishop Bashford and Bishop Lewis spoke on the relation of the China Medical Board to the evangelistic phase of our medical work.

Mr. J. E. Williams presented the following resolution in regard to the development of the College of Agriculture and Forestry; THAT WE recommend that the Board of Managers approve of the line of development outlined by the Faculty of Agriculture and Forestry; and that we authorize the Executive Committee to inaugurate a campaign among the Chinese in China and abroad to secure the necessary men and funds.

On motion, Dr. Butchart was appointed to fill the vacancies made by the death of Rev. F. E. Meigs on the Executive Committee and on the Building and Property Committee.

On motion, it was agreed that the approval of the Minutes be left to the Executive Committee.

After prayer by H. C. Hwang, the meeting stood adjourned.

WILBUR F. WILSON, *Secretary*.

#### Report of the Building and Property Committee

The chief proposition before the Building and Property Committee during the last six months was the letting of the contract for the New Science Hall.

Since we first began our plans for the enlargement of the University plant, the price of building material has gone up a good deal. The original estimates, it was felt, left a good margin, and the plans of the architect, which have been approved by both the donors and the Board of Trustees, were made on those estimates. It became therefore exceedingly important that the contract price should not exceed the estimate, for the contract price of the first building would in large measure determine the cost of those which were to follow.

The present exchange, however, has been in our favor, and the Science Building was let at a figure which we feel sure will put up the building as planned, with but few unimportant exceptions.

The contract for the Building itself was \$48,723. With extras which enter into structure and furnishings to be provided, the total sum contracted for is \$57,218. This still leaves a fair margin for additional furniture and additions.

In addition to the contract for the new Science Hall, the contract for two units of the new dormitories has been let. Our estimated price on this was too low for the present price of material, and we found it necessary to increase our figures somewhat before the contract could be let. The two units, however, have been let for \$14,000 each.

One of the many perplexing problems in connection with the new buildings is the amount of marble required by the specifications. The Architects do not live in this land nor do they know how difficult it is to secure some of the needed materials. Mr. Fellows visited the quarries near Kao Tsz, but he didn't try to get marble out, and the figures given by men there for marble were not dependable; in fact we have been unable to get our marble from there at all but have been forced to get it from up near Anking. Much delay is being caused by this and this causes considerable loss to the contractor. It was partly for this reason that we hurried the contracts on the new dormitories, so that men could be shifted from one job to the other whenever they were delayed by having no marble.

The question of how the excavating should be carried out according to the plans, without too great a cost, has been perplexing, but by making certain gradings, which will not materially affect the looks of the whole design, we have to a very large measure decreased our original estimate for excavation.

In addition to the larger buildings, houses for Dr. Lasell, Mr. Séttemyer, Dr. Sloan and Mr. Keen are well under way. Dr. Lasell's house is being erected from private funds and is somewhat larger than some of the other houses; but the rest of the houses have been built at figures which do not exceed the price designated by the Board of Trustees as the price for dwellings.

The Committee has sympathized with the idea emphasized by President Bowen and others that now that we are getting more houses and there is going to be less need for more than

one family to occupy one house, the size and price of our homes should be somewhat decreased.

The preparations are now being rapidly completed for the erection of the new University Chapel. Excavations are about finished. The plans and general specification have arrived and the generous donor of this Chapel is to be present in our meeting of the Board of Managers.

It is thought that the contract for this Chapel can be let in a very short time.

The plans are in hand for the new Administration Building, but the arrangements for the starting of the building have not as yet been fully made, so there may be a little delay before this main building can be begun.

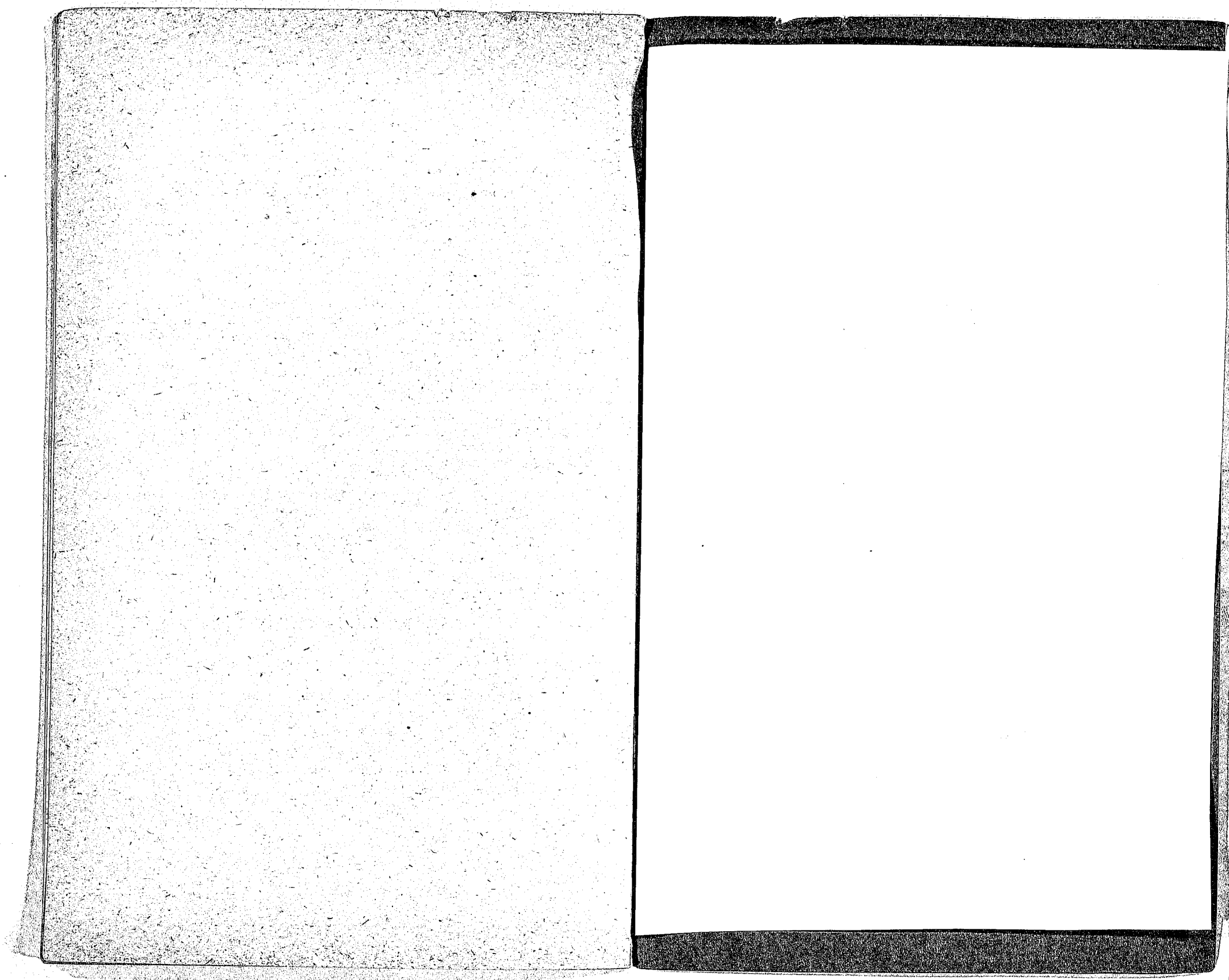
We find ourselves hampered in some of our building operations by the fact that we do not own the land where some parts of the buildings are to rest. We have hesitated to offer prices demanded for some of these plots; in fact, some owners refuse to discuss terms, but we feel assured that when we have secured all that we must have besides these plots that these owners can be brought to terms.

Our present difficulty is that our present land account shows a debit of a little over \$6,000 (Mex). Some of this, perhaps \$1,600, can be written off, in lieu of the land on which some of the new houses rest, but it will be necessary for us in some way not only to get this \$2,500 (gold), but we are going to need about \$5,000 (gold) more before we have fully completed our land purchases. When this with the land is secured, then we will have a campus practically free from any private ownership.

#### SUMMARY OF BUDGET FOR 1916

Administration and General.....	\$ 9,700
College.....	22,790
Medical School .....	26,317
Medical Hospital .....	21,090
Agriculture and Forestry.....	18,700
School of Normal Training .....	10,821
Department of Missionary Training .....	8,900
High School .....	23,269
Higher Primary (Middle) .....	15,760

\$157,347



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# UNIVERSITY OF NANKING

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## OFFICIAL MINUTES

OF THE

### I. BOARD OF TRUSTEES

<sup>Mar</sup>  
May 1915—April 1917

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### II. EXECUTIVE COMMITTEE

For 1917

\* \* \*

### III. BOARD OF MANAGERS

For 1917

\* \* \*

### IV. HOSPITAL COMMITTEE

For 1917

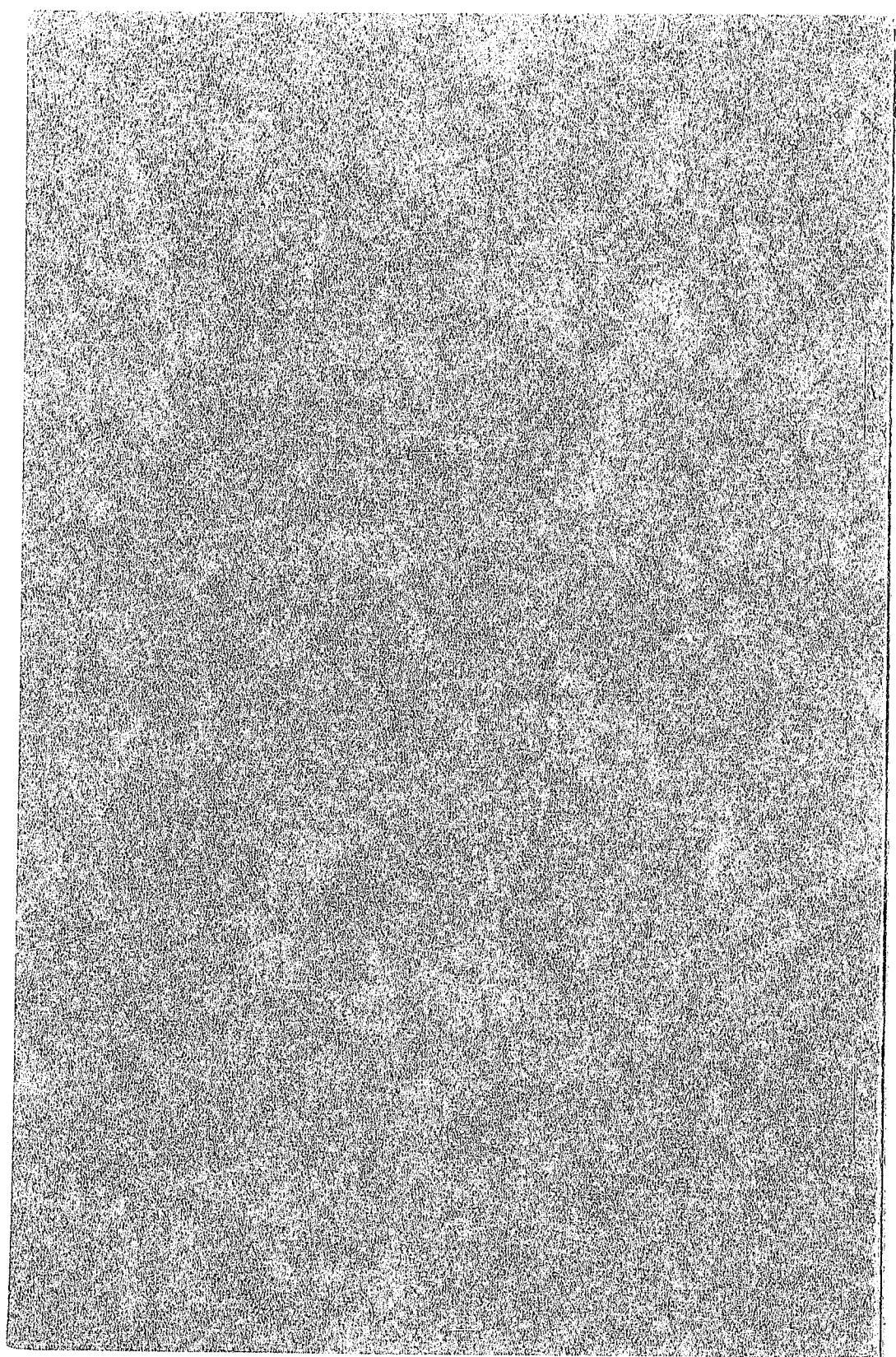
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### TREASURER'S REPORT

For 1917

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I.

OFFICIAL MINUTES

OF THE

BOARD OF TRUSTEES

OF THE

UNIVERSITY OF NANKING

May 1915—April 1917

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MEETINGS OF

March 30, 1915;

March 4, 1916;

June 6, 1916;

November 10, 1916;

December 8, 1916;

April 13, 1917.

**The Semi-Annual Meeting of the Board of Trustees of the  
University of Nanking, Tuesday, March 30, 1915, at  
156 Fifth Avenue, New York City.**

Members of the Board: John L. Severance, Frank Mason North, James H. Franklin, \*Eben B. Cobb, \*A. McLean, Ernest D. Burton, \*Robert E. Speer, J. H. Banton, Ed F. Cook, \*R. D. Diffendorfer, \*P. T. Jerome, S. H. Chester, \*Frank A. Horne, \*Joshua Levering, \*Russell Carter, *Treasurer*.

The members who were present are indicated by an asterisk (\*). Excuses were presented from Messrs. Burton, Cook, and Chester. Dr. Franklin and Dr. North are in China and Mr. Severance is out of the country. Dr. North was represented by Dr. George Heber Jones.

The meeting was opened with prayer by Mr. Levering.

The minutes of the meetings of January 13-14, having been printed and sent to all the members, were approved without hearing.

The Treasurer's report was read, accepted, and ordered filed.

Mr. Carter also reported the present status of payments to the Foreign Christian Missionary Society on account of the Kuleo property, as follows:

February 16, 1914,	Methodist Episcopal Board, North	\$5,000
February 25,	Presbyterian, North	5,000
May 13,	Baptist, North	5,000
July 16,	Baptist, South	2,500
	A total of ...	\$17,500

paid over to the Foreign Christian Missionary Society on account of the \$25,000 due the Society for this property. In addition for this past calendar year, the Methodist Board, South, and the Presbyterian Board, South, have each paid to

us \$300, as interest on their quota of \$5,000, and this additional sum of \$600 has been transmitted to the Foreign Christian Missionary Society. The Foreign Christian Missionary Society, therefore, has now received interest for the year on \$10,000, which is on \$500 more than the balance due the Society on account of this property.

Mr. Carter also reviewed the annual report of the Treasurer of the University, together with the auditor's comments thereon.

VOTED, to acknowledge receipt of the auditor's report and to call to the attention of the Board of Managers the auditor's recommendations with reference to the methods of book-keeping and the accounting of the University funds. The Trustees were glad to note that some of the recommendations are being satisfactorily adjusted.

The Finance Committee presented the auditor's statement with reference to the report and books of the Treasurer of the Board of Trustees. The report was satisfactory and was ordered filed.

The Secretary reported the following elections to the Board of Trustees, each person to serve for a term of three years, beginning January 1, 1915:—

*Representing the Foreign Christian Missionary Society,—*  
P. T. JEROME.

*Representing the Board of Foreign Missions of the Presbyterian Church in the U. S. A.,—*EBEN B. COBB.

*Representing the Board of Foreign Missions of the Methodist Episcopal Church,—*R. E. DIFFENDORFER.

The Secretary then reviewed the report of the Board of Managers meeting held January 28-29, 1915, in Nanking, and the comments thereon by the President and Vice-President of the University. The items referred to the Trustees were considered seriatim.

The Trustees expressed their satisfaction at the final approval of the terms of admission of the American Baptist

Foreign Mission Society into the University as adopted by the Baptist Mission in Nanking and later approved by the Board of Managers, the basis being the terms proposed by the Board of Trustees and approved by them and entered in the Minutes of the meeting of March 3, 1914.

VOTED, to approve the recommendations concerning the affiliation of the Church Missionary Society with the Medical Department of the University as outlined in the resolutions.

- I.
  1. Students, in order to matriculate, shall meet the requirements for admission as published in the current catalogue.
  2. Students shall take the pre-clinical course prescribed by the Medical Department of the University of Nanking, at the conclusion of which they will receive certificates for courses completed.
  3. The responsibilities of the University Medical School shall cease with the completion of the pre-clinical course.
- II.
 

All the students from the Church Missionary Society, entering under these conditions, shall pay the same fees and be subject to the same regulations as other students.
- III.
 

As a contribution towards this pre-clinical instruction the Church Missionary Society shall provide one qualified physician on the faculty together with his salary and residence.

Should the number of students from the Church Missionary Society grow disproportionately large, it is expected that the Church Missionary Society shall meet its proportional share of the additional expense in staff, current expenses, and equipment.
- IV.
 

The Church Missionary Society shall be entitled to one representative on the Board of Managers of the University of Nanking as provided by the action of the Trustees in New York, April 15, 1913.

VOTED, to approve the recommendation of the Managers to authorize the Executive Committee of the Board of Managers to make efforts to secure from the Chinese sufficient land suitably located within the Nanking City limits, if possible, for the use of the Agricultural Department and further

to raise contributions in China or abroad up to a limit in gold of \$25,000 for building and equipment, providing the titles of the property are vested in the Board of Trustees as is the other property of the University. The Board also asks the Executive Committee of the Managers to report to the Trustees their plans for further development of the Agricultural Department.

The Trustees reviewed the following action of the Board of Managers with reference to the needs of the Medical School.

"The following motions were then made and carried in regard to funds to be raised for the new hospital for 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. That we further urge the authorization by the Trustees of those going on furlough to seek, in addition to the endowment of gold \$300,000 needed for the other departments, an endowment of gold \$300,000 for the Medical School and Hospital."

Dr. Speer reported a letter from Dr. Cook of the Southern Methodist Mission Board advising the Trustees that Dr. F. P. Manget, now in charge of the Southern Methodist Hospital at Huchow, had been elected by the Managers to a position in the medical faculty of the University. The Executive Committee of the Board of Missions of the Methodist Episcopal Church, South, approved of the selection at its meeting on February 25, his work to begin at the expiration of his furlough, which is due in 1915.

Dr. Speer reported that the China Medical Board of the Rockefeller Foundation had replied to the statement of needs prepared by the Board of Managers of the Medical School with a request that definite information be given with reference to the cost of the support of two foreign missionary

doctors, two foreign nurses, two Chinese assistants, and the equipment needed for the buildings already on the ground used for the Medical Department.

VOTED, to express our appreciation of the interest of the China Medical Board in the Medical Department and to inform them that it is the judgment of the Board of Trustees that \$2,250 or \$2,300 a year is a reasonable amount for a married missionary and half that amount for a single missionary, to which, if agreeable, there should be added an amount equivalent to house rent. The Board suggested that no reply be sent with reference to the equipment of the Medical School until complete detailed statements could be secured from Nanking. It was also felt that whatever amounts for the support of foreign missionaries were decided upon by the China Medical Board for Peking would be satisfactory to the workers in Nanking.

The Board recognizes the urgency of the need of endowment for the Medical School and will be glad to take it up definitely with Dr. Brown when he comes to America on his furlough.

The Board noted the action of the Managers with reference to the use of English in the Medical School and hopes that the Managers will inform the Board of their action on this matter at the next meeting of the Board of Managers in June.

The question having been raised with reference to the securing of new workers for Nanking by departments of the University or the Board of Managers, independently of the Mission Boards, the Trustees desire to express their judgment that all additions from America to the staff of the University and its various Departments not provided for by the co-operative Mission Boards should be passed upon by this Board, and all funds for the support of the University should pass through the hands of the Treasurer of the Trustees.

Dr. Speer had information that the annual report of the University as required by the Regents had been received and

forwarded to the Board of Regents. The Trustees desire to bring to the attention of the Managers the necessity of having this report as required by the Regents in August of each year, if possible, and that the reports be sent in duplicate in order that one may be kept on file in the office of the Secretary of the Board of Trustees.

In accordance with the action of the Trustees at its January meeting, the Secretary laid before the co-operating Mission Boards the alternate propositions with reference to the relations of the proposed Ginling College to the University Board of Trustees. The Foreign Christian Missionary Society, the Northern Presbyterian Board, the Southern Presbyterian Board, the Northern Baptist Board, all replied favoring the reorganization of the Board of Trustees in such a manner as to provide for an adequate representation of women, thus making it possible for one Board of Trustees in America to represent the University and Ginling College. The Southern Baptist Board was not yet ready to act on the question of participation in the Ginling College. The Southern Methodist Board preferred to refer the matter to their Mission in China and await advice from them. The Trustees also had before them the approval of the Board of Managers of a Board of Trustees in America which would represent both the University and the Women's College and also the Nanking School of Theology.

Commenting on the above items, Dr. Speer reported that a conference had recently been held of representatives of the Board participating in Ginling College and the Educational Commission of the Continuation Committee of the Edinburgh Conference, which conference had resulted in referring the whole matter of the relation of union women's colleges and union universities to Boards of Trustees in America, to a larger conference to be called some time in the future by a special committee of six appointed for that purpose. Thus the matter for the present awaits further deliberation.

The Managers brought to the attention of the Trustees their appreciation of the action of the Trustees on March 3, 1914, urging Mission Boards to agree to provide the amount of the salary of missionaries in case a full quota of men are not on the field. The Managers urged that this action be brought to the attention of any Society failing to comply with this request.

VOTED, to approve of the recommendation of the Managers that Judge Lobingier, Shanghai, be elected University Examiner to comply with the requirements of the Regents, in the place of Dr. A. P. Wilder, who is now in America.

With reference to the erection of new buildings, Dr. Speer reported the following items:

1. That Mr. Swasey had begun his payments on his gift of \$25,000 for a new Science Building.

2. That no word had been received regarding the beginning of the payments by Mrs. McCormick on the dormitory and that he would take the matter up again with her.

3. That no further word had been received with reference to the funds for the Administration Building.

4. Mr. Day reported his willingness to go ahead with a chapel which could be built within the amount which he had specified for that purpose.

VOTED, to approve the action of the Managers to go ahead at once with the construction of the Science Building and the dormitory and that an effort be made to ascertain from the architects what sort of a chapel could be built for \$20,000 and, when money for the Dormitory, Administration Building and Chapel is provided, that the Executive Committee of the Trustees be authorized to empower the Managers to go ahead with these buildings.

Regarding the recommendation from the Managers that the titles of all residences, including those of the medical faculty, be vested in the Board of Trustees, it was voted to

ask the Managers for a list of the residences and the titles of each one. The Trustees expressed their general approval of the action of the Managers with reference to this matter.

Referring to the action of the Managers with reference to the raising of \$3,000 gold for a High School open-air gymnasium, the Trustees VOTED to ask the Managers for as complete a list as possible of the present needs of the University, including new buildings, equipment, and staff, in order that the Trustees may vote intelligently with reference to the various requests that come to meet these needs.

After reviewing the changes in the proposed By-laws as submitted by the Managers, the Board VOTED to approve the changes and to adopt the Historical Statement and the By-laws as a whole and ordered that they be printed and that copies be sent to the offices of all co-operating Mission Boards and the University of Nanking.

VOTED to approve the request from the Managers that C. S. Settlemyer be given permission to advance personal funds to build his own house on the understanding that the University would rent the same until such time as the University could pay for it, on condition that the house be built on University property, the plans shall be passed upon by the Executive Committee, and that the rent shall not exceed 6% of the amount invested.

The Committee on Medical School reported through Mr. Speer that the necessary papers for the registration of the Medical School with the Board of Regents had been received from Nanking and had been sent to the Regents and that they would be recommended favorably to the April 16 meeting of the Regents.

For the Library Committee, Dr. Cobb reported that a list of reference books needed for the library in Nanking had been received and that the publishers had been asked to submit prices and it is hoped to cover the amount by a special gift.

VOTED to ratify the appointments to the Board of Managers for 1915, as follows:—

Arthur J. Bowen, *Ex-officio Chairman.*

Samuel Cochran, M.D.	} Presbyterian, North
Joseph C. Garritt	
John E. Williams	
Edwin C. Lobenstine	
Li Hou-fu	} Disciples of Christ
Frank E. Meigs	
Elliot I. Osgood, M.D.	
Alexander Paul	
John C. Ferguson	} Methodist Episcopal, North
Frank D. Gamewell	
Robert C. Beebe, M.D.	
Wilbur F. Wilson	
Chang Po-ling	} Elected by the Board of Managers
Hwang Hsi-chen	
Chenting T. Wang	
M. D. Eubank, M.D.	} Baptist, North
J. T. Proctor	
F. J. White	
Adrian S. Taylor, M.D.	} Baptist, South
R. V. Taylor, alternate	
W. H. Park, M.D.	Methodist Episcopal, South
A. A. McFadyen, M.D.	} Presbyterian, South
P. F. Price, alternate	

VOTED to request the Board of Managers that the list of the Board of Managers be divided in groups of three, in accordance with the By-laws just adopted and that a report of those to be approved from year to year be forwarded to the annual meeting of the Board of Trustees in December.

The Committee on By-laws was discharged.

There was no report from the Candidates Committee.

There was no report from the Committee on Theological School.

There was no report from Mr. Banton regarding the legal agreement with the Boards entering the Medical School with the American Baptist Foreign Mission Society.

Mr. Luce, representing Shantung University, appeared before the Board and stated that a letter had been received from J. E. Williams regarding the payment of \$1,000 by the Shantung Board of Trustees toward the expenses of Mr. Fellows, the architect, on account of his trip to China during which he did work for Shantung University, as well as for Nanking. After a full discussion of the matter, it was VOTED to refer the question to Dr. Williams for complete information and correspondence and that the Executive Committee be empowered to act.

The Board VOTED to adjourn to meet in annual session on December 3, 1915.

**The Semi-Annual Meeting of the Board of Trustees of the University of Nanking, March 4, 1916, 3.30 p.m., at 156 Fifth Avenue, New York City.**

Members of the Board:—A. McLean, \*S. H. Chester, \*R. E. Diffendorfer, \*J. H. Banton, \*R. E. Speer, F. A. Horne, \*P. F. Jerome, \*J. H. Franklin, \*F. M. North, \*J. L. Severance, E. D. Burton, Ed F. Cook, \*E. B. Cobb, J. Levering, Russell Carter, *Treasurer*.

Members whose names are indicated\* were present. Excuses were presented from Messrs. Horne, McLean, Burton, Levering, and Cook.

The meeting was called to order by Dr. Speer, and Dr. Chester offered prayer.

Professor Bailie and Professor Hummel of the University Faculty, who were present, were asked to sit with the Board during the meeting, and Messrs. Hu and Tao, two of the University graduates who are studying in Columbia University, were welcomed by the Board.

The minutes, having been sent by mail to all of the members, were accepted without reading, with the exception of a possible correction in the item which concerned the

relation of the Theological School and Ginling College to the Board of Trustees. The exact form of this minute is now in the hands of legal counsel and will be determined by them and then inserted in the minutes.

The Treasurer's report was read, accepted and ordered filed.

The Finance Committee reported that the auditors had examined the accounts of the Treasurer and had sent a duly signed certificate, which was received and ordered filed. The Board expressed its hearty appreciation to the Treasurer for his faithful and efficient services.

Mr. Bailie then addressed the Board, tracing the Agricultural Department from the beginning, pointing out the difficulties which had to be overcome in the early days of the colonization scheme and also the effects upon the Chinese people of his success in the new movement. Professor Bailie urged the Board to provide a tract of land near the University for the use of the Agricultural Department for experimental purposes and indicated \$6,000 (gold) as the amount needed for this purpose.

Professor Hummel was then introduced to the Board and spoke of the need of religious education and its adaptation to the Chinese. He was especially interested in aspects of Chinese home life as they influenced the content and method of religious education.

Mr. Tao responded to Dr. Speer's invitation to address the Board with an exceedingly interesting and well-thought-out discussion of the strong points in the University and some of its present needs. Speaking as an alumnus of the University and as a young man who expects to give his life to educational administration in China, Mr. Tao offered the following suggestions for the development of the University:

1. A curriculum more adapted to the needs of the Chinese people, taking into account especially their social life.
2. Discourage the sending out of ill-prepared teachers for the public school system. The need for teachers is so great



that high-school students and freshmen become teachers before they are prepared for their task.

3. Professors who are on furlough or by special arrangement should spend time in American educational institutions for the study of educational problems.
4. The schedule of salaries of professors should be based more upon fitness and ability than upon the term of experience.

Mr. Hu, in a few words, gave his impressions of the University and made two suggestions:

1. The teaching profession in China lacks professional solidarity, growth, and consciousness. He urged especially the establishment of summer schools, where highly trained teachers of American colleges and universities, real experts, could contribute to the growth of teachers in China.
2. The rapid development of the Normal School and the inclusion of emphasis on education in the University curriculum itself.

There were no reports from the Executive Committee, the Candidates Committee, or the Library Committee.

The Medical School Committee reported through its Chairman, Dr. Speer. The action of the Trustees on January 14 was reviewed and Dr. Speer read letters from Dr. Bowen, Dr. Williams, and Dr. Brown, received since the last meeting (January 14). These recent letters indicated that the sentiment of Nanking is against the termination of medical education in the Chinese language in Nanking. The men in China have also made some approaches to the Chinese of their local province and have organized a Medical Association, proposing that this Association take over the support of the Hospital, with the understanding that the University continue the support of the Medical School. Dr. Brown pointed out in his letter that this action on the part of the men in China seemed to be a breach of faith with the resolutions, both of the Managers and the Trustees, regarding co-operation in the proposed new Medical School in Shanghai, to be started by the China Medical Board of the Rockefeller Foundation. This matter was so important that it was proposed that copies of all this

correspondence be furnished to members of the Board of Trustees and Dr. Buttrick, and that a special meeting be called for April 14, at 2.30 p.m., at which time the Board could meet with Dr. Buttrick and discuss the whole matter.

The Board adjourned to meet April 14, or, if Dr. Buttrick cannot be secured that day, on some day to be set by Dr. Speer and Mr. Diffendorfer.

#### Actions Taken by Board of Trustees of the University of Nanking—June 6, 1916.

The Trustees then took up for extended consideration the question of the Medical School, the Hospital and the pre-medical courses of study in the University. The action of the Board of Managers in Nanking on September 30, 1915, and of the Board of Trustees in New York on January 14, 1916, were recalled to the attention of the Board as follows:

Resolution re Co-operation with China Medical Board.

Action taken by Board of Managers, University of Nanking, September 30, 1915.

WHEREAS: The China Medical Board of the Rockefeller Foundation has in view the provision for adequate medical education in the Lower Yangtse Valley, projected and maintained in cordial sympathy with the missionary societies, and,

WHEREAS: It is desirable to co-ordinate in the wisest way the existing medical schools in this section of China.

RESOLVED: That the Board of Managers of the University, with the expressed approval of the Trustees of the University, assure the representatives of the China Medical Board of their hearty co-operation in bringing this about, and appoint a Committee to confer with them.

RESOLVED: That, should it be decided to establish in Shanghai a school using English as the medium of instruction, the Committee appointed to confer with the China Medical Board assure the Board of the desire of the University of Nanking to co-operate in such an institution.

RESOLVED: That the Committee also call the attention of the China Medical Board to the urgent need of making some adequate provision for medical education in Mandarin in this section of China.

RESOLVED: That this Committee be authorized to represent the University in negotiations with other institutions concerned.

Action from Minutes of the Annual Meeting of Board of Trustees of the University of Nanking, January 14, 1916.

The Board gave careful consideration to the problem of the Medical School in the light of the new situation created by the proposals of the China Medical Board of the Rockefeller Foundation.

The Board listened to the reading of the letter of Dr. Shields, dean of the Medical School, dated December 2, and to a statement from Dr. N. Worth Brown, and had before it also the resolution adopted by the Conference of the three committees representing the University of Nanking Medical School, St. John's University and University of Pennsylvania Medical School, and the Harvard Medical School, as follows:

"Inasmuch as the China Medical Board of the Rockefeller Foundation has in view the establishment of a medical school in Shanghai, which shall work in cordial and sympathetic co-operation with missionary societies, and in which it is desired to merge existing medical schools, the representatives of St. John's University and Pennsylvania University Medical School, of the University of Nanking and of the Harvard Medical School in China, in a joint meeting held in Shanghai, Thursday, November 4, 1915, extend a cordial invitation to the China Medical Board to establish in Shanghai a Medical School, which shall be conducted by a Board of Trustees, upon which should be represented the governing bodies of the co-operating schools."

After full discussion, it was voted:

1. That the Board of Trustees of the University of Nanking is cordially ready both directly and through the Board of Managers upon the field to co-operate with the China Medical Board in medical education in China in an effort to realize in a medical school in Shanghai the highest educational ideals for the training of Chinese doctors, and at the same time to conserve and forward missionary interests.

2. It was further voted that it was the deep conviction of the Board of Trustees that adequate provision should be made also for the training of Chinese doctors in medical schools in the vernacular.

3. It was further voted that pending the establishment of the proposed school in Shanghai and any further development in the field of vernacular medical education, the Medical School of the University should be continued with assurances to all students received that provision would be made for their completion of their full medical course.

Dr. Williams made a full statement of the present conditions on the field. He described the establishment of the Kiangsu Public Health Association by the Chinese which assures their generous co-operation in the support of the Union Hospital and in promoting measures for the improvement of

public health. He explained that while the Chinese strongly desire the continuance of the Medical School giving instruction in the vernacular their co-operation in the new association was not conditioned upon such an arrangement. He explained the difficulties which the Managers are experiencing in obtaining and holding an adequate faculty in view of the new conditions, their desire to continue the Medical School, if possible, and yet their misgiving as to whether this could now be done and their doubt as to whether, if it should be attempted, the University could aid the proposed Medical School of the China Medical Board in Shanghai as it is its desire to do. The object and spirit of the China Medical Board in its proposals were recalled as these have been expressed in the letter of Mr. John D. Rockefeller, Jr., to the Mission Boards of March 15, 1915, and in many other statements, and in conversations of missionaries and of members of the Board with representatives of the China Medical Board.

The Trustees recognize clearly the difficulties of the problems to be solved:

(1) The fulfillment of their duty to the Chinese, students, members of the Board of Managers and officials and friends of the University.

(2) The preservation of the co-operation represented in the University through the Medical School; one of the most helpful and important attempts at co-operation which has yet been made and which it would be a calamity to imperil or destroy.

(3) The proper development of the University and of its fullest service to the Chinese people.

(4) The extension of the largest possible measure of co-operation and help to the China Medical Board in its generous plans for Central China.

After full discussion and the presentation of a memorandum from Dr. Cook, the following action was taken:

In view

(1) Of the large plans of the China Medical Board for the advancement of medical education and for the relief of suffering in China, and

(2) Of the changed conditions in the field of medical education in China which have ensued, and

(3) Of the fact that the aims and purposes of the China Medical Board clearly set forth are so accordant with the aims and purposes of the University in the founding and maintenance of its Medical School:

I. RESOLVED that the Medical School of the University be continued only in harmony with the plans of the China Medical Board in the Shanghai Medical School, and that it should undertake only such work and for such a period of time as shall best enable it to meet the immediate present needs of the field and to prepare for and advance the proposed undertaking in Shanghai.

II. RESOLVED FURTHER that the University continue and strengthen the work of the University Hospital, developing its co-operation with the Chinese and rendering through it and its staff as much service as possible to the Chinese people in hygiene, sanitation, and public health. That it is the strong conviction of the Trustees that the large and helpful measure of missionary co-operation represented in the University may be preserved and must be preserved in the continued united support and administration of the University Hospital in its enlarged service.

III. RESOLVED FURTHER that the scientific courses of the University as well as its general teaching and its distinctive Christian influence should be continuously and earnestly strengthened, so that the University may make the largest possible contribution to the cause of education and of adequate preparation for medical and other graduate professional training, as well as of evangelistic effort, and promote the well-being and advancement of China, and that the co-operating churches be appealed to for the support in men and money necessary for such purposes.

IV. RESOLVED that the President of the Board with two other members be appointed a committee to confer with the China Medical Board as to such co-operation as the University may be able to give, and that the Committee have power to

act in behalf of the Board on the questions of the measure of work and period of continuance of the Medical School of the University.

V. RESOLVED That Dr. Williams be requested to discuss with the co-operating Boards the questions involved in these resolutions.

Meeting of the Board of Trustees of the University of Nanking, Friday, November 10, 1916, at 156 Fifth Avenue, New York City.

Members of the Board: \*Frank Mason North, \*R. E. Diffendorfer, Frank A. Horne, \*Robert E. Speer, \*John L. Severance, \*Eben B. Cobb, A. McLean, \*Percy F. Jerome, \*Joab H. Banton, \*James H. Franklin, Ernest D. Burton, \*Joshua Levering, S. H. Chester, \*Ed F. Cook.

Ginling College Committee: Miss Bender, Mrs. Peabody, Mrs. Atwater, \*Miss Hodge, Miss Head.

The meeting was called to order by the Chairman, Dr. Speer, and prayer was offered by Dr. Cook.

Those members of the Board whose names are indicated by\* were present. Excuses were read from Messrs. Horne, McLean, Burton, and Chester, and Mrs. Peabody, Mrs. Atwater, Miss Bender, and Miss Head.

Dr. Speer recognized the presence of Dr. N. Worth Brown, Dr. Eubank, and Dr. Gamewell (all of China), Dr. Goucher, Professor W. Adams Brown of Union Seminary, and Mr. Lewis J. Owen, all of whom were present at the meeting by invitation.

The minutes of the meeting of June 6, having been typed and sent to all the members of the Board by mail, were approved without reading.

Dr. Williams, the Vice-President of the University, made a statement with regard to the University Hospital and its continuance in accordance with the action of the Board of

Trustees on June 6, 1916, and reported the correspondence of Dr. N. Worth Brown and himself with Dr. Buttrick of the China Medical Board, and his conference with Dr. Buttrick, and presented the following letter from him on behalf of the China Medical Board.

"Here are the resolutions making appropriations for the hospital at Nanking, precisely as they appear in our minutes:

The Director presented a letter from Doctors N. Worth Brown and J. E. Williams making an application for a grant to Nanking University for its hospital, and a cablegram from Mr. Greene recommending that the sum of \$9,250 a year for five years be appropriated on account of current expenses as follows:

1 physician, salary and allowances	...	...	...	\$2,500
3 nurses, salaries and allowances	...	...	...	3,750
Maintenance	...	...	...	3,000
				<u>\$9,250</u>

upon the condition that the University shall provide annually for five years the following amounts:

3 physicians, salaries and allowances	...	...	...	\$7,500
1 nurse superintendent, salary and allowances	...	...	...	1,250
Maintenance	...	...	...	3,000
				<u>\$11,750</u>

On motion, it was

RESOLVED that the sum of nine thousand two hundred and fifty dollars (\$9,250) a year for five years beginning January 1, 1917, be and is hereby appropriated to the University of Nanking for current expenses in its hospital, on condition that the University shall provide annually for five years beginning on the same date the sum of eleven thousand seven hundred and fifty dollars (\$11,750) for current expenses of the hospital.

The Director reported a further application from Dr. J. E. Williams, Vice-President of the University of Nanking, for the sum of \$25,000 towards a total of \$50,000 to be used for their medical work as follows:

Out-patient department...	...	...	...	\$35,000
Equipment	...	...	...	10,000
Additional residence	...	...	...	5,000
				<u>\$50,000</u>

On motion, it was

RESOLVED that the sum of twenty-five thousand dollars (\$25,000) be and hereby is appropriated to the University of Nanking for buildings and equipment, upon the condition that the Trustees of the

University of Nanking shall secure in cash a further sum of twenty-five thousand dollars (\$25,000) for the same purpose on or before December 31, 1917."

Dr. North inquired as to whether or not the proposals of the China Medical Board were in harmony with the opinions of the President and Managers of the University and also Mr. Greene of the China Medical Board in China.

In reply, Dr. Williams read the cables from President Bowen and Mr. Greene showing that the action taken by the China Medical Board was in entire harmony with the requests from China.

Mr. Severance asked what the present arrangement is with reference to the support of the Medical School by the Boards.

Dr. Williams replied that, on the basis of the Medical School and the Hospital, the Boards are now providing each one doctor and \$300. If some of the Boards withdraw their co-operation, we shall then need additional support from the Mission Boards which remain in order to meet the conditions of the offer of the China Medical Board.

Dr. North reported for the Northern Methodists that the medical situation in Nanking was causing them much concern and that the feeling of the Northern Methodist Board is that there should be no retreat in medical work in Nanking. "It would seem to be of the utmost importance that we should maintain strongly our relation to this hospital not for the sake of securing the co-operation of the China Medical Board, but we ought not to accept the substitution of their resources or their leadership for the resources of the church and the resources of our own leadership.

Dr. Williams reported a communication from Dr. McLean of the Foreign Christian Missionary Society as follows: "I would recommend to my Committee the increase of our appropriation of \$300 to the University of Nanking to \$1,000, if it were necessary in order to maintain the efficiency of the work."

Dr. Franklin of the American Baptist Foreign Mission Society felt that we should be slow to do anything that would interfere with the development of the University. There is more at stake than the maintenance of the medical work. "I should regret it very deeply," said Dr. Franklin, "if practical conditions interfered with the success of union work at Nanking. It would be a very serious blow to union work in China as a whole if any practical conditions were allowed to interfere. Those who do not favor union work would say 'See what happened at Nanking.' I do not know that the members of the Board in general understand the relation of our own Board to this school, which is somewhat different from any other Board participating. There are several other Boards who participate in lower courses, higher courses, medical work and everything. Those of you who are acquainted with China and the territory as occupied, know that the Board which I represent has no work within 175 miles of Nanking except such work as we are doing in the University. When opportunity came, we were very glad to enter into participation of the Normal School and the Language School. I have no thought of these proposals affecting our loyalty to Nanking. This relationship must not be disturbed. On the other hand, we are facing some acute problems. We have four hospitals in our mission facing similar situations. I am not prepared to speak with authority for our Board, but at present I do not see how we can make such large expenditure for hospitals we are already supporting and make any increase at Nanking."

Mr. Levering, representing the Southern Baptist Board, said that their situation was somewhat similar to the Northern Baptists. They have no work in the Nanking region. He quoted Dr. Ray saying that the Southern Baptist Board will continue their co-operation as long as the Medical School is there, but doubts whether their Board will continue work in Nanking beyond the time of the Medical Department proper.

Dr. Cook, for the Southern Methodist Board, regretted that he did not have an opportunity to present this matter to his Board for definite action. He expressed the hope and confidence that his Board would be able to live up to the measure of the obligation they have assumed under the old arrangement.

Dr. Speer reported a letter from Dr. Chester of the Southern Presbyterian Board as follows: "I am anxious for us to keep in touch with the Nanking work if we may have such a revival of religion that would cause our people to come up to the help of the Lord in something like an adequate way for the support of our work. I would heartily favor making such an appropriation as would be our reasonable share for the support of Nanking."

Dr. Speer, for the Northern Presbyterians, said that they had no medical work in Nanking prior to the establishing of the Medical School and did not intend to establish any. They are now, however, involved in a common responsibility and are prepared to meet it. For the Mission Boards to abandon their medical work in Nanking would be disastrous and would mean that hospitals at other centers would be affected. If the Boards break down in their ability to do an efficient piece of work in Nanking, we might just as well say to any co-operative agencies, "We are incompetent in this field and cannot take our share."

Dr. William Adams Brown was asked to speak with reference to his impressions of Nanking and the University on his recent trip to China. Dr. Brown assented to all that Dr. Speer said with reference to the importance of medical work in Nanking and of the maintenance of the work as a union enterprise. He also commended most highly the general work of the University, the Agricultural Department and the Theological School.

Dr. Goucher spoke: "Nanking is the outstanding union enterprise in China. Three matters strike me as vitally

important (1) the maintenance of the union hospital, (2) the strengthening of the theological department, and (3) the strengthening of the pedagogical department.

It was voted:

1. That the Board of Trustees of the University expresses its hearty appreciation of the generous offer of the China Medical Board and accepts the same upon the conditions indicated.

2. That the Board of Managers of the University be authorized to maintain and administer the Hospital on the basis of the support thus provided.

3. That in order to supply the support guaranteed by the University it is the judgment of the Trustees that the happiest arrangement, if it should be found practicable, would be for the co-operating Boards to continue for the period of five years their previous arrangements on account of the Medical School and Hospital, namely, to provide each a medical missionary or the equivalent of his support in money plus a grant of \$300. That if any of the Boards find this impossible in view of the changed conditions, the three Boards which have offered to do so (i.e., the Methodist, Christian and Presbyterian Boards) should provide each one physician and some one of the other Boards the amount needed for the nurse superintendent, and that the \$3,000 for maintenance be supplied by grants from the Boards in such amounts as they may be able to provide. That, if no Board can provide the nurse superintendent, the amount needed for her support (\$1,250) and the \$3,000 for maintenance be provided by equal apportionment among the co-operating Boards. If none of these plans can be carried out it is understood that the Methodist, Christian and Presbyterian Boards will stand ready, as a last resort, to provide \$1,000 each toward maintenance to insure the continuance of the hospital.

4. That with regard to the enlarged equipment and dispensary building a committee of three be appointed to con-

sider how the amount falling to the Trustees may be provided. Committee appointed: Messrs. Severance, Horne, and Banton.

Mr. Lewis J. Owen of Cleveland, Ohio, was presented to the Board as a candidate for the position of treasurer in Nanking. It was voted to approve the appointment of Mr. Owen as treasurer of the University of Nanking, subject to the approval of his papers and credentials by the Candidate Committee.

Miss Hodge then presented the Minutes of the Ginling College Committee of the meeting held Tuesday, September 19, 1916. It was voted that the Trustees receive with satisfaction the information with reference to the progress of Ginling College and voted to confirm heartily the actions taken which came within the function of the Board of Trustees to consider.

It was voted that the Trustees give approval to the plan, if deemed desirable by the Ginling College Committee, of adding advisory members to that Committee, representing institutions such as Smith College undertaking co-operative relationship to Ginling, with the understanding that any such members to be added to the Ginling College Committee shall be nominated to the Board of Trustees for formal election.

It was voted that the decision to erect the chapel at this time be left to the Board of Managers in view of prevailing exchange rate conditions, cost of building material, etc., with the understanding that they are free to proceed if they think best and if the building can be completed within the amount provided.

It was voted that the time for Dr. Williams' return to China be left to his discretion.

It was voted to adjourn to assemble on December 8, the date of the Annual Meeting.

**The Annual Meeting of the Board of Trustees of the University of Nanking, Friday, December 8, 1916, at 156 Fifth Avenue, New York City.**

Members of the Board: Frank Mason North, \*R. E. Diffendorfer, Frank A. Horne, \*Robert E. Speer, \*John L. Severance, \*Eben B. Cobb, A. McLean, Percy F. Jerome, \*Joab H. Banton, \*James H. Franklin, Ernest D. Burton, Joshua Levering, S. H. Chester, \*Ed F. Cook.

Ginling College Committee: \*Miss Bender, \*Mrs. Peabody, Miss Head, \*Mrs. Atwater, \*Miss Hodge.

The meeting was called to order by Dr. Speer.

Prayer was offered by Mr. Banton.

The names of the members present are indicated by \*. Excuses were read from Drs. North, McLean, and Chester, and Messrs. Levering and Horne.

Dr. McLean, Dean of the China Medical Board's new Medical School in Peking, Dr. F. D. Gamewell, and Dr. Coffin were present by invitation at different times throughout the day, and spoke to the Board.

The minutes of the meeting of November 10, 1916, were read and approved.

According to the decision of the special meeting on November 10, the docket of the meeting included special presentations of the needs of the University, its problems and its opportunities. Much time was spent in prayer for the Trustees, the President, and Managers, the faculty, students, and friends of the University.

Dr. Franklin spoke on behalf of all missionary leaders on the danger of getting away from the point of greatest emphasis in mission work, namely, its spiritual aspects. We have held as important, efficiency, co-operation, the adequate preparation of missionaries, the financial credit of Mission Boards, and the material equipment of our missions, but we need ever to keep in view the dominating purpose of the missionary

enterprise which is spiritual. He asked particularly that we come back to two things; (1) to methods of absolute simplicity, and (2) to more emphasis upon the sacrificial life.

Dr. Speer led in prayer.

Mr. Diffendorfer spoke of the three departments of the University which appealed particularly to him and concerning which he had had many conversations with Chinese young men now studying in America, especially those from Nanking, namely, the Theological School, the Scientific Department, and the Normal Training Department. Both in theology and pedagogy the world is to-day in an upheaval and Mr. Diffendorfer pleaded particularly for the organization of these departments upon a most thorough-going basis with forward-looking policies.

Dr. Cobb led in prayer.

Miss Bender on behalf of the Ginling College Committee read extracts from a letter from Mrs. Thurston, the president of Ginling College. Miss Bender pointed out two difficult but vital aspects of Ginling College, the co-operation of the Chinese and the problem of relating Chinese teachers to the staff.

Dr. Sailer led in prayer.

Mr. Banton spoke of the personal spiritual blessing which had come to him as a layman, a lawyer, in the privilege of serving on the Board of Trustees and in his study of the progress of union educational efforts at Nanking and its influence on foreign missionary policy.

At the close of this season of conference and prayer the docket of business for the day was considered.

Mr. Diffendorfer reported for the sub-committee on ways and means of raising \$25,000 to meet the offer of the China Medical Board as follows:

"The Sub-Committee on the Offer of the China Medical Board met with Mr. Severance, Mr. Banton and Mr. Diffendorfer present (Mr. Diffendorfer in place of Mr. Horne) and

discussed the raising of the \$25,000 to meet this offer. Dr. Williams having secured \$5,000, the Committee suggested that the remainder, \$20,000, be divided between the three original co-operating Boards as follows :

Northern Methodists ...	... \$8,000
Northern Presbyterians ...	... 8,000
Disciples of Christ ...	... 4,000

"The Sub-Committee recognizes that in view of the time limit set on this offer by the China Medical Board, it is highly desirable that the co-operating Boards shall move as quickly as possible in this matter in order to show our appreciation of the co-operation of the China Medical Board and our willingness to do our share."

It was moved that the report of the Sub-Committee be adopted.

Dr. McLean, the Dean of the China Medical School in Peking, spoke of the desirability of union education both in medicine and in science and made a plea that both might be of the highest grade for only as such can they represent the true spirit of Christ.

Mr. Carter, the treasurer, read his report covering the period from January 1, 1916, to date. The report was approved and ordered filed, and was referred to the Finance Committee for audit.

Dr. Speer reported that Dr. Garritt of the Theological School had written that Mrs. Finley J. Shepard had continued her \$5,000 contribution to the support of the school for another year. The Theological School is asking the different Missions to enlarge their annual contributions in order to meet the increasing work of the school, for building up the higher departments and for securing several additional men for the teaching staff.

For the Ginling College Committee, Miss Bender reported the meeting of the Committee on September 19, 1916, copies of the minutes of which are being sent to all members of the

Board. The Ginling College Committee has been discussing with educational institutions like Smith College the possible co-operation with institutions like Ginling. Smith College has voted an appropriation of a thousand dollars a year for the support of Ginling College. Ginling also desires that the faculty of Smith College should be brought into close relationship in an advisory capacity by the appointment of a representative on the Ginling College Committee. President Burton of Smith College has agreed to act as that representative.

The Board voted to approve the appointment of President Burton as an Advisory Member of the Committee of Ginling College.

It was voted to authorize the Secretary to expend a sum not to exceed \$25 for the purpose of indexing the minutes.

A communication having been received from the Foreign Missions Conference with reference to certain amendments proposed to the Constitution and By-laws of that body, it was voted that in as much as the members of this Board are to deal with the proposed amendments as representatives of denominational Boards, we therefore regard it inexpedient to make a deliverance.

The Secretary announced that the terms as Trustees of Dr. Speer, Mr. Horne, Mr. Banton, Mr. Levering, Dr. Burton, Dr. Chester, and Dr. Cook expired with December, 1916, and that notice to this effect had been sent to the different Boards. Official notice has been received of the election of Dr. Cook to represent the Southern Methodist Board for another term of three years, and of Dr. Speer to represent the Northern Presbyterian Board.

A communication having been received by the Secretary from Dr. Watson with reference to a conference of interested persons to consider the organization of an Inter-college Foreign Missions Board, it was voted that the Board of Trustees through the President appoint a representative to meet with this conference which is called for April 12, 1917.



The Secretary read the budget for 1917 as submitted by President Bowen and the Managers. After some discussion it was voted to adopt as the budget of the Language School the budget of last year.

It was voted to adopt the remainder of the budget as submitted with the provision that the Board of Managers do not expend any money which they do not have in hand or on whose receipt they cannot wholly depend.

A letter having been received from Dr. Mott requesting an appropriation by the Board of Trustees toward the budget of the Missionary Headquarters at 25 Madison Avenue, including the expense of the Foreign Missions Conference, the Board took the attitude that the major interests of the Board of Trustees in the offices, library, and other facilities available at 25 Madison Avenue, would be covered by appropriations of the Mission Boards co-operating in the University of Nanking. It was voted, however, that the Board of Trustees should make its proportionate contribution to the expenses of the Foreign Missions Conference and the Treasurer was authorized to forward the amount.

Mr. Banton assumed the chair and on motion of Dr. Cobb it was voted that the following officers be elected for the ensuing year:

President—Robert E. Speer  
 Vice-President—A. McLean  
 Secretary—R. E. Diffendorfer  
 Treasurer—Russell Carter

It was voted to authorize the President to appoint the standing committees. The committees for the coming year were appointed accordingly as follows:

*Executive Committee.*

Officers of the Board, and Chairman of the Finance Committee,

*Committee on Theological School.*

Frank Mason North  
 A. McLean  
 Eben B. Cobb  
 S. H. Chester

*Finance Committee.*

Mr. P. F. Jerome  
 Mr. John L. Severance  
 Mr. F. A. Horne  
 Mr. Joshua Levering

*Committee on Medical School.*

Robert E. Speer  
 Joab H. Banton  
 Joshua Levering  
 Ed F. Cook  
 Ernest D. Burton

*Candidates Committee.*

A. McLean  
 James H. Franklin  
 R. E. Diffendorfer

*Ginling College Committee.*

Mrs. H. W. Peabody.  
 Mrs. Anna R. Atwater  
 Miss Elizabeth R. Bender  
 Miss Mabel Head  
 Miss Margaret E. Hodge  
 Frank Mason North  
 Robert E. Speer

*Library Committee.*

Eben B. Cobb  
 F. A. Horne

Mr. Diffendorfer reported for the Candidates Committee that according to the action of the meeting on November 10, the papers of Mr. Lewis J. Owen had been submitted to the Candidates Committee and were passed by them as satisfactory.

Dr. Henry S. Coffin, pastor of the Madison Avenue Presbyterian Church, New York City, was introduced and spoke of his recent visit to China and of the great satisfaction that came to him over the work being done at Ginling College and the University of Nanking, and appealed to the Board of Trustees to strengthen the present work of the University, especially in teaching staff.

Dr. Franklin reported that the American Baptist Foreign Mission Society had acted upon the proposal made on November 10 regarding the maintenance of the hospital. The American Baptist Foreign Mission Society voted to assume its equal share of the maintenance expense of \$3,000, providing the amount does not exceed \$750. The vote was taken with the possibility of three, four, or even more Boards participating in the expense of the hospital.

No action has been reported from other Boards upon the proposals of the Trustees on November 10 with reference to the hospital.

It was voted to adjourn and the date of the semi-annual meeting was set for Friday, April 13, 1917, the Foreign Board Room, Eighth Floor, 156 Fifth Avenue, New York City.

**Meeting of the Board of Trustees of the University of Nanking, 10 a.m., April 13, 1917.**

Members of the Board: \*Frank Mason North, \*Robert E. Speer, \*A. McLean, Ernest D. Burton, \*R. E. Diffendorfer, John L. Severance, \*Percy F. Jerome, \*Joshua Levering, Frank A. Horne, \*Eben B. Cobb, Joab H. Banton, S. H. Chester, \*Miss Elizabeth Bender, \*Mrs. H. W. Peabody, James H. Franklin, Ed F. Cook, Miss Mabel Head, Mrs. A. R. Atwater, Miss M. E. Hodge, Russell Carter, *Treasurer*.

The meeting was called to order by the President of the Board, Dr. Speer, and prayer was offered by Dr. North. The members whose names are indicated by \* were present. Dr. Franklin was represented by Mr. Huntington and Mr. Banton by Dr. Idleman. There were also present Bishop Bashford of the Methodist Episcopal Church, Dr. Proctor and Dr. Eubank of the Baptist Mission in China, members of the Board of Managers. Mrs. J. M. Avann of Peking was present as a guest to study the problems of administrating a union university.

The minutes of the meeting of December 8, 1916, were approved without reading, copies having been mailed to all members of the Board.

*Items of Information.* Letters from Dr. Williams, dated January 18, February 12 and 28, and March 7 were laid before the Board with various enclosures. These letters gave news regarding the University, the new buildings, Mr. Swasey's visit, correspondence with Mr. Greene of the China Medical Board, and the affairs of the University Hospital.

The Secretary reported that the following Trustees had been elected by their respective Boards to serve terms of three years:

J. H. Banton—Foreign Christian Missionary Society.  
Ed F. Cook—Board of Missions of the Southern Methodist Church.  
Robert E. Speer—Board of Foreign Missions of the Presbyterian Church in the U. S. A.  
Frank A. Horne—Board of Foreign Missions of the Methodist Episcopal Church.  
Hon. Joshua Levering, Board of Foreign Missions of the Southern Baptist Convention.

No report has been received regarding the election of Trustees to represent the American Baptist Foreign Mission Society, and the Southern Presbyterian Board. The Ginling College Committee stands for the present year, and will come up for re-election by their respective Boards at the close of the present fiscal year, December 31, 1917.

The report of the Treasurer was read and approved.

The Ginling College Committee, through its Secretary, Miss Bender, reported the resolution as follows:—"The Secretary reported that, on recommendation of the Committee and with the approval of the President of Ginling College, the cable address 'Ginling, New York' had been registered." (See Minutes of Ginling College Committee of April 13, 1917.) It was voted to approve the report of the Ginling College Committee to accept the resignation of President Burton and to elect Miss Elizabeth Deering Hanscome a Trustee of the University. Miss Hanscome was then appointed to the Ginling College Committee. The report of Miss Bender for the Ginling College Committee showed that there were now present at the College twenty students and that the Managers had secured ten acres of land about one-half mile from the University grounds.

The Executive and Finance Committees reported that they had reviewed the records and correspondence with regard to the arrangements between the Southern Baptist Board and the East China Medical School, and subsequently the

Medical School of the University, and that it was quite clear that the Southern Baptist Board was entitled upon its withdrawal from the Medical School to ask for the repayment of its capital contribution toward the purchase of the Kuleo property, and that the two Committees had accordingly authorized the Treasurer to refund \$2,500 to the Southern Baptist Board and that this had been done. They reported that no action had been taken with regard to the purchase of Dr. Evans' residence but that the Board of Managers on the field had been asked to report what should be done in the matter. This report was received and approved.

There was no report from the Candidates Committee.

There was no report from the Library Committee.

The Committee on the Medical School reported that the work of the University Hospital had been carefully re-organized by the Board of Managers which had appointed Dr. Sloan as Superintendent; that the Foreign Christian Missionary Society had appointed Dr. Hiltner as its representative on the staff and that the Southern Presbyterian Committee had transferred Dr. Hutcheson from Kashing to Nanking; that the Methodist Board would be sending out this year a representative; that the Southern Methodist Board had already paid \$1,000 in lieu of sending a doctor to the Hospital this year, and would probably later add \$200; and that the Methodist, Presbyterian, Christian, Northern Baptist, and Southern Presbyterian Boards had agreed to contribute \$600 each toward maintenance. These arrangements in the judgment of Mr. Greene fully met the conditions of the China Medical Board's contribution, and Dr. Speer and Mr. Carter had duly certified to Dr. Buttrick that the conditions specified by the China Medical Board had been met and that the China Medical Board had in consequence paid to Mr. Carter for the calendar year 1917 its grant of \$9,250.

With regard to the China Medical Board's promise of \$25,000, for equipment, on condition that a similar sum be

provided by the Trustees, the Committee reported correspondence with the China Medical Board, and the following resolution adopted by the Executive Committee of the China Medical Board on March 22:

"Resolved that the China Medical Board's appropriation of \$25,000 to the University of Nanking for twenty-five thousand dollars (\$25,000) shall become effective as soon as the Trustees of the University certify that they have secured in cash or legally valid subscriptions from other sources the sum of twenty-five thousand dollars (\$25,000) and that payments on account of the Board's appropriation shall be made in instalments on demand, and that the aggregate of such payments shall at no time exceed the aggregate received by the University on its subscriptions for the same purpose from other sources."

The report of the Committee was accepted and approved, and the Chairman authorized to report to Dr. Buttrick the fact that \$13,000 was in hand or subscribed, including the whole entire share allotted to the Presbyterian Board and that letters had been received from Dr. McLean dated April 10, and Dr. North, dated April 9, with reference to the contributions from those Boards, and to ask Dr. Buttrick whether these letters and the funds in hand met the conditions of the China Medical Board's resolutions.

Letters were presented from Perkins, Fellows, and Hamilton, March 29 and April 11, reporting letters from Dr. Williams asking for the immediate completion and forwarding to China of plans and specifications for the Chapel and Administration Building, and enclosing architects' bills for \$750 on account of the Chapel and \$1,750 on account of the Administration Building. The Treasurer was authorized to pay these bills as charges against the special gifts for these two buildings, and the Trustees, while solicitous on account of the present cost of building and rates of exchange, voted to assent to the erection of the buildings if deemed wise by the Managers and acceptable to the donors, with a clear understanding that the buildings must be completed within the amount of the available gifts. The Trustees desired to

express also their hearty appreciation of the most generous and satisfactory services of the architects.

It was voted to approve the request of the Board of Managers that for the present gold salaries paid by the University should be paid at the exchange rate of two to one. The Trustees could see no way, however, for the provision of any special emergency fund, but felt obliged to trust that the Managers would be able to meet all expenditures within the available resources for the year. With regard to the annual payments by the co-operating Boards which from the beginning, at the request of the University, the Boards have been paying in gold, the Trustees did not feel that they could make a request of the Boards that these payments should be made in Mexican under present conditions, unless the Managers were prepared to have these payments permanently settled on that basis. The Trustees would be glad if the Managers would consider the matter and advise them as to whether the Boards should be requested permanently hereafter to make their annual subventions in Mexican, or whether the Managers deemed it wise to adhere to the present plan, the University taking any gain and meeting any loss on exchange.

The Board voted to adjourn.

## II.

## OFFICIAL MINUTES

OF THE

## EXECUTIVE COMMITTEE

OF THE

## BOARD OF MANAGERS

OF THE

## UNIVERSITY OF NANKING

FOR 1917

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Meetings of

February 26, 1917; April 16, 1917; November 23, 24, 1917.

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The Board voted to adjourn.

## II.

## OFFICIAL MINUTES

OF THE

## EXECUTIVE COMMITTEE

OF THE

## BOARD OF MANAGERS

OF THE

## UNIVERSITY OF NANKING

FOR 1917

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Meetings of

February 26, 1917; April 16, 1917; November 23, 24, 1917.

**Meeting of the Executive Committee of the Board of  
Managers of the University of Nanking, February  
26, 1917.**

A meeting of the Executive Committee of the Board of Managers of the University of Nanking was held in the University office, February 26, 1917, beginning at nine o'clock.

The following members were present:—A. J. Bowen, R. C. Beebe, J. C. Garritt, P. R. Bakeman, G. W. Sarvis, J. E. Williams, and W. F. Wilson.

Dr. Evans led in prayer.

President Bowen raised the question of assignment of faculty houses, in view of the fact that a number of the faculty will not be here next fall. The houses were then assigned as follows:—Mr. Bullock's house to Dr. and Mrs. Downey; Dr. Evans' house to Dr. Hutcheson; Mrs. Molland's house to Dr. and Mrs. Hamilton; Dr. Brown's house to Mr. Moss; Dr. Hamilton's house to Dr. Hiltner; Mrs. Meigs' house to Dr. Paul; Mr. Roys' and Dr. Martin's houses were not assigned.

On motion of R. C. Beebe, it was agreed that President Bowen, Dr. Williams, and Mr. Sarvis be a committee to prepare a statement to the missions explaining the conditions within the University which will make it advantageous for all the missions co-operating in the University to still retain their relationship to the University.

On motion of Dr. Garritt, it was agreed that, while we appreciate the value of the Law School and the advantages of its location in Shanghai, we find ourselves unable, at present, to allocate a man in Shanghai but will keep the proposition in mind for the future. And we further suggest that Messrs. Bowen, Williams, and Sarvis be a committee to confer with Judge Lobingier, Mr. Rankin, and the Committee of the Southern Methodist Mission on this matter.

G. W. Sarvis, Secretary, read the minutes of the last two meetings of the Hospital Committee.

On motion of Mr. Bakeman, it was agreed that we prepare a financial statement of the Medical School from the time of its incorporation in the University until December 31, 1916, which statement should include all property and current expenses.

On motion of G. W. Sarvis, it was agreed that W. F. Wilson be appointed as Superintendent of the Schools at Kan Ho Yen, and Principal of the New Middle School; and it was agreed also that further questions as to appointments be referred to the President, with power to appoint.

Mr. Keen having reported the possibility of securing Mrs. Treman as matron of the Language School, on motion of J. E. Williams, it was agreed that it be the judgment of the Executive Committee that, in view of the need of securing one familiar with the conditions in China for this position, this suggestion be considered not to be practicable.

After prayer by Mr. Bakeman, the meeting adjourned.

#### Meeting of the Executive Committee of the Board of Managers of the University of Nanking, April 16, 1917.

The Executive Committee of the Board of Managers of the University of Nanking met in the University office on April 16, 1917, at 9.30 a.m.

Present:—Drs. Bowen, Williams, J. C. Garritt, Messrs. Sarvis and Wilson.

Mr. Sarvis led in prayer.

The question of the house occupied by Mrs. Molland was taken up.

In view of the correspondence received from Mrs. Molland objecting to vacating the house according to her agreement by June first, the following action was taken:

On motion it was agreed that the secretary be asked to write to Mrs. Molland saying that her letters were referred to the Executive Committee, and that the Executive Committee hopes that Mrs. Molland will be able to vacate the house not later than July first.

The resignation of Joseph Bailie from the College of Agriculture and Forestry, presented to President Bowen on April 4, was brought before the Committee and considered.

The Committee recorded their profound sense of appreciation of Professor Bailie's devoted and unselfish service in founding and developing the College, and were of the unanimous opinion that his withdrawal at the present time would seriously jeopardize the present standing and future development of the institution. It was therefore unanimously voted not to accept his resignation, and to appoint Messrs. Wilson and Sarvis to confer with him on the matter.

The Committee then adjourned.

WILBUR F. WILSON, *Secretary.*

#### Meeting of the Executive Committee of the Board of Managers of the University of Nanking, November 23 and 24, 1917.

The Executive Committee of the University of Nanking met at the home of President Bowen, Friday evening, November 23, 1917. The following persons were present:—R. C. Beebe, A. J. Bowen, F. D. Gamewell, F. Garrett, J. C. Garritt, A. C. Hutcheson, E. C. Lobenstine, G. W. Sarvis, J. T. Proctor, F. J. White, J. E. Williams, and W. F. Wilson.

Dr. Gamewell led in prayer.

The minutes of the last two meetings of the Executive Committee were read and approved.

After a good deal of discussion in regard to the imperative need of going on with our building operations for Hospital and College, the following action was taken:

On motion of G. W. Sarvis it was voted that, in view of the need of more space for the development of the University Hospital, more dormitory space, dining-room accommodation, offices, class rooms, library and assembly rooms for the College, and in view of the improbability of improvement in exchange or reduction in the cost of building, we approve of proceeding with the building of the chapel, three-unit dormitory and administration building as soon as the necessary supplementary funds can be provided.

On motion of R. C. Beebe it was voted to adjourn to meet on Saturday morning at half-past eight.

The meeting on Saturday morning was called to order by the President.

J. T. Proctor led in prayer.

President Bowen announced that funds were in hand for the building of a Language School dormitory to accommodate twenty-four students, and that it was proposed to proceed with the building at once. On motion of R. C. Beebe it was voted to agree to the proposed plan.

On motion of J. C. Garritt it was voted that the President of the University and two other members of the Board of Managers be appointed a committee to plan ways and means of closer co-operation with the colleges and preparatory schools in East China on the part of the University.

On motion of R. C. Beebe it was voted that a committee of five be appointed to study carefully the present financial needs and plans for the development of the University and present a report of the same to the next meeting of the Board of Managers.

On motion of R. C. Beebe it was voted that, in view of the financial needs of the University and the enlarged plans for the development of the same, the Executive Committee would recommend to the Board of Managers that Dr. Williams

be requested to go to America as soon as the arrangements can be made, in order to present these needs and plans to the home constituency.

On motion of E. C. Lobenstine it was voted that the Annual Meeting of the Board of Managers be called to meet on Friday evening, December 21.

On motion it was voted to adjourn to meet at that time.





**Mission Representatives, Board of Managers, University of  
Nanking, January, 1917.**

Those members marked (\*) were present at the meeting  
of the Board of Managers on January 12, 1917.

- |                       |     |                                 |
|-----------------------|-----|---------------------------------|
| *Frank Garrett        | ... | } Disciples of Christ.          |
| *Alexander Paul       | ... |                                 |
| Li Hou-fu             | ... |                                 |
| *Guy W. Sarvis        | ... |                                 |
| Robert C. Beebe, M.D. | ... | } Methodist Episcopal, North.   |
| John C. Ferguson      | ... |                                 |
| Frank D. Gamewell...  | ... |                                 |
| *Wilbur F. Wilson     | ... |                                 |
| Samuel Cochran, M.D.  | ... | } Presbyterian, North.          |
| *Joseph C. Garritt    | ... |                                 |
| P. W. Kuo             | ... |                                 |
| *Edwin C. Lobenstine  | ... |                                 |
| *F. C. Mabee, 1917    | ... | } Baptist, North.               |
| J. T. Proctor, 1918   | ... |                                 |
| *P. R. Bakeman, 1919  | ... |                                 |
| R. V. Taylor, M.D.... | ... | Baptist, South.                 |
| *W. H. Park, M.D. ... | ... | Methodist Episcopal, South.     |
| *A. A. McFadyen, M.D. | ... | Presbyterian, South.            |
| Chang Po-ling         | ... | } Elected by Board of Managers. |
| *Hwang Hsi-chen       | ... |                                 |
| Chengting T. Wang...  | ... |                                 |
| Y. L. Hwang           | ... | Elected by the Alumni.          |

**The Twelfth Meeting of the Board of Managers of the  
University of Nanking, January 12, 1917.**

The twelfth meeting of the Board of Managers of the  
University of Nanking convened in the University office,  
Friday, January 12, 1917, at 9.15 a.m.

F. C. Mabee led in prayer.

On the calling of the roll, the following members  
responded: Frank Garrett, Alexander Paul, Guy W. Sarvis;  
Wilbur F. Wilson, Edwin C. Lobenstine, Joseph C. Garritt;

F. C. Mabee, P. R. Bakeman, W. H. Park, M.D., A. A. McFadyen, M.D., Hwang Hsi-chen.

Reasons for non-attendance of Committee were read and given from a number who were unable to come.

Mr. C. G. McDaniel being present, on motion of E. C. Lobenstine he was asked to sit with our Committee.

In view of the fact that the minutes had been printed, on the motion of E. C. Lobenstine, it was agreed that the minutes of the last meeting of the Board of Managers and the minutes of the Executive Committee since the last meeting of the Board of Managers be taken as read and approved.

The following guests, who had just arrived, were then presented to the Board of Managers:—Mr. Ambrose Swasey, Dr. John A. Brashear, Dr. John R. Freeman, Mr. Hovey Freeman and Mr. John R. Freeman, Jr.

Brief addresses were then given by each of the visiting friends.

On motion of J. E. Williams, the visiting friends were asked to sit with the Board of Managers and take part in the discussions.

President Bowen then presented his report and made some announcements.

The Treasurer's Report was then presented.

On motion of J. C. Garritt, it was agreed that, hereafter, in the financial report receipts from students be analyzed showing separately tuition, laboratory fees, etc., and payments for board.

On motion of J. C. Garritt, the Report of the Treasurer was accepted and referred to the Finance Committee.

It was also moved and carried that we sanction the acts of the Treasurer in paying the salaries of teachers paid in gold at the rate of two to one during the last three months.

On motion of E. C. Lobenstine, it was voted that, owing to the serious financial situation arising out of the present rate of exchange, to refer the budget to the Executive Com-

mittee, which is authorized to make such changes as may be found necessary in the budget presented to the meeting.

On motion of E. C. Lobenstine, it was also agreed that the Board of Managers request the authority from the Board of Trustees to pay all gold salaries to its staff at a minimum guaranteed rate of two to one, beginning with January 1, 1917, and that until such authority be received the rate of the monthly exchange be the same as that of the Associated Treasurers in Shanghai.

On motion of E. C. Lobenstine, it was agreed that it be the sense of this meeting that the Board of Managers is convinced that a special emergency grant will be necessary in order to enable the University to carry on its work during the coming year without serious loss, and that we instruct the Executive Committee to use every effort, both with the Board of Trustees and with the co-operating Societies, to secure such a grant.

J. E. Williams then reviewed the actions taken by the Board of Trustees and the China Medical Board in regard to the closing of the Medical School and the continuing of the support of the Hospital. He presented the following statement:

"Dr. Williams, the Vice-President of the University of Nanking, made a statement with regard to the University Hospital and its continuance in accordance with the action of the Board of Trustees on June 6, 1916, and reported the correspondence of Dr. N. Worth Brown and himself with Dr. Buttrick of the China Medical Board and his conference with Dr. Buttrick, and presented the following letter from him on behalf of the China Medical Board:

"Here are the resolutions making appropriations for the Hospital at Nanking, precisely as they appear in our minutes:

"The director presented a letter from Doctors N. Worth Brown and J. E. Williams making an application for a grant to Nanking University for its hospital, and a cablegram from Mr. Greene, recom-

mending that the sum of \$9,250 a year for five years be appropriated on account of current expenses as follows:

1 physician, salary and allowances	...	...	\$2,500
3 nurses, salaries and allowances	...	...	3,750
Maintenance...	...	...	3,000
			<u>\$9,250</u>

upon the condition that the University shall provide annually for five years the following amounts:

3 physicians, salaries and allowances	...	...	\$7,500
1 nurse superintendent	...	...	1,250
Maintenance...	...	...	3,000
			<u>\$11,750</u>

"On motion it was

RESOLVED that the sum of nine thousand two hundred and fifty dollars (\$9,250) a year for five years, beginning January 1, 1917, be and hereby is appropriated to the University of Nanking for current expenses in its hospital, on condition that the University shall provide annually for five years, beginning on the same date, the sum of eleven thousand seven hundred and fifty dollars (\$11,750) for current expenses of the hospital.

"The Director reported a further application from Dr. J. E. Williams, Vice-President of the University of Nanking, for the sum of \$25,000 towards a total of \$50,000 to be used for their medical work as follows:

Out-patient department	...	...	\$35,000
Equipment	...	...	10,000
Additional residence	...	...	5,000
			<u>\$50,000</u>

"On motion, it was

RESOLVED that the sum of twenty-five thousand dollars (\$25,000) be and hereby is appropriated to the University of Nanking for buildings and equipment, upon the condition that the Trustees of the University of Nanking shall secure in cash a further sum of twenty-five thousand dollars (\$25,000) for the same purpose on or before December 31, 1917.

"It was voted:

1. That the Board of Trustees of the University of Nanking expresses its hearty appreciation of the generous offer of the China Medical Board and accepts the same upon the conditions indicated.

2. That the Board of Managers of the University be authorized to maintain and administer the Hospital on the basis of the support thus provided.

3. That in order to supply the support guaranteed by the University it is the judgment of the Trustees that the happiest arrangement, if it should be found practicable, would be for the co-operating Boards to continue for the period of five years their previous engagements on account of the Medical School and Hospital, namely, to provide each a medical missionary or the equivalent of his support in money, plus a grant of \$300. That if any of the Boards find this impossible in view of the changed conditions, the three Boards which have offered to do so (i.e., the Methodist, Christian, and Presbyterian Boards) should provide each one physician, and some one of the other Boards the amount needed for the nurse superintendent, and that the \$3,000 for maintenance be supplied by grants from the Boards in such amounts as they may be able to provide. That if no Board can provide the nurse superintendent, the amount needed for her support, \$1,250, and the \$3,000 for maintenance be provided by equal apportionment among the co-operating Boards. If none of these plans can be carried out, it is understood that the Methodist, Christian, and Presbyterian Boards will stand ready, as a last resource, to provide \$1,000 each toward maintenance to insure the continuance of the hospital.

4. That with regard to the enlarged equipment and dispensary building a committee of three be appointed to consider how the amount falling to the Trustees may be provided. (The President appointed as this Committee, Mr. Severance, Mr. Horne, and Mr. Jerome.)"

On motion of J. C. Garritt, it was agreed that we concur in propositions 1 and 2 of the action of the Board of Trustees. It was then moved to adjourn to meet at five o'clock.

AFTERNOON SESSION.

The meeting was called to order at 5.15 by President Bowen.

Alexander Paul led in prayer.

The propositions of the Board of Trustees were again taken up.

On motion of J. C. Garritt, it was agreed that we take the following action:

That the Executive Committee prepare a statement of the service to be given to the church at large and the cause of education in East China, which they shall send to the missions hitherto co-operating in the Medical School, with a cordial invitation to continue their co-operation with the University on the former annual basis.

On motion of J. E. Williams, the following action was taken:

The Board of Managers expresses its great satisfaction that three Boards, the Methodist, Presbyterian, and Disciples, have signified their readiness as a final resort to stand back of the support of the Hospital to the extent of one man and \$1,000 each a year, and that their missions have concurred in the plan.

The Board of Managers also earnestly expresses the hope that the Southern Methodist Mission and Board will provide the support of a nurse.

On motion of Frank Garrett, it was agreed that a Hospital Committee be appointed by the Board of Managers to have charge, under the Board, of the running of the Hospital. The following were appointed: A. J. Bowen, J. E. Williams, and G. W. Sarvis, with the Superintendent of the Hospital as a member *ex officio*.

On motion of G. W. Sarvis, it was agreed that we approve the action of the Executive Committee reported by President Bowen, appointing Dr. Sloan as Superintendent of the Hospital.

The Board of Managers would record its very deep sense of loss in the leaving of Dr. and Mrs. Shields, through the closing of the Medical School. The founding and developing of such an enterprise as the University needs pre-eminently men of clear conviction as to the ideals and ends to be achieved, of unflinching tact and perseverance—and readiness to bear others' as well as our own burdens. In classroom, in counsel, in relation to his colleagues, in friendship with all Chinese, Dr. Shields exemplified these qualities in the highest degree and was a wise builder.

On motion of J. C. Garritt, it was voted that the Board of Managers, while under the responsibility of promoting economic and professional efficiency in the Hospital, recognizes not the less the necessity of making it thoroughly philanthropic, missionary, and evangelistic in character.

On motion of G. W. Sarvis, it was voted that the matter of settling up the Medical School affairs be referred to the Executive Committee for recommendation, and that the recommendations be reported to the missions and referred to the Board of Trustees for final action.

Mr. Keen took up the question of the Language School.

On motion of Mr. Keen, it was voted: That the Board of Managers extend to Mr. W. R. Wheeler their hearty thanks for his deep interest in the Department of Missionary Training, shown by his success in raising funds required for suitable equipment.

That the Board of Managers request the Secretary of the Board of Trustees to express for us, to the several donors of the buildings for the Department of Missionary Training, our grateful appreciation of their gifts, and to assure them that

their most timely generosity relieves a situation fraught with many complications.

G. W. Sarvis then explained the adjustments needed in the adopting of the new nomenclature for our schools.

On motion of J. C. Garritt, it was agreed that the report in general be approved.

On motion of Frank Garrett, it was agreed that the request of Judge Lobingier that the University of Nanking co-operate with the University of Soochow in the Comparative Law School in Shanghai be looked upon with interest and that we instruct the Executive Committee to continue correspondence to find out in what way we can co-operate.

On motion of G. W. Sarvis, it was agreed that we heartily endorse the proposed plan suggested by Dr. T. H. P. Sailer to establish an observation school in Nanking.

The following committees were then appointed:

Executive Committee:—A. J. Bowen, R. C. Beebe, Frank Garrett, J. C. Garritt, G. W. Sarvis, A. A. McFadyen, W. H. Park, J. E. Williams, W. F. Wilson, R. V. Taylor, C. T. Wang, and P. R. Bakeman (acting for J. T. Proctor).

Building and Property Committee:—A. G. Small, J. E. Williams, C. S. Settlemyer, and W. F. Wilson.

Finance Committee: R. C. Beebe, E. C. Lobenstine, J. E. Williams.

On motion of J. C. Garritt, P. W. Tsou was appointed on the faculty.

On motion of J. C. Garritt, the President was authorized to secure a man to take the place of H. C. Roys, when he goes home on furlough.

On motion of J. C. Garritt, the Hospital Committee was authorized to make necessary arrangements for the filling up of the staff of the Hospital.

On motion of J. E. Williams, the present site of the Normal School was put to the use of the Language School, provided an understanding can be made with the donors.

On motion of Mr. Bakeman, it was agreed that all further matters in relation to the Normal School property and the Language School be left for adjustment with the Executive Committee.

Moved that we adjourn.

WILBUR F. WILSON,  
*Secretary.*

#### The Thirteenth Meeting of the Board of Managers of the University of Nanking, December 20, 21, 1917.

The thirteenth meeting of the Board of Managers of the University of Nanking convened at the home of President A. J. Bowen at 4.30 p.m., December 20, 1917.

Mr. P. C. Chang led in prayer.

At the calling of the roll the following members responded: President Bowen, ex-officio, P. C. Chang (representing Chang Po-ling), Frank D. Gamewell, Frank Garrett, Joseph C. Garritt, A. C. Hutcheson, J. V. Latimer, Li Hou-fu, Edwin C. Lobenstine, Alexander Paul, J. T. Proctor, Guy W. Sarvis, F. J. White, J. E. Williams, and W. F. Wilson.

As the minutes of the twelfth meeting of the Board had been printed and circulated, it was agreed they were taken as read, and on motion were approved.

The minutes of the last meeting of the Board of Trustees were read.

The minutes of the intervening meetings of the Executive Committee were read and approved.

On motion it was agreed to print the minutes of the Board of Trustees along with the minutes of the Board of Managers this year.

The annual report of President Bowen for the year 1916-1917 having been in the hands of the members of the Board for some time, he made a supplementary report for the period from June, 1917, up to the present.

On motion of Frank Garrett it was agreed to print a résumé of this report, as follows:

President Bowen said: "The reorganization of the schools as made this fall has proved to have been both wise and necessary, and the results have been most satisfactory.

"Not only has the reorganization of schools taken place, but within the schools the faculty, under the direction of Dr. Downey and Mr. Clemons, has reorganized itself for more effective work. Never in the history of the school have there been shown more painstaking work, evident devotion to duty, and enthusiasm as have been shown this fall.

"Mr. Small was here all summer and has been on hand all the fall, giving himself largely to the details of moving and readjustment. They could hardly have been carried out without his constant presence and help.

"The Hospital, with the small Hospital Committee working together with Dr. Sloan, as Superintendent, has developed beyond all expectation, and with the hearty co-operation of all the rest of the medical staff is proving a great blessing to all the community.

"Our reinforcements, in spite of the hard times, have been very satisfactory. The following members have been added to our teaching force:—D. Y. Lin, J. H. Sample, W. H. Weigel, Jr., Mr. B. Y. Li, Mr. and Mrs. J. C. Thomson, Mrs. Francke, Dr. Paul Tang (in the Hospital), Miss Mildred H. Clark, Mr. Chen Ching-chang, Mrs. K. S. Liu, and Mrs. A. W. Gilbert. For a time Mr. Y. Y. Liu had a class in Japanese, but since he left this class has been continued by one of the Korean students.

Following is the enrolment for the fall term 1917:

Senior Arts College	...	...	...	...	...	46
" " Special	...	...	...	...	...	3
Junior Arts College	...	...	...	...	...	86
Senior Agriculture	...	...	...	...	...	21
" " Special	...	...	...	...	...	1
Senior Forestry	...	...	...	...	...	25
Junior Agriculture	...	...	...	...	...	33
" Forestry	...	...	...	...	...	2
Junior Education	...	...	...	...	...	9
Junior Medical	...	...	...	...	...	6
Middle School, part work in Junior Arts	...	...	...	...	...	9
Middle School	...	...	...	...	...	152
Higher Primary	...	...	...	...	...	89
Lower Primary	...	...	...	...	...	17
1st yr. Language School	...	...	...	...	...	51
2nd yr. " "	...	...	...	...	...	12
Correspondence Language School	...	...	...	...	...	30
Grand Total	...	...	...	...	...	592
Counted twice	...	...	...	...	...	9
Nett	...	...	...	...	...	583

14 provinces are represented besides Honolulu, Java, and Korea. 52 different preparatory schools are represented, 40 Christian and 12 non-Christian, the largest numbers being from our own Middle School, Nan Kai, Nanking Y. M. C. A., Changchow, Wuhu, and Nanyang.

53% of the College students are Christian and 47% are non-Christian.

"Students' fees for the spring and fall of 1917 are as follows:

Tuition	...	...	...	...	...	\$16,784.40
Board	...	...	...	...	...	12,926.50
Incidentals	...	...	...	...	...	3,314.50
Athletics	...	...	...	...	...	793.50
Laboratory Fees	...	...	...	...	...	1,760.00
Uniforms	...	...	...	...	...	1,630.00
Key Deposits	...	...	...	...	...	193.00
Deposits for Books and Laboratory—Agr. and For. Department	...	...	...	...	...	1,611.00
Language School fees	...	...	...	...	...	7,878.50
						<u>\$46,891.40</u>

"The Swasey Science Hall, after a half-year's use, has shown itself eminently well adapted to our needs.

"The visit of Mr. Buchman to Nanking has been of unusual interest and benefit to the University students. Mr. Weigel, who was associated with Mr. Buchman in America, is now one of our staff and is actively carrying on definite personal work among the students.

"Our Library is increasing and Mr. Clemons ought to be practically relieved from all other work for the Library. As it is now he is giving twenty hours a week to instruction in the Junior and Senior Colleges.

"All things being taken into consideration, it seems absolutely necessary that we should go ahead along all lines which will be suggested in other reports."

On motion it was agreed that we meet again this evening in Swasey Science Hall, room C-2, at eight o'clock, and tomorrow morning at eight-thirty at the same place.

The meeting then adjourned.

#### EVENING SESSION.

The meeting was called to order at eight-fifteen.

J. V. Latimer led in prayer.

Dr. T. D. Sloan gave his report for the Hospital.

Dr. J. E. Williams reported for the Committee on Budget and Plans for Development, and the report was adopted as follows:

(1) It was decided to appeal for additional funds to carry through the Central Administration building, chapel, and third dormitory as planned by the architect. The original grants at the rate of exchange at the time when they were given would have been ample for the buildings as planned, but at the present time, owing to loss in exchange, we estimate that the additional amounts necessary will be at present,

for the Central Administration Building ...G.	\$15,000
„ „ Chapel ... ..	5,000
„ „ Dormitory ... ..	15,000

(2) On motion it was agreed that the University should carry out the plan outlined a year ago for strengthening the staff in Science, by the addition of two men, one for Physics and one for Biology, in addition to Mr. J. C. Thomson who has come for Chemistry.

It is also hoped that the plans outlined for the China Medical Board and already considered by them will be carried out.

(3) On motion it was agreed that we endeavor to secure a man to continue the work in Astronomy and Mathematics so splendidly done by Dr. Downey.

(4) It was agreed that we endeavor to secure two additional men for the teaching of English in the Junior College, and that in securing these men we endeavor to get those who are experienced in teaching by the direct method.

(5) On motion it was agreed that the School of Agriculture and Forestry must be still further strengthened in order to secure the position we have already gained in the confidence of the Chinese; and that we do our best to secure a thoroughly-trained botanist who could also teach Plant Physiology and Plant Pathology, and an additional man in Agriculture who can take oversight of the land to be developed, and who should be an experienced farm manager as well.

The meeting then adjourned, to meet in the same place on Friday morning, December 21, at eight-thirty.

#### FRIDAY MORNING SESSION. DECEMBER 21.

The meeting was called to order at 8.30 a.m.

E. C. Lobenstine led in prayer.

The minutes of the two sessions of the day before were read and approved.

On motion it was agreed that the question of charging a supplementary fee for students of the Language School who come from non-participating missions be referred to the Executive Committee with power to act.



On motion it was agreed that the Executive Committee with Mr. Keen should look into the question of how the Language School might more closely co-operate with the missions from the Wu dialect districts.

J. C. Garritt reported for the Committee on Closer Co-operation with the Colleges and Preparatory Schools of East China.

On motion it was agreed that we take up the report serialim. The first recommendation was then taken up as follows:

"The University of Nanking is conducted with the aim of providing thorough training in higher education under Christian auspices for East and Central China, and stands ready to provide such education in every line into which the needs of its constituency and the guiding hand of Providence shall lead it. Care and good judgment must, however, be exercised in entering upon new lines of development.

In our judgment, for the present the most evident needs for specialization lie along the lines of

- Teacher training;
- The School of Agriculture and Forestry;
- Nurses training, both for men and women, in connection with the Hospital work;
- Commercial training;
- A Summer School, and
- Advanced or university-grade theological training."

After some discussion, on motion it was agreed that we adopt the following substitute:

That we appoint a committee with instructions to take up with the representatives of the educational interests in East and Central China the whole question of promoting closer co-operation and relations between the various institutions, and between the colleges and the University.

The following were appointed on the committee:—President A. J. Bowen, F. D. Gamewell, J. T. Proctor, J. C. Garritt, and E. C. Lobenstine.

On motion it was agreed that in accordance with the action of the Board of Trustees on April 13, 1917, we request the Board of Trustees to hereafter permanently make their annual appropriations, for current expenses only, in Mexican at the rate of two to one.

On motion it was agreed to take a recess of five minutes.

After recess the following standing committees were then appointed:

EXECUTIVE COMMITTEE: R. C. Beebe, A. J. Bowen, J. C. Garritt, F. Garrett, A. C. Hutcheson, P. W. Kuo, J. T. Proctor, G. W. Sarvis, R. V. Taylor, C. T. Wang, W. F. Wilson.

As Dr. W. H. Park, who has been a member of the Executive Committee, is now in America, on motion it was agreed that we ask the Southern Methodists to appoint a representative in his place.

BUILDING AND PROPERTY COMMITTEE: C. S. Settlemyer, A. G. Small, J. E. Williams, and W. F. Wilson.

HOSPITAL COMMITTEE: A. J. Bowen, G. W. Sarvis, T. D. Sloan, and J. E. Williams, with the understanding that the Executive Committee has power to fill vacancies.

FINANCE COMMITTEE: R. C. Beebe, E. C. Lobenstine, J. E. Williams.

The names of the following members of the faculty who have come since the last meeting of the Board were read, and they were appointed on the faculty by the Board of Managers, their status on the faculty to be left to the Executive Committee:—D. Y. Lin, J. H. Sample, W. H. Weigel, Jr., Mr. B. Y. Li, Mr. and Mrs. J. C. Thomson, Mrs. Francke, Dr. Paul Tang, Miss Mildred H. Clark, Mr. Chen Ching-chang; Mrs. K. S. Liu, and Mrs. A. W. Gilbert.

In appreciation of the service rendered the University by Dr. and Mrs. Downey, the following resolution was passed:

"We, who are members of the Board of Managers of the University of Nanking, wish to express to Dr. John Florin Downey and to Mrs. Downey both our corporate and our individual appreciation of the service that they are rendering to this Institution. It is increasingly clear to us that the extent of that service cannot easily be estimated. One evident indication of the success of Dr. Downey's work is in the affectionate respect manifested towards him by the student body; and the very fact that he is devoting his full and rich experience as teacher and administrator and lecturer and writer to this undertaking has been an unusual source of encouragement and inspiration to his colleagues in the faculty and to us. Moreover Mrs. Downey's effective work as a teacher of English and her sympathetic interest in the students are notably supplementing the influence of Dr. Downey's service. We feel that Dr. and Mrs. Downey are making a peculiarly valuable contribution to the cause of Christian education in China."

On motion the Board reaffirmed the urgency of going ahead with the building of

- (1) The Language School Dormitory,
- (2) The Severance Administration Building,
- (3) The McCormick three-unit dormitory,
- (4) The Day Chapel.

The question of the list of needs and the Budget for the coming year was referred to the Executive Committee with power to act.

The question of the disposition of the house of Dr. P. S. Evans was brought up. On motion it was agreed that Dr. Williams take up with the Board of Trustees and the donors the disposition of the same, and that the Executive Committee be given power to arrange for the same.

The question of the plans according to which the old Administration Building, which was burned, should be rebuilt

was brought up and the question was referred to the Executive Committee with power to act.

On motion it was agreed that J. C. Garritt, A. C. Hutcheson, and J. L. Stuart be appointed a committee to consider the question of how Mr. C. S. Settlemyer was to be reimbursed for payments made on his house, with power to decide.

The question of advanced courses in the Theological School was taken up. Several meetings of the faculty of the Seminary and conferences over the proposed development have resulted in the outline of needs as prepared in their report. An additional staff of five men, American teachers, will be required to carry through the work. These should be secured preferably through the different co-operating Boards adding to their staff and support, if possible supplementing by additional gifts.

Dr. Williams was urged to make representations to the Board of Trustees in regard to this development, when he goes home.

On motion it was agreed to instruct the Executive Committee to prepare a report on further development of the University, including an outline with estimate of cost of the expected complete development of the School of Education and the School of Agriculture and Forestry, and to make recommendations as to the advisability of opening any new university departments with the reasons for and against the establishing of such departments as the Department of Nurses Training, Commercial Training, a Summer School, etc.

The meeting then adjourned with prayer led by Dr. F. D. Gamewell.

WILBUR F. WILSON, *Secretary.*

IV.  
OFFICIAL MINUTES  
OF THE  
HOSPITAL COMMITTEE  
OF THE  
UNIVERSITY OF NANKING  
FOR 1917

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Meetings of

January 17, 1917;

February 24, 1917;

March 1, 1917;

March 10, 1917;

May 8, 1917;

October 11, 1917;

November 28, 1917.

**Meeting of Hospital Committee. January 17, 1917.**

The Committee met at the home of Dr. Sloan on January 17, 1917.

Present:—Dr. Sloan, Dr. Bowen, Dr. Williams, and Mr. Sarvis.

Dr. Bowen led in prayer.

Discussion of staff.

Dr. Bowen was instructed to cable the Board of Trustees, "Desire Boutwell specialize eye and ear."

Dr. Sloan was instructed to draft a letter to the Board of Trustees asking for information by cable as to whether Dr. Wright would be sent to the Hospital by the Methodist Board, and if not, whether Dr. Hiltner would come under such support, or under any other conditions.

It was voted to ask Dr. Lasell to remain as a member of the Hospital staff until the representatives of the Methodist and Christian Missions shall be on the field.

It was voted to approve of the recommendation of the Medical Faculty that Miss Warner be granted a year's leave for language study, beginning about February 1.

Voted to ask Dr. N. W. Brown to assist our trustees in securing three nurses.

Voted to ask Dr. Williams to write, on behalf of the Committee, to Mr. Greene of the China Medical Board, asking them to pay the \$10,000 (gold) promised on equipment to Mr. Russell Carter, treasurer of the Board of Trustees.

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**Meeting of Hospital Committee. February 24, 1917.**

Present:—Dr. Sloan, Dr. Bowen, Dr. Williams, and Mr. Sarvis.

Dr. Williams led in prayer.

A letter was read from Dr. Gerald Bradshaw of Chinkiang asking if it would be possible to make an arrangement for him to co-operate in the ophthalmology work of the Univer-

sity Hospital. Dr. Sloan was instructed to investigate the matter.

The Committee learned with pleasure that the conferences begun by Dr. Chester in the United States last summer, with a view to the transfer of Dr. Allen C. Hutcheson from Kashing to Nanking had resulted successfully.

Dr. Hutcheson's work and experience at Kashing eminently qualify him to fill the need for surgical work at the Hospital and to assist in the general work.

We are especially pleased to have the Southern Presbyterian Mission and Board continue their relationships in the University and Hospital. This arrangement was heartily and unanimously approved by the Committee.

The question of Dr. Hiltner's return was taken up. After discussion, Dr. Garritt was called in conference. It was decided to cable Dr. Speer to delay arrangements for Dr. Hiltner's coming pending the determination of Dr. Lasell's plans.

#### Meeting of Hospital Committee. March 1, 1917.

The Hospital Committee met on call of the Chairman, Dr. Sloan, at the home of Dr. Williams at eight o'clock, Thursday evening, March 1, 1917.

Present:—President Bowen, Dr. Sloan, Dr. Williams. Mr. Sarvis was prevented by another engagement from coming.

The meeting opened with prayer by Dr. Sloan.

Dr. Sloan reported a letter from Dr. Lasell on Sunday, February 25, as follows:

"Dear Dr. Sloan:—Will you kindly take over or make arrangements for the taking over of the surgical patients, as I shall not be attending to them further.

There is nothing which Dr. Djou can not inform you about among the cases.

Sincerely yours,

(Signed) S. L. LASELL."

February 25, 1917.

He also reported that, in accord with Dr. Lasell's request, he had made arrangements for the surgical work.

He also reported that Sen Teh-tsuen had been taken on the staff of the Hospital temporarily, at a salary of \$40 per month.

There are now four Chinese doctors on the staff and some one always on call, night and day.

On motion of Dr. Bowen, seconded by Dr. Williams, Dr. Sloan was asked to write to Dr. N. Worth Brown urging his return to the hospital work.

Dr. Sloan was asked to proceed in conference with Mr. Small in the development of plans for the gatehouse.

Dr. Sloan reported that the contract had been let for building a six-foot wall of city-wall brick around the property on the east side.

#### Meeting of the Hospital Committee. March 10, 1917.

The Committee met at the home of Dr. Sloan on March 10, 1917.

Present:—Dr. Sloan, Dr. Bowen, Dr. Williams, and Mr. Sarvis.

Mr. Sarvis led in prayer.

Dr. Sloan reported that he had written to Dr. Brown, in accordance with the instructions of the Committee at the last meeting.

He also reported that progress is being made in the plans for a gatehouse and garage.

Dr. Williams reported satisfactory conference with Mr. Greene as to the plans for the dispensary.

Dr. Bowen moved that Dr. Sloan be authorized to order at once a sterilizer and 6-h. p. boiler for the Hospital, the sterilizer to cost about G\$950 and the boiler about G\$500.

Dr. Sloan was authorized to order fifty beds on the terms submitted by the American Trading Company, namely,

\$6.95 (gold), less 20%, plus a possible advance of 10% for each bed.

Dr. Sloan reported that there might be a possibility of securing the services of Miss Tomlinson, of Anking, as nurse. He was authorized to take whatever steps he should deem desirable looking toward her permanent employment here.

It was reported that Dr. Allen Hutcheson had arrived and taken over the surgical work of the Hospital, while devoting his mornings to language study.

The Committee expressed its extreme gratification at his arrival and extend to him a very hearty welcome as a member of the Hospital staff.

The Committee approved of the purchase of an automobile for the use of the physicians in the Hospital, and Dr. Sloan was authorized to proceed with the purchase as soon as he deemed wise, the price to be not over Tls. 1,050.

Dr. Sloan was authorized to investigate the possibility of securing Dr. H. J. Howard for the eye work of the Hospital, and, if it should seem wise, to cable Dr. Speer to secure him as the representative of the Methodist Mission.

#### Meeting of Hospital Committee. May 8, 1917.

The Committee met in Dr. Williams' office at 3.30 p.m., on May 8, 1917.

Present:—Dr. Sloan, Dr. Bowen, Dr. Williams, and Mr. Sarvis.

The minutes of the previous meeting were read and approved.

Dr. Sloan reported on the possibility of securing the services of Miss Tomlinson, of Anking, as nurse, as recorded in the minutes of the meeting of March 10. He reported that after conference with Miss Tomlinson it seems doubtful whether she or Miss Ogburn could be secured for the University Hospital.

It was voted to authorize the purchase of instruments asked for by Dr. Hiltner to the amount of, approximately, G\$500, and to authorize him to secure other special apparatus through special gifts.

Dr. Sloan reported that a committee had waited upon him asking that the University take over the Nurses' Training School next fall or, at latest, next Chinese New Year. He also read a letter he had written Miss Warner with reference to the matter, together with Miss Warner's reply. Although Miss Warner expressed her willingness to undertake the work, beginning with the Chinese New Year, the Committee felt that, owing to lack of accommodation at Kuleo due to the necessity of the University continuing to occupy the Middle School property, to lack of staff, and to the impracticability of the University Hospital staff superintending the Nurses' Training School at a distance, we cannot consider taking over the school before June 1918 at the earliest.

#### Meeting of Hospital Committee. October 11, 1917.

Present, Dr. Sloan, President Bowen, and Mr. Sarvis.

Dr. A. C. Hutcheson was elected Assistant Superintendent of the Hospital, and it was decided to ask him to attend the meetings of the Hospital Committee.

It was decided to recommend to the Building and Property Committee to sell the small piece of land south of the Christian Girls' School and east of the isolation wards, to the Christian Mission, at \$3 per faug, plus cost of contiguous wall.

President Bowen was asked to write a letter to the Southern Methodist Board expressing the appreciation of the Committee and the University on their assuming the support of Miss Warner.

Dr. Sloan was instructed to secure estimates for the installation of running water in the operating pavilion.

The question of the care of the students was discussed, and it was decided to arrange for an infirmary in the University dormitories and to have cases go to the Hospital only under exceptional circumstances. Students are to be charged for medicines.

**Meeting of Hospital Committee. November 28, 1917.**

The Committee met at the Hospital on November 28, 1917.

Present; Dr. Sloan, Dr. Bowen, Dr. Williams, and Mr. Sarvis.

Dr. Williams led in prayer.

The building of a tuberculosis ward costing, approximately, \$1,000 (Mex.), according to plans submitted, was approved.

Mr. Small was authorized to investigate the condition of the boiler in the former Methodist Hospital and to report to Dr. Sloan.

Dr. Sloan was authorized to build a boiler room adjoining the present operating pavilion on the west, at a cost of approximately \$150 (Mex.).

In view of the termination of the internship of Doctors Chen, Kiang, and Chang, and in view of their very satisfactory service, it was decided to increase their salaries from \$40 to \$50 per month with the addition of the \$5 monthly allowance for house rent, beginning January 1, 1918.

It was decided to increase the salary of the head nurse, Mr. Ting, from \$20 to \$25 per month, from January 1, 1918.

In view of Dr. Hiltner's letter to the Hospital Committee under date of November 24, in which he tendered his resignation from the Hospital, and in view of his retirement from active work in the Hospital on the 25th, the Committee regretfully accepted his resignation, and the Secretary was instructed to communicate this action to Dr. Hiltner and to the Secretary of the Christian Mission.

V.

**TREASURER'S REPORT**

**FOR 1917.**

### Treasurer's Report, 1917.

	<i>Dr.</i>	<i>Cr.</i>
<b>A. Administration.</b>		
Staff Salaries ... ..	\$7,241.92	
Sinking Fund, Dr. Bal. from 1916 ...	99.29	
Office Expense ... ..	2,502.31	
Mission Accounts—transfers, debits...	35,304.59	
Exchange, Bal. 1916 ... ..	32.67	
"    1917 ... ..	8,810.39	
Magazine ... ..	503.23	
Servants ... ..	162.00	
Insurance ... ..	769.50	
Mission Appropriations, Bal. 1916 ...		\$ 8,197.66
"    "    Credits ... ..		37,567.98
Special Gift ... ..		702.00
From Hospital Sinking Fund... ..		1,200.00
Sale of Office Supplies ... ..		228.35
Exchange and Interest... ..		732.35
Magazine Receipts ... ..		225.61
Student Fees—for servants ... ..		62.00
Balance ... ..		6,510.00
	\$55,425.95	\$55,425.95
<b>B. Bills Receivable and Payable.</b>		
Russell Carter, 1916 Bal. ... ..	\$42,716.36	
1917 Credits—Russell Carter ... ..		\$150,792.28
1917 Debits—    "    " ... ..	102,170.61	
C. M. Myers ... ..		5,842.25
Suspense—1916 Bal. ... ..		11,235.99
"    1917 ... ..	28,419.53	16,331.23
Z. T. Ing ... ..	5,011.32	1,563.71
Mrs. F. E. Meigs ... ..		30.00
Java Students' Deposits ... ..	1,679.00	1,859.00
Fire Account—Incidentals ... ..	234.51	
Balance ... ..	7,423.13	
	\$187,654.46	\$187,654.46
<b>Book Store.</b>		
1916 Balance ... ..	\$1,758.48	
1917 Invoices ... ..	2,932.28	
1917 Sales ... ..		\$3,371.68
Balance ... ..		1,319.08
	\$4,690.76	\$4,690.76



## C. College.

Senior Chinese Teacher ... ..	\$5,416.50	
Foreign Teachers ... ..	49.60	
Board' ... ..	1,732.73	
Incidentals and Servants ... ..	634.55	
Light and Heat ... ..	631.28	
Equipment ... ..	1,404.75	
Physics and Chemistry... ..	1,325.57	
Repairs ... ..	146.00	
Uniforms ... ..	187.00	
Credit from Central Scientific Co. ... ..		\$119.18
Sale of Light—Union Church ... ..		30.00
Sales—Equipment and Sundry ... ..		252.52
Sale of Chemistry Supplies ... ..		34.05
Special Gift for Teacher ... ..		702.00
Mission Appropriations ... ..		3,392.49
Student Fees Receipts ... ..		6,997.74
	<u>\$11,527.98</u>	<u>\$11,527.98</u>

## Junior College.

Board ... ..	\$1,552.45	
Incidentals and Servants ... ..	420.72	
Teachers ... ..	995.88	
Chemistry and Laboratory ... ..	912.94	
Uniforms ... ..	326.00	
Athletics ... ..	126.00	
Light and Heat ... ..	191.65	
Dept. of Education—Teachers ... ..	1,748.91	
Student Fees Receipts ... ..		\$6,274.55
	<u>\$6,274.55</u>	<u>\$6,274.55</u>

## Higher Primary.

Board ... ..	\$865.06	
Chinese Teachers ... ..	948.74	
Uniforms ... ..	175.00	
Athletics ... ..	80.50	
Light and Heat ... ..	114.54	
Servants and Incidentals ... ..	193.39	
Repairs ... ..	973.27	
Student Fees Receipts ... ..		\$3,350.50
	<u>\$3,350.50</u>	<u>\$3,350.50</u>

## Lower Primary.

Athletics ... ..	\$7.00	
Light and Heat ... ..	27.45	
Board ... ..	128.26	
Servants and Incidentals ... ..	46.01	
Repairs ... ..	34.28	
Student Fees Receipts ... ..		\$243.00
	<u>\$243.00</u>	<u>\$243.00</u>

## Agriculture and Forestry.

Teachers, Chinese ... ..	\$3,296.18	
Teachers, Foreign—1916 Bal. ... ..	2,455.66	
Field Work " 1917 ... ..	6,272.42	
Laboratory Expenses ... ..	1,544.76	
Servants ... ..	59.00	
Peking Trip for Flood Relief... ..	298.55	
Incidentals—General Supplies—1916	336.81	
Balance ... ..	631.84	
Incidentals—General Supplies—1917	1,456.93	
Repairs ... ..	61.80	
Board ... ..	1,793.37	
Light and Heat ... ..	172.96	
Fees Refunded and Book Deposits ... ..	614.40	
Chemistry and Laboratory ... ..	285.20	
Uniforms ... ..	85.00	
Athletics ... ..	46.00	
Missionary Remittance... ..		\$52.27
Fees Received ... ..		7,944.16
Sales—Garden Products and Supplies		1,009.85
Refund on Travel—J. L. Sample ... ..		11.58
Special Gifts ... ..		2,855.95
Forestry Fund Remittance ... ..		2,500.00
Balance ... ..		5,037.07
	<u>\$19,410.88</u>	<u>\$19,410.88</u>

## High School.

Chinese Teachers ... ..	\$4,598.00	
Servants ... ..	170.00	
Repairs ... ..	380.98	
Incidentals ... ..	537.05	
Board ... ..	2,611.16	
Equipment ... ..	127.43	
Light and Heat ... ..	244.88	
Physics and Chemistry ... ..	194.01	
Mission Appropriations ... ..		\$1,214.5
Special Gift ... ..		1,019.40
Student Fees ... ..		6,580.44
Sales and Microscope Rental ... ..		49.10
	<u>\$8,863.51</u>	<u>\$8,863.51</u>

*Middle School.*

Teachers, Chinese ... ..	\$3,640.00	
"    Foreign ... ..	2,148.29	
"    "    — 1916 Bal. ... ..		\$15.21
Board ... ..	3,274.38	
Repairs and Equipment ... ..	281.54	
Light and Heat ... ..	566.74	
Servants and Incidentals ... ..	803.86	
Athletics ... ..	153.00	
Uniforms ... ..	646.80	
Mission Appropriations ... ..		3,454.94
Students' Fees ... ..		7,983.19
Balance (Uniforms unpaid) ... ..		61.27
	<u>\$11,514.61</u>	<u>\$11,514.61</u>

*Normal School.*

Primary School Board—1916 Bal. ... ..		\$192.43
Travel ... ..	\$72.77	
Teachers ... ..	569.42	
Industrial Dept.—1916 Bal. ... ..		2.55
"    Supplies and Wages ... ..	1,181.70	
Light and Heat ... ..	82.35	
Board ... ..	321.01	
Self-help ... ..	19.00	
Servants ... ..	220.17	
Incidentals ... ..	484.26	
Chinese Teachers ... ..	2,298.80	
Mission Remittances ... ..		2,014.71
Department Sales ... ..		891.27
Students' Fees ... ..		1,853.57
Balance ... ..		294.95
	<u>\$5,249.48</u>	<u>\$5,249.48</u>

*Medical School and Hospital.*

School Appropriations—1916 Bal. ... ..		\$65.20
Hospital Gate House ... ..	\$2,004.07	
Transfer to Mission Remittances ... ..	2,500.00	
"    Sinking Fund for J. E. Wil-		
liams' travel ... ..	1,200.00	
"    T. D. Sloan for Hospital a/c ... ..	2,500.00	
Supplies ... ..	992.33	
Bricks for Dispensary ... ..	999.18	
Mission Remittances ... ..		4,624.98
Incidentals and Light ... ..	95.12	
Board ... ..	48.28	
Hospital Equipment ... ..	2,039.79	
Chinese Teachers ... ..	15.00	
Servants ... ..	6.00	
Laboratory Supplies ... ..	8.00	
Foreign Doctors ... ..	1,610.00	
China Medical Board, G. \$9,250 ... ..		10,822.50
Balance ... ..	1,494.91	
	<u>\$15,512.68</u>	<u>\$15,512.68</u>

*Language School.*

Teachers ... ..	\$5,899.50	
Printing and Materials ... ..	148.60	
"    "    — 1916 Bal. ... ..		\$108.52
Incidentals and Repairs ... ..	438.49	
Servants ... ..	152.50	
Rent ... ..	2,000.00	
Refunded Fees ... ..	130.00	
Balance Fees 1916 ... ..		1,484.72
Students' Fees 1917 ... ..		8,243.68
Sale of Materials ... ..		40.91
Balance ... ..	1,108.74	
	<u>\$9,877.83</u>	<u>\$9,877.83</u>

*Library.*

Gift for Books on China ... ..		\$80.05
Equipment and Supplies ... ..	\$424.71	
Attendants ... ..	686.60	
Servants ... ..	42.00	
Lectures ... ..	15.00	
Students' Fees ... ..		517.04
Mission Remittances ... ..		571.22
	<u>\$1,168.31</u>	<u>\$1,168.31</u>

*Athletics.*

Balance 1916 ... ..	\$345.91	
Expenditures ... ..	961.52	
Receipts ... ..		\$886.40
Balance ... ..		421.03
	<u>\$1,307.43</u>	<u>\$1,307.43</u>

*Allen Fund.*

Balance 1916 ... ..		\$604.67
Receipts from Gould ... ..		42.90
Medical Supplies and Drugs ... ..	\$245.75	
Transferred to Permanent Equipment ... ..	401.82	
	<u>\$647.57</u>	<u>\$647.57</u>

*Scholarships.*

Balance 1916 ... ..		\$626.75
Receipts and Expenditures ... ..	\$397.98	204.67
Balance ... ..	433.44	
	<u>\$831.42</u>	<u>\$831.42</u>

*Regents Diplomas.*

Balance 1916 ... ..		\$35.26
Receipts ... ..		35.67
Balance ... ..	70.93	
	<u>\$70.93</u>	<u>\$70.93</u>

*Student Relief.*

Balance 1916	...	...	...	\$578.00	
20 Students for Fees	...	...	...	\$166.97	
Balance	...	...	...	411.03	
				<u>\$578.00</u>	<u>\$578.00</u>

*Sherwin Scholarship.*

Balance 1916	...	...	...	\$738.03	
Remittance from New York Office	...	...	...	\$555.75	
Balance	...	...	...	182.28	
				<u>\$738.03</u>	<u>\$738.03</u>

*Rents.*

Balance 1916	...	...	...	\$2,028.64	
Expenditures	...	...	...	1,185.00	
Receipts for Rents	...	...	...		\$2,484.50
Mission Appropriations for Rents	...	...	...		1,164.54

*Residence Repairs.*

Balance 1916	...	...	...	642.59	
Expenditures	...	...	...	1,980.31	
Repair Material Sold	...	...	...		61.53
Material Transferred to Equipment	...	...	...		360.00
Mission Remittances	...	...	...		1,000.00
Balance	...	...	...		<u>765.97</u>
				<u>\$5,836.54</u>	<u>\$5,836.54</u>

*Land.*

Balance 1916	...	...	...	\$6,549.59	
Expenditures	...	...	...	2,151.90	
Receipts—Sale of Land	...	...	...		\$460.00
,, —South: M. E. for Kuleo	...	...	...		614.25
,, —Language School for Tao Yuan	...	...	...		7,325.90
Balance	...	...	...		<u>301.34</u>
				<u>\$8,701.49</u>	<u>\$8,701.49</u>

*Turner Residence.*

Balance 1916	...	...	...	\$9,500.00	
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*McCormick Dormitories.*

Balance 1916	...	...	...	\$24,961.41	
Expenditures	...	...	...	\$15,769.24	
Balance	...	...	...	9,192.17	
				<u>\$24,961.41</u>	<u>\$24,961.41</u>

*Swasey Science Building.*

Balance 1916	...	...	...	\$1,891.11	
Expenditures	...	...	...	5,134.89	
Sale of Supplies Purchased for Building	...	...	...		\$409.97
Balance	...	...	...		<u>6,616.03</u>
				<u>\$7,026.00</u>	<u>\$7,026.00</u>

*Severance Memorial.*

Balance 1916	...	...	...	\$4,115.20	
Expenditures	...	...	...	9,268.62	
Remittance from New York Office	...	...	...		\$11,700.00
Balance	...	...	...		<u>1,683.82</u>
				<u>\$13,383.82</u>	<u>\$13,383.82</u>

*Building Equipment.*

Balance 1916 and 1917 Expenditures	...	...	...	\$7,366.17	
Mission Remittances	...	...	...		\$1,500.00
Special Gift	...	...	...		585.00
Transfer of Allen Fund	...	...	...		401.82
Sale of Equipment	...	...	...		460.66
Kan Ho Yen Equipment—Gymnasium	...	...	...		
Shed and Stove	...	...	...	414.00	
Balance	...	...	...		<u>4,832.69</u>
				<u>\$7,780.17</u>	<u>\$7,780.17</u>

*Day Chapel.*

Balance 1916	...	...	...		\$7,045.40
Expenditures	...	...	...	\$1,157.00	
Balance	...	...	...	5,888.40	
				<u>\$7,045.40</u>	<u>\$7,045.40</u>

*Language School Building.*

Expenditures	...	...	...	\$14,155.59	
Land	...	...	...	7,000.00	
Stewart Fund Gift	...	...	...		\$7,770.00
Sale of Supplies	...	...	...		300.00
Special Gift	...	...	...		12,168.00
Balance	...	...	...		<u>917.59</u>
				<u>\$21,155.59</u>	<u>\$21,155.59</u>

*Cash and Bank.*

Bank, General	...	...	...	\$6,645.93	
Cash, " on hand close of business	...	...	...		309.92
December 31, 1917	...	...	...		357.06
Building, Bank a/c	...	...	...		.07
,, Cash a/c	...	...	...		
Balance	...	...	...		<u>\$7,312.98</u>
				<u>\$7,312.98</u>	<u>\$7,312.98</u>

## Balance Sheet. December 31, 1917.

Sinking Fund ... ..		\$1,600.71
Exchange and Interest ... ..	\$8,110.71	
C. M. Myers... ..		5,842.25
Russell Carter ... ..		5,905.31
Suspense .. ..	118.96	
Book Store ... ..	1,319.08	
Z. T. Ing ... ..	3,447.61	
Mrs. F. E. Meigs ... ..		30.00
House Repairs ... ..	765.97	
Land ... ..	301.34	
Turner Residence ... ..		9,500.00
McCormick Dormitories ... ..		9,192.17
Swasey Science Building ... ..	6,616.03	
Severance Memorial ... ..	1,683.82	
Building Equipment ... ..	4,418.69	
Day Chapel ... ..		5,888.40
Language School Building ... ..	917.59	
Uniforms Account ... ..	61.27	
Peking Trip—Relief Work ... ..	336.81	
Chinese Teachers' Salaries ... ..	300.00	
Field Work ... ..	212.33	
Agr. and For. Foreign Teachers' Salaries ... ..	4,187.93	
Athletics ... ..	421.03	
Scholarships ... ..		433.44
Regents Diplomas ... ..		70.93
Student Relief ... ..		411.03
Sherwin Scholarships ... ..	182.28	
Fire Account ... ..	234.51	
Java Students' Deposits ... ..		180.00
Kan Ho Yen Equipment ... ..	414.00	
Language School Fees ... ..		1,108.74
Hospital Mission Remittances ... ..	303.21	
" Gate House ... ..	2,004.07	
" Dispensary ... ..	999.18	
" Equipment ... ..	2,039.79	
" Foreign Doctors ... ..	471.34	
China Medical Board ... ..		7,312.50
Primary School Board ... ..	58.07	
Industrial Department ... ..	26.88	
Normal Chinese Teachers ... ..	210.00	
General Bank Balance ... ..	6,645.93	
" Cash ... ..	309.92	
" Building Cash ... ..	.07	
" Bank ... ..	357.06	
	<u>\$47,475.48</u>	<u>\$47,475.48</u>

(Signed) L. J. OWEN, Treasurer.

Audited and found correct,

(Signed) THOMAS D. BEGG.