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1912-1920

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

Oct. 17, 1912.

The Committee met in President Bowen's office at 3:30 P.M.

The members present were Messrs. A.J. Bowen, W. J. Drummond, F. W. Meigs, W. F. Wilson, J. C. Garritt and Frank Garrett.

Bishop J. W. Bashford was also present. He led in the opening prayer. The Committee extended him an invitation to sit with them during the session. He then gave a most encouraging report of what he had found to be the attitude of the friends in America towards the University. He expressed the conviction that if we could continue as well as we had begun we would have ample support from home. He also highly commended the work that Mr. J. E. Williams is doing for the University while in the United States.

The minutes of the meeting of Sept. 21st. were read and approved.

The budget approved at the last meeting having omitted the sum needed for the home trip on furlough for Pres. A. J. Bowen and family, the Trustees were asked at this time to provide \$1000. gold for this purpose.

The budget of the Language School approved at the last meeting not having reported in the minutes it was ordered that they be recorded in these minutes. The budget was as follows:

ESTIMATED BUDGET, of the UNION LANGUAGE SCHOOL FOR MISSIONARIES.

<u>Income</u>		
30 students at \$50. each, tuition,		\$1500.
30 Chinese teachers at \$10. per mo. (7)		2100.
		<u>\$3600.</u>
<u>Expense.</u>		
Rent 1 house at \$50. per mo. - 10 mo.		500.
15 Chinese teachers at \$15. per mo.		1575.
Books,		200.
Furniture,		300.
Carpenter for rooms,		300.
Coal,		140.
Contingent,		585.
		<u>\$3000.</u>

The following budget was presented for the Normal Department for its enlargement and support for the coming year. After careful consideration it was approved and the sum of \$4000. Mex. asked from the Board of Trustees.

BUDGET FOR THE NORMAL DEPARTMENT, FOR YEAR 1913.

Four teachers,	\$1920.
Five servants,	360.
One cook	60.
Children's books & stationary	100.
Normal Students' Library	175.
General Equipment,	200.
Advertising & other incidentals,	285.
Filling pond-large open drain & levelling compound,	450.
Children's Playground,	150.
Equipment for Industrial Work,	300.
	<u>\$4000.</u>

The Day School Committee was asked to get out a prospectus and bulletin of the Normal Department for general circulation. The various Missions represented were asked to adopt the course of study for primary schools as issued by the University. It is understood that minor changes may be made by the Mission but in general the course should be used as presented.

Dr. J. C. Garritt reported that the Presbyterian Mission had asked that the University arrange for a closer relation and oversight of the Agricultural and Colonization scheme by a committee of the University, and that if possible a man thoroughly trained in judging seeds and soils be secured in America to come and take work in the department and further that if practicable a station of this department be established on the Whai river near Whai Yuen.

The Committee voted to ask President Bowen and Mr. Drummond to act representing the University with the other members of the Colonization Committee to work out more in detail and with greater exactness the relations between the University and the Colonization Association.

It was voted to change the location of the proposed athletic ground to the land platted for a park and make the park on the land proposed for the athletic grounds. Pres. Bowen was asked to explain the reasons for this change to the Trustees.

The Building and Property Committee were asked to view the proposed location of Dr. Evans house and it is suggested that he build if possible on the south side of the lot.

It was moved by Mr. Garrett and seconded by Mr. Drummond that we ask Mr. J. E. Williams to continue his work in the United States in behalf of the University which he is doing with so much satisfaction and benefit to the University, until the summer of 1913. Carried.

Bishop Bashford heartily approved of this motion as he considered Mr. Williams work in America of the highest value to the University.

Mr. W. J. Drummond led in the closing prayer.

Adjourned.

A. J. Bowen, President.

Frank Garrett, Secretary.

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MINUTES OF THE SEVENTEENTH MEETING OF THE EXECUTIVE COMMITTEE  
OF THE BOARD OF MANAGERS OF THE UNIVERSITY OF  
NANKING.  
Dec. 4, 1912.

The Committee met in the office of President Bowen  
at 3:45 P.M.

The members present were Messrs. A. J. Bowen, F. E. Meigs,  
W. P. Wilson, W. J. Drummond and Frank Garrett. Dr. R. C. Beebe  
was also present and was asked to sit with the Committee. He led  
in the opening prayer.

The minutes of the meeting of Oct. 17th were read and  
approved.

On motion the former action regarding Li Ying's salary  
was rescinded and his salary was allowed to begin August 1, 1912.

President Bowen was asked to come to a clear understand-  
ing with the Board of Trustees as to the relation of the Medical  
School to the University.

Rev. W. J. Drummond led in closing prayer.

Adjourned.

A. J. Bowen, President,  
Frank Garrett, Secretary.

*For the minutes of the  
Fifth Regular meeting of the  
Board of Managers University of Nanking  
see back of this Book after the  
Fourteenth meeting B. of M.*

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

FEB. 4, 1913.

The Committee met in President Bowen's office at 9:00 A.M.  
The members present were: Messrs. A.J. Bowen, W.F. Wilson, W.J.  
Drummond, F.E. Meigs, Dr. R.C. Beebe, and Frank Garrett.

F.E. Meigs made the opening prayer.

The minutes of the meeting of the Board of Managers of  
of Jan. 29-30 were read and approved.

On motion the salary of Mr. Liu Ching Chen was increased  
from \$45. to \$50. per month.

It was resolved that we inform the Board of Trustees  
that we at present do not wish to call for any more lady teachers.  
Therefore, we do not deem it wise to have Mrs. Thurston sent to  
China at the University at the present time.

Furthermore the need is urgent for a man for the Middle  
School. This man should have special qualifications for working  
with boys of Middle school age and should plan to give his life to  
this special service. It

It was further resolved that we ask President Bowen to  
write fully to Miss E. Grace Taylor, expressing our regrets that  
such an unfortunate complication arose regarding her appointment  
to work in the University; and to assure her that the change  
which came about was in no way part of the plan of the Executive  
Committee but came as a surprise to us. Furthermore while we  
cannot promise any definite date for employment at present, we will  
keep her in mind should any opening occur in the future where her  
services could be used.

The meeting adjourned with prayer by Mr. Drummond.

A. J. Bowen, President,

Frank Garrett, Secretary.

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

March 29, 1913.

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Meeting was called to order in President Bowen's home.

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.



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MINUTES OF THE TWENTY-FIRST MEETING OF THE EXECUTIVE COMMITTEE OF THE BOARD OF MANAGERS OF THE UNIVERSITY OF NANKING.

Oct. 1, 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. (See plans attached.)

Mr. Williams reported an action taken by the Relief Committee, granting \$1000 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 limitation 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 \$5000. gold, to help tide over the difficulties of the students at the present time.

Adjourned.

W. F. Wilson, Sec.

For 2nd meeting see two pages over.

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*third*  
MINUTES OF THE TWENTY-~~SECOND~~ MEETING OF THE EXECUTIVE COMMITTEE OF THE BOARD OF MANAGERS OF THE UNIVERSITY OF NANKING.

Nov. 15, 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, \$4260; \$1500 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, incidental and tuition.

The Middle School Budget was read and approved as follows: Expenditures \$7500.; Receipts \$6800.

An estimate presented by Mr. Meigs of \$1000 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 Nov. 19th.

*minutes of the 24th meeting*  
Nov. 19, 1913  
J. E. Williams, Chairman,  
E. I. Osgood, Temporary Sec

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: \$4800 for receipts and \$4690 for expenditures.

The Budget of the Middle School was reconsidered and the salaries of foreign teachers and board expenses entered. The totals were fixed at \$15,250 for receipts and \$14,600 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, - \$4266 for expenditures and \$3000 for receipts.

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. Sec.



26th  
THE MINUTES OF THE MEETING OF THE EXECUTIVE COMMITTEE  
OF THE BOARD OF MANAGERS OF THE UNIVERSITY OF NANKING.

Dec. 20, 1913.

The members of the Executive Committee met in the president's office, Saturday morning, Dec. 20, 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 \$1600 for special equipment and \$500. for Library fund be taken off the Medical School account and ~~be then applied~~ that 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 \$3000 for the increase in efficiency of teaching in the Medical School.

Motion made and carried that in the preparation of the Budget a special sheet be prepared showing the income from each society and the 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, Sec.

25th  
THE MINUTES OF THE MEETING OF THE EXECUTIVE  
COMMITTEE OF THE BOARD OF MANAGERS OF THE UNIVERSITY OF  
NANKING, Dec. 13, 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, Dr. Williams, Mr. Ross, 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 \$1500 had been received from the Relief Committee - \$1000 regular grant, and \$500 as a special gift from friends in Shanghai for the special Normal School for the current year.

Motion made and carried that the deficit of \$2620. shown on the Medical School & Hospital be referred back to the Medical faculty for consideration, and inquiring what provision they are making for it.

Motion made and carried that the appropriation of the revenue of each of the original cooperating societies be applied to the departments of the University for which ~~each~~ they alone are responsible.

W. F. Wilson, Sec.

21st meeting two pages before.

Minutes of the Twenty-second Meeting of the Executive Committee of the Board of Managers of the University of Nanking, Nov. 13, 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 Nov. 1st. Also that Mr. Carter had sent out \$1200 gold to cover Mr. Bowen's home-going, and \$2000 gold for land purchases. In response to cable of Oct. 18th, asking for \$5000 gold, for additional land, a reply was received on the 24th authorizing Dr. Fitch to advance \$6000 Mex. for land (balance of \$5000 asked) and \$2500 Mex. to help on this year's general expenses.

\$1000 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 \$5000 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 made and seconded that a Committee of three be appointed to look up the question of special gifts students to see what is the best thing to be done in regard to them. Messrs. Drummond, Meigs and Wilson were appointed.

by Departments Motion was made and carried that we prepare a differentiated Budget, and insurance be gone into by Mr. Williams to be reported to the next meeting of the Executive Committee for reference to the Board of Trustees.

Motion was made and carried that we adjourn to meet on Tuesday, Nov. 18th at 8:00 P.M.

Signed J. E. Williams, Chairman  
W. F. Wilson, Secretary

27th

THE MINUTES OF THE MEETING OF THE EXECUTIVE COMMITTEE OF THE BOARD OF MANAGERS OF THE UNIVERSITY OF NANKING. FEB. 13, 1914.

The meeting of the Executive Committee was held in the office of the President, February 13, 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 Mr. 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. to \$40. 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. per term, in addition to the thirty scholarships, as suggested above. It was understood that adjustments would be made before the Fall semester so 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.

29th meeting 6 pages over.

MINUTES OF THE 29 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, W. F. Wilson Rev. P. H. 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. with outstanding and due bills . . . . . 2,287.50 besides still to come in from the Medical students. 600.

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, Tam. Sec.

7th meeting 3 pages over  
8th

Special Meeting of the Board  
Of Managers of the University of Nanking.  
June 22, 1914.

The meeting was called to order at 2:40 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. Lobenstein, Drs. T. D. Sloan (alternate for Dr. Cochran) S. L. Lasell (alternate for Dr. Gabbit) 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 meetings 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 department 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 ~~is~~ 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 of and consequent adjustment of course, suggested by the faculty of the School, be approved.

Proposed Curriculum for H. S.

	First Semester.		Second Semester.	
1st 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
	English	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. Spear.~~

A motion was made and carried that we formally express to Miss T. M. Pierce our hearty appreciation of the work she has done for the work 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 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.

J. E. Williams, Acting Pres.

W. F. Wilson, Sec.

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, Nov. 13, 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 Feb. 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.

Freshman:	Sophomore:	Junior:	Senior:
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:

Freshman:	Sophomore:	Junior:	Senior:
Same as Group I	English III	Bible III	Bible IV
	Chinese III	Psychology I	Education
	Bible II	Economics I	Sociology I
	Geology	Pol. Science I	

Group III Language group requirements in addition to

Group II. Freshman:	Sophomore:	Junior:	Senior:
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

(Continue )

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

Freshman:	Sophomore:	Junior:	Senior:
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.

Freshman:	Sophomore :	Junior:	Senior:
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 \$5000. Gold more for a land.

A motion was made and carried that we adjourn.

J. E. Williams,

Acting President,

W. F. Wilson,

Secretary.

Settling meeting three pages back.

SPECIAL MEETING OF THE BOARD OF MANAGERS  
OF THE UNIVERSITY OF NANKING, MARCH 18, 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 18, 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, 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 \$2000. 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.

#2. 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.

A plan having 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.

Chairman, J. E. Williams.  
Secretary, W. F. Wilson.

48

29th

MINUTES 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. P. Wilson. Mr. Wm. K. Fellows, Dr. S. L. Lasell and Dr. N. W. Brown were also present by invitation, also Dr. P. S. Evans.

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 brick.

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

For walls: 1st choice, marble ashlar; 2d. choice, marble laid in rubble form; rock face; with cut marble trimmings; 3d 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); 2d choice, cement tile with crestings; 3d 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.

Dr. Williams, President; J. E. Williams, Vice-President.

W. P. Wilson, Secretary.

It was moved by Mr. Sarvis, seconded by Dr. Sasell and carried, that we request, urgently, the Board of Trustees to approve, at the earliest possible date, the plans as presented by...

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30th

THE MINUTES OF THE TWENTY-NINTH MEETING OF THE EXECUTIVE COMMITTEE,

OF THE BOARD OF MANAGERS, OF THE UNIVERSITY OF NANKING.

Oct. 30, 1914.

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

Dr. Powell

There were present: President Bowen, Messrs. F. E. Meigs, Li Hou Fu and W. F. Wilson, Drs. R. C. Beebe, A. A. McPadyen, S. L. Lasell (representing the N. Kiangsu Mission of the Presbyterian Church), J. E. Williams, and by invitation Prof. Bower, of Lexington, Ky., Jos. Bailie Esq. 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, but 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 Nantungohow.

Dr. Bowen suggested the possibility of help coming from Mr. Bailie, Mr. Reiser 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 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 Tung, 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 Tung relative to the development of a Department of Poultry Husbandry in connection with the Department of Agriculture.

Mr. Zee Way Tung 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's being used as Laboratory for the students, ~~all without any expense to the University, but desires a guarantee that the ownership 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 accept the following proposition of the Y.M.C.A. with the University with the understanding that the additional funds needed for salary shall be arranged for by Mr. Bailie, and shall not be a charge upon University funds.

"Agreement between the University of Nanking and the National Committee of the Y.M.C.A. regarding Mr. W. Y. Lin.

The University invites Mr. Lin to use the land under its control as his Laboratory while engaged in lecturing on conservation.

The University asks that Mr. Lin be allowed to spend as much time among the students of the Agricultural Department as is consonant with his making the best use of his time in preparation for his lectures on conservation. The principal part of his time given to the students to be devoted to field work, the balance to lecturing.

The detailed arrangement of how his time shall be spent will be left to Mr. Lin and the Agricultural Department.

In addition to his present salary from the National Committee of the Y.M.C.A. the University will pay Mr. Lin \$50. a month, provide for his railway travel from Shanghai and back and secure a place where he can stop while in Nanking."

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-Adult-ration 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. H. E. Williams, P. S. Evans Jr., and W. F. Wilson were appointed as this Sub-Committee.

Adjourned with prayer.

A. J. Bowen, President,

W. F. Wilson, Secretary.

The Ninth Meeting of the Board of Managers

of the University of Nanking

Jan. 28-29, 1915.

The ninth meeting of the Board of Managers of the University of Nanking convened in the University Office Thursday evening Jan. 28, 1915.

The Board of Managers is constituted as follows:

- Arthur J. Bowen, Ex-official Chairman,
- Samuel Cochran, M.D. )
- Joseph C. Garritt )
- John E. Williams ) Presbyterian, North.
- Edwin C. Lobenstine ( )
- Li Hou-fu )
- Frank E. Meigs )
- Elliot I. Osgood M.D. ) Disciples of Christ
- Alexander Paul ( )
- John C. Ferguson )
- Frank D. Gamewell ) Methodist Episcopal, North
- Robert C. Beebe M.D. )
- Wilbur F. Wilson ( )
- Chang Bo-ling )
- Hwang Hsi-chen ) Elected by the Board of Managers
- Chenting T. Wang ( )
- M. D. Eubank, M.D. ( )
- J. T. Proctor ) Baptist, North
- F. J. White ( )
- Adrian S. Taylor, M.D. ( )
- R. V. Taylor, Alternate) Baptist, South
- W. H. Park, M.D. ( ) Methodist Episcopal, South
- A.A. McFadyen, M.D. ) Presbyterian, South.

Note: Dr. Ferguson and Mr. Hwang Hsi-chen are in America. Word, regretting unavoidable absence was received from Hwang Hsi-chen and Dr. McFadyen. *absence was received from Chang Bo-ling and*

All of the others were present at the meeting.

The meeting was called to order by President Bowen at 8:35 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. R. V. Taylor, being in America, the Board asked his brother Dr. R. V. Taylor 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 28, 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 3, 1914, agreeing on the basis of representation of the Baptist Board and Mission 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 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.

Meeting adjourned,

A. J. Bowen, Chairman,  
J.T. Proctor, Secretary."

The report was unaimously 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 C. 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.

3.

On motion of F. E. Meigs, it was agreed that we ask Mr. Bailie to be present tomorrow 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, C. T. Wang and J. E. Williams were appointed.

On motion it was agreed to adjourn to meet tomorrow morning at 9:30.

Friday A.M. Jan. 29.

The meeting was called to order by President Bowen.

Dr. Doan led in prayer.

The Medical Faculty reported as follows:

4.

On motion of Dr. Beebe, the report of the dean of the Faculty of the Medical School 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 C.M.S. shall pay an annual grant of \$300. Gold, toward the maintenance of the School on the same basis as other Mission, and contribute an equitable portion of the initial grant of \$5,000 Gold paid by each other cooperating Mission toward plant and equipment."

Dr. Main spoke of the difference between the propositions made formerly by the Board of Managers (and now agreed to by them) to the Church Missionary Society as 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 \$5000. 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:

12a.

RECOMMENDATIONS REGARDING THE AFFILIATION OF THE CHURCH  
MISSIONARY SOCIETY WITH THE MEDICAL DEPARTMENT OF THE  
UNIVERSITY OF NANKING.

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.
- I. 1. 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.
- II. 1. 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.
2. The Church Missionary Society shall be entitled to one representative on the Board of Managers of the University of Nanking.

The meeting then adjourned to meet  
at 2 pm.

Friday afternoon, Jan. 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 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, C. 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~~ ~~we~~ reaffirm the following action of the Board of Managers of Jan. 22, 1914, in regard to the Medical School as follows (See official Minutes Page 16, 1, 2, 3.) *Write these in full.*

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

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

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

"That we endeavor to secure G\$15,000 for the erection and equipment of a dispensary and out-patient building in connection with the hospital".

The second recommendation of the Medical Faculty in regard to a course in English was read and moved by Dr. Shields as follows:

"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 completed the Sophomore year of a regular College course, 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 coordination 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 King Lin Womans College, and also of the ~~University of Nanking~~ 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 <sup>it is stated that</sup> the Missionary Boards, in case they do not have their full quota of men on the field, ~~agree~~ 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. F. Wilder who was a University Examiner appointed by the Regents, the Board recommend that Judge Lobinger of Shanghai be commended 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.

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 G. \$3000, 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 ~~of the High School~~ 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. Reiser, 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. Tzu 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. Kingling Ta Hsioh Tang was changed to Kingling 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 cooperating Mission shall appoint four representatives, either Chinese or foreign, on the Board of Managers. Missions with partial cooperation 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 & 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 rest of Section 8)

Article IX. Section 1 was deleted.

" 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 the same, 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. F. Williams the Budget for 1915, as printed and sent out previously to the Board of Managers, was approved.

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.

A JOINT MEETING OF THE LOCAL MEMBERS OF THE EXECUTIVE COMMITTEE OF THE BOARD OF MANAGERS AND OF THE FACULTY OF THE MEDICAL SCHOOL OF THE UNIVERSITY OF NANKING.

The above meeting convened at the home of President Bowen on Thursday, March 18th, at 4:00 p.m.

The purpose of the meeting was to consider the recommendations of the China Medical Commission of the Rockefeller Foundation.

There were present Drs. Garritt, Sloan, Gaunt, Macklin, Evans, Beebe, Shields, Bowen, Williams, Hiltner, Lasell and W. F. Wilson.

The meeting was opened by prayer by ..... On motion of Dr. Beebe it was agreed that a committee of three, later amended to four, be appointed which should consider the suggestions made at the meeting and formulate the recommendations to be sent to our Board of Trustees at home.

Drs. Bowen, Shields, Lasell and Beebe were appointed.

The adjourned meeting of the Executive Committee of the Board of Managers and of the Medical Faculty of the University met in the President's office on Saturday evening March 20.

There were present Drs. Sloan, Evans, Gaunt, Shields, Brown, Hiltner, Macklin, Williams, Beebe, Bowen, Lasell, Garritt and Messrs. C. S. Keen and W. F. Wilson.

.....led in opening prayer.

The special committee appointed at the last meeting to bring in a resolution and a covering letter in regard to the attitude of the authorities of the University towards the recommendations of the Medical Commission for China of the Rockefeller Foundation, brought in the following resolution:

We urge that the ultimate control of the medical missionary work including medical education, hospitals, nursing etc. should be retained by the missionary Boards.

On motion of Dr. Evans, it was agreed to send the above resolution with a covering letter to the Board of Trustees. On motion of Dr. Gaunt, it was also agreed to send a copy of this resolution and covering letter to the secretary of the Executive Committee of the China Medical Missionary Association with the request that the Exec. Com. investigate the questions involved.

As Dr. Franklin of the Northern Baptist Board was in Nanking on Sunday 21st a meeting of the above committees was again called to discuss with him the above resolution and letter.

The meeting was called at the home of the President on Sunday afternoon at 2:00.

.....led in opening prayer.

There were Present: Drs. Sloan, Bowen, Beebe, Evans, Franklin, Williams, Butchart, Garritt, Brown, Macklin, Shields, Hiltner, Lasell and Messrs. C. S. Keen, Latimer, Alex. Lee and W. F. Wilson.

After a good deal of discussion in the light of what Dr. Franklin said at the meeting it was decided that the above resolutions be referred again to the Committee which drew them up. This Committee to report to the Executive Committee and Faculty on Thursday evening, March 25th.

Adjourned.

A. J. Bowen Chairman  
W. F. Wilson Secretary

Since the participation of the University of Nanking in the new medical school to be founded in Shanghai by the China Medical Board, will necessitate certain changes being made to meet the new conditions, and since Dr. Buttrick has asked for a statement in regard to local difficulties that may arise, we, the committee of the Board of Managers of the University of Nanking, beg to submit the following for your consideration.

I. Representation of the Board of Trustees.

We would recommend that the China Medical Board take up the question of proportionate representation with our Board of Trustees in New York city.

II. Obligations to present students.

One class of twelve will be graduated in the spring of 1917, so will not be affected.

The other class of twenty two should be graduated in 1920. In the event of closing before that date, some provision must be made for the teaching of these students in Nanking or elsewhere. In Chinese, *UNIVERSITY Hospital*

III. The University owns its own hospital. The medical department being closed, the University will be unable to man and maintain a hospital. It is probable that the missions interested can be induced to staff a union hospital in Nanking provided adequate running expenses are provided from other sources. On the present basis the University medical school, is obliged to secure \$5000 gold annually from special gifts for hospital maintenance.

IV. Preparation of Students.

The medical faculty has been giving a pre-medical year in physics, chemistry and biology, in the Chinese language. It will be of ~~the~~ ~~greater~~ advantage to the school in Shanghai if the China Medical Board could ~~immediately~~ make provision as soon as possible for the strengthening of the scientific work of the college by providing the support of a man to teach Biology and Physiology and a man to teach Physics. at the request of

V. The Nanking Medical school was formed by a large number of missions in East Central China in order to more adequately meet the medical needs of our constituency. Adequate provision should be made through this Shanghai school or otherwise for meeting the needs of this mission constituency.

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THE TENTH MEETING OF THE  
BOARD OF MANAGERS OF THE UNIVERSITY OF NANKING  
JUNE 24, 1915.

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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. F. E. Meigs, Li Hou Fu, 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, Dr. 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 Committee 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 Frank Garrett had been elected to membership on the Board in place of Alexander Paul.

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

On motion of 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 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 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.

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

On motion of 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.

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

Dr. Goucher also ~~summarized~~ 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 J. E. Williams, it was agreed that the providing of an Educational Secretary and the providing of salary and office expenses 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.

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THE TENTH MEETING OF THE  
BOARD OF MANAGERS OF THE UNIVERSITY OF NANKING  
JUNE 24, 1915.  
(SECOND SESSION).

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

Members present:-Dr. R. C. Beebe, Dr. Samuel Cochran, Messrs. E. C. Lobenstine, Li Hou Fu, F. E. Meigs, Drs. McFadyen, Osgood, Park, Proctor, White and J. E. Williams, R. V. Taylor and President Bowen.

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

The session was opened with prayer by Dr. J. M. 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 a discussion, an amendment adopted, as follows:

I. We recommend that the Board of Managers authorize and appeal for \$7000.00 (gold), for the purchase of the Kuleo church ~~land~~ 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, again, 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 \$5000.00 (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.

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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 ~~requesting~~ to approve the note calling attention to the special need of a new Dispensary Building.

The following is the list of needs:

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.	
Single,	1,300.	\$2,300.

II. NURSES.

Two nurses. General estimate includes items as listed above. Each, \$1,200.

Two nurses,	\$2,400.	\$2,400.
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III. CHINESE RESIDENT PHYSICIANS.

Two fully trained residents, including salary, house-rent, and incidental allowances, Each, \$1,500.

Two Residents,	\$3,000.	\$3,000.
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IV. HOSPITAL EQUIPMENT AND FURNISHINGS.

a. X Ray Outfit, with attachments, dynamo, gas-engine and installation.

\$2,000.	\$2,000.
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b. Heating plant for two hospital buildings and operating pavilion, estimated cost,

\$3,000.	\$3,000.
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c. Running-water system, including new cisterns and simple plumbing,

\$2,000.	\$2,000.
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d. Fittings, furnishings and equipment for new operating pavilion,

\$2,500.	\$2,500.
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e. Remodelling and fitting middle-school dormitory available for hospital use,

\$2,000.	\$2,000.
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f. ~~General hospital building~~

~~requesting beds and bed-  
ding, 100 beds..... \$4,500.~~

21,500

f. General Hospital Furnishings:		
Replenishing beds and bedding, 150 beds,.....	\$4,500.	21,500
Cupboards, tables, stands, chairs,	400.	
Stretchers, carts, dressing-tables,	300.	
Case record system.....	250.	
Three diet kitchens & utensils...	300.	
Six bathrooms, fittings, plumbing,	900.	
Hospital clothing, summer and win- ter 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.

V. 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 are 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 maintain the hospital on an efficient basis. On the basis of 150 beds, it is estimated that to bring the institution up to a thoroughly-efficient basis, 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 student for board and incidentals
2. 3000.00 annually, 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 Property the Property Committee, on the order of new property, was read by Mr. Lobenstine and adopted, as follows:

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 Ostergaard (Normal School)	4,000.
7.	Purchase of Chapel and other property at Kulec, etc. (Medical School)	7,000.
8.	Dispensary & 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 Dept. (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 States of New York for the degree of B. A.:--Chang Chi Yih, Chen Chuen Ho, Cheng Yu Gwan, Cheo Teh Hsi, Kung Tsen, Lin Chuin, Liu Tsung Luh, Tsu Ying Ho, 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 Glass to provide a perpetual Scholarship.

President Bowen reported the nomination of the Alumni of Mr. Hwang Yong-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 ~~some~~ further discussion of the report of the Committee on 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 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. Willisma (Temporary Secretary)

APPENDIX A.

Report of Building & Property Committee.

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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 Hui Yuin, 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 ~~that~~ so we had thought that \$48,000 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% of the total gift, which is that suggested by the Trustees. The work has already been begun on this building and we hope that it will be finished 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 approx. (\$6,500.00). 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 (\$6,600.00) and is merely under roof. The plan was ~~in~~ arranged 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% of the cost price.

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

The contract for Mr. Keen's house is about to be let. There is only a little question of 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.

The money for Dr. Hiltner's house is also in hand, and the house will be built in the not distant future.

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 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 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.

Appendix A

June 24, 1915

Report of the 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 Kan 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 \$6,500. 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 arranged 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 six per cent of the cost price.

REPORT OF THE BUILDING AND PROPERTY COMMITTEE

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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 servants' quarters.

(Signed) W. F. Wilson  
R. M. Meigs  
J. E. Williams

Committee.

Nanking, June 23, 1915

REPORT OF THE BUILDING AND PROPERTY COMMITTEE

2 October 1915

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 did not 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.

MEMORANDUM FOR THE BOARD OF MANAGERS

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 specifications 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.

The question of how the excavations should be carried out according to the plans, which cost a great deal, has been regarded by making certain gradings, which will not cost very much, we have looked to the whole design, and we have very largely decreased our excavations.

MEETING OF THE EXECUTIVE COMMITTEE OF THE BOARD OF MANAGERS OF THE UNIVERSITY OF MANKING.

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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.



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

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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.

THE ELEVENTH MEETING OF THE BOARD OF MANAGERS OF THE UNIVERSITY OF NANKING, October 2, 1915.

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The eleventh meeting of the Board of Managers of the University of Nanking convened in the University Office, Saturday, Oct. 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 Boh-ling, 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 Mr. 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 ~~Ginling College~~ 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 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 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 honoured 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 laboured. 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, 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 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 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 Bowaird, Medical Adviser to the Presbyterian Board of Foreign Missions, then addressed the Board of Managers on the general medical situation.

On motion of 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 E. C. Lobenstine were appointed on this committee.

The meeting then adjourned.

AFTERNOON SESSION.

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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.

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:-- R. C. Beebe, S. Cochran, R. T. Shields and 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

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.

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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 figure 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, general specifications have arrived and the generous donor of this Chapel 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 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 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 have a campus practically free from any private ownership.

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MINUTES OF MEETING OF BOARD OF MANAGERS, December 14, 1915.

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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."

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MINUTES OF MEETING OF THE EXECUTIVE COMMITTEE OF THE BOARD OF MANAGERS. March 18, 1916.

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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 the 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
111	"	"	"	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. Kao; Messrs. C. T. Wang, Chang Poling, Hwang Yung-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 vote 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, AT PRESIDENT A. J. BOWEN'S HOME, SATURDAY AFTERNOON, MAY 6, 1916.

Present:- Dr. Bowen, Dr. J. C. Garritt, Mr. 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 of 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.

A. J. BOWEN, Chairman

FRANK GARRETT, Secretary.

## 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 agricultural 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.

Minutes of meeting of representatives of the Presbyterian Mission, Foreign Christian Mission and Methodist Mission, at Dr. Bowen's Office, 8:30 p.m., May 31, 1916.

Present:- Drs. Shields, Beebe, Cochran, Carter, Macklin, and Messrs. Sarvis, Rowe, Teachout, Morrow, Lobenstine, Bowen, Garrett.

Dr. Shields was elected Chairman; Frank Garrett, Secretary.

Dr. Beebe moved and Dr. Macklin seconded the following motion:- "Resolved: That the University Hospital be continued under the Board of Managers of the University and that the attention of the Trustees and the Mission Boards be called to the difficulty in which this University is placed because of the closing of the Medical School."

Carried.

Dr. Shields, Chairman.

Frank Garrett, Secretary.



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The Faculty of the University of Nanking Medical School respectfully submit to the Kiangan Mission of the Presbyterian Church, U. S. A., the Central China Christian Mission, the Central China Mission of the Methodist Episcopal Church:

1. The University Hospital and the Medical School are in a precarious situation.
2. It is unthinkable that the Missions, which are doing so much for the Chinese of this city and district, should not have a good hospital. We would call attention to
  - (a) The closure of the Methodist Hospital, which has increased the work of the University Hospital.
  - (b) The large number of students of mission schools who look to the Hospital doctors for care and attention.
  - (c) The large number of foreigners, over four hundred, who are sending in calls each day enough to take all of one man's time.
3. The three Missions, as those most deeply interested in the work in Nanking, should be most interested in the continuance of the hospital work.
4. The work of the Hospital, and also the general medical work in the city are suffering seriously from the lack of a sufficient number of doctors.
5. The University Hospital has just about come to the place where it must close its doors from lack of financial support.
6. If the Medical School should be continued here, we must have more men.

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7. If the Medical School is closed, there must be more men to carry on the Hospital and general medical work in the city.

Note (a) There have been five of us here through the past year and we could not properly teach our two classes and do all the medical work for the Hospital, Mission Schools, Foreign Hospital, Missionary Community, the Customs, Post Office, R. R. Communities, and the general practice for which we are called upon.

(b) If the Medical School is closed, at least three of the five doctors now here will leave.

(c) Of the five, only one is supported by one of the three Missions mentioned above.

8. We respectfully request the Missions to consider the above matters and to then take such action as may be necessary, so that each Mission shall have its representative doctor assisting in the Hospital and general work, and each Mission making an appropriation for its share in the support of the Hospital.

Note (a) As long as the Medical School remains here it is presumed that the Boards will continue their appropriations for it, so the Medical School, as such, is provided for financially.

(b) Neither the Missions nor the Boards have ever appropriated one dollar for carrying on the University Hospital, whose annual budget is about \$20,000. And it has been only because of special gifts from home that the Hospital has been kept running so long.

(Signed) R. T. SHIELDS  
P.S. EVANS, JR. (Committee.)

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LIST OF EQUIPMENT NEEDED FOR EXISTING BUILDINGS OF THE UNIVERSITY,  
AS PREPARED BY THE FACULTY FOR THE TRUSTEES AND THE CHINA MEDICAL BOARD.

General Summary

Page		Estimated Cost
1.	Furniture for Operating Room	\$1,732.75
1.	Diagnostic Instruments	279.50
1, 2	Eye, Ear, Nose & Throat Instruments	150.80
2- 7	Surgical Instruments, general	729.05
	Duty and Freight on above	<u>295.00</u>
		\$3,187.10
8, 9	X-Ray Equipment	2,729.02
10	Laboratory Equipment	552.00
11, 12	Hot and Cold Water Supply	1,475.00
13	Heating Plant, Hot Water	2,166.00
14, 15	Beds and Bedding	1,583.55
16	Hospital Clothing and Miscellaneous	<u>751.24</u>
	Total,	G\$12,443.91

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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.

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 \$1000 (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. S. 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.

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
- \$20,000 For out-patient department - land, building and furnishings
- \$15,000 For women's ward
- \$5,000 annually, for running expenses

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 )  
\*Alexander Paul ) Disciples of Christ  
Li Hou-fu )  
\*Guy W. Sarvis )
- Robert C. Beebe, M.D. )  
John C. Ferguson ) Methodist Episcopal, North  
Frank D. Gamewell )  
\*Wilbur F. Wilson )
- Samuel Cochran, M. D. )  
\*Joseph G. Garritt ) Presbyterian, North  
P. W. Kuo )  
\*Edwin C. Lobenstine )
- \*F. C. Mabee, 1917 )  
J. T. Proctor, 1918 ) Baptist, North  
\*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 )  
\*Hwang Hsi-chen ) Elected by Board of Managers  
Chengting T. Wang )
- Y. L. Hwang Elected by the Alumni.

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. L. 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~~ Mr. Ambrose Swasey, Dr. John A. Brashear, Dr. John R. Freeman, Mr. Hovey Freeman and Mr. John R. Freeman.

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 Committee, 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 Doctor 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 . . . . .	1	\$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 Jan. 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 sums 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:

Outpatient 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 Nanking University express its hearty appreciation of the generous offer of the China Medical Board and accept 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 resort, to provide \$1000 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 \$1000 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 reported by President Bowen, of the action of the Executive Committee 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 Manager 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, *V. Taylor, C. Wang, P. R. Bakeman, acting*

*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, E. 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.

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MEETING OF THE EXECUTIVE COMMITTEE. UNIVERSITY OF NANKING

Nanking, Feb. 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 9 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. W. Wilson. Dr. P. E. Evans was present by request.

Dr. Evans led in prayer.

President 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:- Dr. Bullock's house to Dr. and Mrs. Downey; Dr. Evans' house to Dr. Hutchinson; Mrs. Molland's house to Dr. and Mrs. Hamilton; Dr. Brown's house to Mr. Ross; Dr. Hamilton's house to Dr. Hiltner; Mrs. Meigs' house to Dr. Paul; Mr. Rosys' and Dr. Martins' 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 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 and 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 Hobingier, 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. W. Wilson be appointed as Superintendent of the schools at Kan Ho Yien, and Principal of the new Middle School, and it was also agreed that further questions as to appointments be referred to the President, with power to appoint.

Mr. Keen having reported the possibility of securing Mrs. Brennan as a member 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 condition in China for this position, this suggestion to be considered not practicable.

After prayer by Mr. Bakeman, the meeting adjourned.

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MINUTES OF 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 ~~vacate~~ 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 4th, 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.

W. W. Wilson,

Secretary.

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MINUTES OF 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.

at that time not of the same

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UNIVERSITY OF NANKING

Nanking, Dec. 3, 1917.

Mr. W. F. Wilson,

Nanking.

My dear Mr. Wilson:

The following have been appointed on the committees as requested at our recent meeting of the Executive Committee:

Committee on closer co-operation with the colleges and preparatory schools in East China:-

Dr. Garritt, Dr. Gamewell and myself.

Committee on study of needs and plans for further development of the University:-

Dr. Williams, chairman, Dr. Proctor, Dr. Beebe,

Mr. Lobenstine, Mr. Sarvis.

It is expected that these committees will bring in some definite reports at our Managers' meeting on the twenty-first.

Very cordially yours,

A. J. Bowen



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. Hatcheson, 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 resume' of this report, as follows:

President Bowen said that 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.

Following is the Enrollment 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 " "	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.

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. 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.

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.	1,511.00
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. Buckman to Nanking has been of unusual interest and benefit to the University students. Mr. Weigel, who was associated with Mr. Buckman 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 to-morrow morning at eight-thirty at the same place.

The meeting then adjourned.

Following are the names of the members of the Hospital Committee:

Dr. Sloan	Chairman
Dr. Paul Tang	Secretary
Dr. J. C. Thomson	Member
Dr. W. H. Weigel, Jr.	Member
Dr. Chen Ching-chang	Member
Dr. Y. Y. Liu	Member
Dr. K. S. Liu	Member
Dr. A. W. Gilbert	Member
Dr. D. Y. Lin	Member
Dr. J. H. Sample	Member
Dr. Mildred H. Clark	Member
Dr. Li	Member
Dr. Francke	Member
Dr. Thomson	Member
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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.

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 ~~work~~ closer 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. 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. Garratt, 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.

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Meeting of the Executive Committee of the Board of Managers of  
the University of Nanking. February 28, 1918.

The Executive Committee of the Board of Managers of the University of Nanking met in the home of President Bowen, Thursday afternoon, February 28, 1918, at four o'clock.

The meeting was called to order by President Bowen.

Present:- President Bowen, F. Garrett, J. C. Garritt, A.C. Hutchens, J. T. Proctor, G. W. Sarvis, J. E. Williams and W. F. Wilson.

Frank Garrett led in prayer.

The question was raised in regard to the purchase of the house owned by Dr. S. L. Lasell. As he had been offered G.\$9,000 for the same by outside parties and would sell to the University only at that price, on motion it was agreed that we purchase the house at that price.

The question was raised in regard to the need of the Industrial Department for a printing press. On motion it was agreed that action be deferred till this evening, when Mr. Moss can be present, and that discussion be limited to twenty minutes.

The fact that it is proposed to secure a body of educational experts, through the China Continuation Committee, to make an educational survey in China was presented to the Executive Committee, and the following action was taken:-

Inasmuch as we believe that much good will result from such a survey of our work in China at this time both as regards the organization and the co-ordination of higher education on the field and, also, as regards a fuller knowledge such a survey will give to our constituency at home,

Therefore be it resolved that we extend to this commission, through the China Continuation Committee, our hearty invitation to include our work in their survey, and to assure the commission of our fullest co-operation in furthering their plans and in making their study helpful.

Mr. Keen and Mr. Gia being present, Mr. Keen reported on plans for the development of a Wu-dialect section in the Language School.

After discussion, on motion it was agreed that we approve of the training of teachers, as we have been doing, from the Wu-dialect district, but that we do not feel that it would be advisable to establish a school for the various Wu dialects at Nanking.

On motion it was agreed that hereafter the fees for students in the Language School from participating missions be increased \$10, or \$150 in all per year, to pay for extra cost in heating and lighting, and those who come from non-participating missions pay \$200.

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Ex. Con. mtg. minutes. Feb. 28, 1918. Page 2.

On motion it was agreed that we approve of the plans made for the rebuilding of the old Administration Building at Kan Ho Yen as presented by the Superintendent of Construction.

At the request of President Bowen, Dr. Proctor gave a report of the meeting in Shanghai of the Committee for the Co-ordination of our Educational Work in East China.

On motion it was agreed that we ask the Committee on Co-operation to prepare a written report of the meeting of the Committee which was held in Shanghai February 8.

President Bowen reported as to the contract price on the new Chapel, Administration building and new Dormitory.

Dr. Williams followed with a general statement of the financial situation in reference to the Hospital.

It was moved to meet this evening at eight-fifteen.

The evening session convened at eight-fifteen.

Dr. Proctor led in prayer.

Inasmuch as Mr. Bullock's return to the field this fall is doubtful, the question of securing a man who will take his place for the Normal and Primary School work was referred to President Bowen and W. F. Wilson.

On motion it was agreed that we approve the plan of the faculty for a University Summer School.

On motion it was agreed that we authorize Dr. Williams to raise the sum of G.\$5,000 per year for the University Summer School.

On motion it was agreed that we emphasize the immediate need for a man as an educational secretary for the schools of this section, and request Dr. Williams to consider this one of the first items of our needs.

On motion it was agreed that we authorize Dr. Williams to endeavor to secure another man interested in secondary work to be associated in the work in the Middle School.

On motion it was also agreed that if it is possible to secure the Ing land, that the property along the main road between Dr. Williams' and Dr. Macklin's houses be used for an athletic field.

On motion it was agreed that a committee of four be appointed as a Committee on Language School, to work in co-operation with Mr. Keen. The following were appointed:- C. S. Keen, Chairman, J. L. Stuart, D. W. Lyon, A. J. Bowen and Mrs. W. R. Stewart.

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On motion it was agreed that during the absence of Dr. Williams, Mr. Clemons be asked to take his place on the Hospital Committee.

On motion it was agreed that the question of a matron for the new Language School dormitory be referred to the Language School Committee.

On account of the fact that Dr. Williams and Mr. Settlemeyer are leaving Nanking, on Motion Mr. Moss was appointed on the Building and Property Committee during their absence.

On motion it was agreed that we enter upon our minutes an appreciation of the coming of Dr. Woodworth and that a copy of the same be sent to Dr. Woodworth.

It was decided that the following be sent in a letter to Dr. Woodworth: "Inasmuch as we have heard of the coming of Dr. C. W. Woodworth to be associated with the faculty of the University, we hereby wish to express to him our hearty appreciation of this fact, and to extend to him our warmest welcome. We trust that his stay with us may be of as much pleasure to him as we anticipate pleasure and profit to ourselves."

Mr. Moss was present and made a statement in regard to the need of developing the Industrial Department. On motion it was agreed that it does not seem best at the present time to develop the Industrial Department and that the disposition of the present industrial work be referred to Mr. Moss and Mr. Wilson.

On motion it was agreed that we approve of the budget for the different departments of the University.

On motion the approval of the minutes was left to the Chairman, Secretary and Mr. Barfis.

The meeting adjourned at twelve o'clock.

W. F. WILSON,  
Secretary.

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The Fourteenth Meeting of the Board of Managers of the University of Nanking, October 18, 1918.

The fourteenth meeting of the Board of Managers of the University of Nanking convened at the University, in the office of the Suwan Christian School Board, at 9:00 A. M., October 18, 1918.

R. C. Beebe led in prayer.

At the calling of the roll, the following members responded: President Bowen, ex-officio, R. C. Beebe, S. Cochran, C. H. Hamilton, J. V. Latimer, A. Y. Li, J. T. Proctor, F. J. White. Others present were H. Clemons, substituting for J. C. Garritt; H. W. Luce, substituting for F. D. Gamewell; W. T. Tao, substituting for P. W. Kuo; C. S. Keen, D. W. Richardson, and Mrs. M. R. Jones.

On motion it was voted that the substitutes be seated with the regular members of the Board.

Mr. Richardson and Mrs. Jones were present representing the Suwan Christian School Board.

On motion it was voted that, in view of the fact that Mr. Richardson and Mrs. Jones were unable to remain long at the meeting, we give Mr. Richardson the opportunity of stating the request of the Suwan Christian School Board.

After some explanation in regard to said Board, Mr. Richardson stated that the Board desired him to present the following resolution: RESOLVED, that the Board of Managers of the University of Nanking recognize the Suwan Christian School Board as an affiliated organization; and that the University agrees

- (1) To supply the services of an executive secretary,
- (2) To supply the services of a Chinese member of the Normal School for one-half his time, one-half his salary to be paid by the Suwan Christian School Board,
- (3) To supply the Suwan Christian School Board with administration offices,
- (4) That the President of the University be a member ex-officio of the Suwan Christian School Board, and that any representations from the Suwan Christian School Board to the University Board of Managers, or vice versa, be made through the President of the University and the Executive Secretary.

On motion it was voted that the Board of Managers agree to the resolution presented by Mr. Richardson.

On motion it was voted that such adjustments should be made of the work of W. F. Wilson as to make it possible for him to act at present as the Executive Secretary of the Suwan Christian School Board.

On motion it was voted that the Board of Managers accept the invitation of the matron of the Language School dormitory to take tea at the new building this afternoon at half-past four o'clock.

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Fourteenth Meeting of the Board of Managers (2)

As the minutes of the last meeting of the Board of Managers and of the Executive Committee had already been printed and sent out to the members of the Board, on motion it was voted that they be taken as read.

President Bowen then called attention to certain items in his report and made some announcements.

C. S. Keen reported for the Department of Missionary Training.

Dr. Sloan was present and gave his report in regard to the Hospital.

On motion it was voted to extend an invitation to Dr. J. W. Wiltsie to become one of the staff of the University Hospital.

On motion it was voted that the following teachers be appointed to the faculty:- Florence A. Braastad, Ch'en Chen, Chang Chien-hwa, Elizabeth H. Johnson, Len Lien-chiah, Li Kan-yuen, Thirza M. Pierce, Si Tsz-hen, C. S. Sie, M. Mabel Stearns, T. H. Ts'ien, C. P. Wang, Ph.D., Anne C. White.

On motion it was voted that we reaffirm our action of last year expressing the urgency of the need of going on immediately with our building programme, and that we ask the President to make special representation of this need by a covering letter.

On motion it was agreed that the Committee on Closer Co-operation between Colleges in East China be continued, with power to co-opt.

On motion it was voted to approve the report of the Building and Property Committee.

On motion it was voted to adjourn to meet at 2:00 P. M.

Afternoon Session.

The meeting was called to order at 2:10 P. M.

H. W. Luce led in prayer.

J. H. Reiser being present, he was asked to make a statement in regard to the work of the Agricultural Department.

On motion the following resolution in regard to the payment of gold appropriations at the rate of two to one was passed:  
RESOLVED, that the Board of Managers calls the attention of the mission boards supporting the University to the serious crisis existing in our financial position as a result of the present rate of exchange. Practically all the mission boards have met the difficult situation created for their missionaries by establishing an exchange rate of two silver dollars for one gold. This has made it necessary and just that the University do the same for the members of the faculty supported by general University funds. The silver used in paying the Chinese members of the faculty and in the general University expenses must be bought at

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Fourteenth Meeting of Board of Managers (3)

the present costly rate. Altogether it is absolutely impossible for the University to carry on its work with the former gold appropriations from the boards and it is incurring a rapidly growing deficit. We accordingly urgently request the boards to grant a rate of two dollars for one on their regular appropriations to the University and make the rate retroactive, beginning on April 1, 1917.

On motion it was voted to take up the budget seriatim.

On motion it was voted that we refer to the Language School Committee the necessity of having a full understanding with the home boards as to the amount of fees to be paid by the Language School students; that we, through the Language School Committee, urge the boards to establish a uniform method in paying the same; and, also, to make all these matters clear to any of their new candidates for the field.

It was also suggested that the Language School Committee prepare a booklet in which all that a new student ought to know about the Language School can be clearly stated, and that copies of this booklet be placed in the offices of the boards in America.

After passing the budget with certain alterations, on motion it was voted that the budgets for Administration, College of Arts, Junior College, College of Agriculture and Forestry, Middle School, Model School, Hospital and Language School be adopted as a whole.

On motion it was voted that we set Mr. Baillie free for colonization work and make Mr. Reiser Dean of the College of Agriculture and Forestry.

On motion it was agreed that L. B. Moss be appointed as Dean of the Junior College and continue as Acting Dean of the School of Education.

On motion it was voted that W. H. Weigel be appointed as Y. M. C. A. Secretary for the University.

On motion it was voted to adjourn, and, after taking tea at the Language School dormitory, to meet again at 5:15 P. M.

The Board reconvened at 5:30 P. M.

On motion it was voted that A. Y. Li be appointed proctor of the Senior and Junior Colleges and that C. C. Liu be appointed proctor of the Middle and Model Schools.

On motion it was voted that we recommend to the Board of Trustees that the By-laws be changed as follows:  
ARTICLE VIII. Section I. Composition. Paragraph No. 2 to read: "The Board of Managers may co-opt five Chinese and five foreigners as full members of the Board of Managers. Two of the Chinese shall be elected by the Alumni Association of the University of Nanking."



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Fourteenth Meeting of the Board of Managers (4)

On motion it was voted that the chairman and the secretary be constituted a committee to prepare a suitable minute in regard to the work of Dr. Woodworth; that a copy of this minute be sent to Dr. Woodworth and that it be entered on the minutes. Following is the minute:

The members of the Board of Managers of the University of Nanking would express to Professor Charles W. Woodworth their deep appreciation of the services he is this year so generously rendering to the University. During the period of sabbatical release from his duties as Head of the Division of Entomology in the University of California he has been carrying a regular schedule of instruction in the University of Nanking, he has been instrumental in inaugurating the Short Course in Sericulture and the Summer Course in Agriculture, he has been offering the first graduate courses that have been given in this institution, and he has waged almost single-handed a remarkable campaign against mosquitoes in Nanking. His wide interests, his unusual experience, his expert knowledge, his quiet sympathy, and his ability to adapt himself to circumstances have not only been making his courses of exceptional value to his students but also of continual encouragement and inspiration to his colleagues. Professor Woodworth's contribution of work and thought and example will, we are confident, result in permanent advantage to the cause of Christian education in China.

On motion it was voted that with the general approval of the Board, the question of providing outfit allowance for new ~~members~~ <sup>members of the faculty</sup> be referred to the Executive Committee to work out.

On motion it was voted that a vote of thanks be given Mrs. M. R. Jones for her kindness in taking up the task of matron of the Language School dormitory.

Also, that we extend to the Presbyterian Mission our hearty thanks for loaning Mrs. Jones for this work for the month, and that we ask them, if possible, to let her continue this work at least until the end of the present Language School term.

On motion it was voted that we heartily agree with the principle of having a lecturer on Chinese religions and related subjects, living in China and dividing his time between the various language schools; and that we ask Mr. Lobenstine to represent us in America and do his best to secure the lecturer and raise his salary from the home base.

On Motion it was agreed that the question of the name of the new Language School dormitory be referred to the Executive Committee.

On motion it was voted that a vote of thanks be given to Mr. Y. P. Hung for his careful and efficient work done in connection with the Chinese Library.

On motion it was voted that the question of the relation of the tuberculosis pavilion to the Christian Mission Girls' School be referred to the Executive Committee with power to act.

On motion it was voted that the Treasurer be instructed to pay the travel and other necessary expenses of the members of the Board of Managers and of the Executive Committee in attendance upon the meetings, after approval of such accounts by the Secretary of the Board.

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Fourteenth Meeting of the Board of Managers (5)

On motion it was voted that the Executive Committee remain the same as last year, with the exception of G. W. Sarvis and A. V. Taylor, whose names were omitted.

<sup>now on furlough,</sup>  
On motion it was voted that the Building and Property Committee remain as last year, with the exception of the appointment of A. G. Small as chairman in place of W. F. Wilson.

On motion it was voted that the Finance Committee be as follows:- R. C. Beebe, chairman, A. J. Bowen, J. T. Procter and J. E. Williams (P. D. Gamswell as alternate).

On motion it was voted that the Hospital Committee remain as it was last year.

On motion it was voted that the Language School Committee remain as last year.

On motion it was voted that the schedules for furloughs be referred to the Executive Committee. X

On motion it was voted to refer to the heads of departments the question of a suitable plan for ~~ascertaining the desirability of~~ retaining men on the faculty after ~~furlough~~ <sup>furlough</sup>, this plan to be reported to the Executive Committee, and from the Executive Committee, by correspondence, to the Board of Managers. X

On motion it was voted to fix the date for the annual meeting of the Board of Managers of the University each year on the second Friday in October.

On motion it was voted that the minutes of this meeting be referred to Messrs. Bowen, Hamilton, Clemons and Wilson for confirmation.

After prayer by S. Cochran, the meeting adjourned.

Walter A. Wilson  
Sec.

and of the oversight and direction of teachers looking to their best development for useful service in the University.

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Report of the Building and Property Committee - October 18, 1918.

Building Operations

The amount of building undertaken during the past year has not been as much as we had expected. However, the dormitory for the Language School and the old Administration building at Kan Ho Yen are completed and in use. The Hospital Dispensary is now under construction. But the new administration buildings, dormitories and chapel have been delayed for the present. Marble, tile, and a good deal of brick for these are now on the ground, so that when building operations are commenced we see no cause for any delay in construction.

Purchases of Residences

The residences of both Dr. Lasell and Mr. Settlemyer have been purchased within the year.

Rental of Property

After the purchase of the Lasell house arrangements were made to rent the house to the Y. M. C. A. for the present. This will help in part to reimburse us for the money spent on the purchase of the property.

The residence within the Kan Ho Yen property has also been rented during the year.

Numbering of Houses

Heretofore the houses have been called by the name of the man occupying the house, but when a member of the faculty moved from one house into another this method became confusing. The houses now have been numbered as nearly as possible in the order in which they were built.

Electric Lights

After long delay, some of our buildings have had electric lights installed during the year. In all the dwelling houses where such instalment has been made, it is understood that the occupant is to pay the University \$12.00 per year as a refund for installation. The occupant, of course, bears all the cost of electricity.

It may be well to state here that it is entirely unsatisfactory to depend on the city for lights. The city plant is inadequate for its needs and even a high-power lamp gives but a dim light. The time must come when the University will have its own lighting plant.

Repairs

There have been during the year both the usual and unusual repairs. The house formerly occupied by Dr. Martin, now occupied by Professor Roys, has had a thorough overhauling and is now in good repair.

A number of new cisterns have been built and old ones repaired, and in general the committee believe that the property is in a satisfactory condition.

Inventory and Appraisalment

During the time of the vacation caused by the plague an inventory and appraisalment was made of all our property with the following result:

Value of all school buildings and outhouses	Mex. \$301,424.00
Value of all residences, 17	133,844.00
Value of all equipment and furnishings	97,024.00
Value of all hospital buildings	43,388.00
Value of all hospital equipment and furnishings	12,150.00
Value of all grounds, including walls	116,861.00
Grand Total	\$704,692.00

Respectfully submitted,

Building and Property Committee,  
W. P. Wilson, Chairman.

*End of Report  
Submitted Oct 19/18  
Then to Prof*

Minutes of the Third Regular meeting of the Board of managers of the University of Nanking. Jan. 4th 1911.

Meeting was called to order at 9:15 A.M. in the Pres. Office.

Prayer by Rev E.C.Lobenstine.

Present:- Dr. Fergusson. Dr. E.I.Osgood. Dr. Beebe, Drummond, Williams, Libenstine, Wilson, Settlemyer, Dr. Garritt, Cory, Garrett.

Dr. John Gowdy of Foochow, Bishop Lewis, and Rev H.F.Shaw were welcomed to sit with us during the meeting.

Mr. Alex Paul of Wuhu having been elected to a place on the Board, but being unable to attend, Mr Settlemyer was seated in the meeting in his stead, as his proxy.

The president read his second half-yearly report.

The agenda as prepared by the president was taken up in the order presented.

Dr. Garratt reported for the committee on ~~xxxxxxx~~ "Schedule of Salaries of Foreign Teachers Employed by the University, but not under Mission Appointment."

Dr Fergusson raised the question of the wisdom of the university instead of a mission, paying the salary of the president. After a lengthy discussion it was decided to leave the recommendation as fixed by the Board on Oct. 20th 1910.

Bishop Lewis spoke in favor of the president being placed so as to represent all missions interested as fully as possible.

He considered the prospects for the University very bright. He emphasised the importance of primary education. In as much as China has not a good school system, we must have our day-schools. The University should lead in the establishment of these day-schools. In these unfits should be eliminated and the capable should be developed. Missions must have day-schools to select their materials. He stated that in their mission in Foochow and Hinghwa conference perhaps seven tenths of the churches ~~xxxx~~ were established by first opening a day-school. The day-school is the pioneer of the church. They now have 366 in Foochow conference, and about 70 in Hinghwa conference and are seeking to establish more as rapidly as possible.

After some amendations the report was adopted as follows:-  
Recommended:-

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

2nd. That salaries of teachers to be employed by the University shall ~~be~~ for the future be as follows:- For a single person, Gold \$650. per annum, For a married man Gold \$1100. per annum, with allowance of \$100. ~~per~~ per child, increased to \$150. after ten years of age.

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

Home allowance to be gold \$600. for single ~~men~~ ~~per~~ for \$1000. for married teachers. Children's allowance to be continued while at home.

Medical attendance to be provided on the field.

3rd. We recommend the securing of teachers on the regular missionary basis, but in case of bringing out, under short term contracts, they should be passed upon in the regular way by one of the uniting mission Boards.

Report regarding departments and distinction between professors, instructors &c.

Your committee recommends that the plans regarding the departments refered to this committee, together with the matter of distinction between, "professor", "assistant professor" and "instructor", be refered to the president for revision and further recommendation to the Board of Managers. ~~at next annual meeting~~ *one for from now*

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

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

The committee on disposal of printing press reported progress and the committee was continued.

The thanks of the Board were ordered sent to The U.S. Geological Survey, and the Geological Survey of Canada

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

The afternoon meeting was called to order at 2:45 P.M. Dr E.I.Osgood led in prayer. The minutes of the morning session were read and approved. The committee on Loan Fund and relations in regard to needy students, through Mr. Williams, reported, calling attention to the four items on policy discussed by the second meeting of the Executive committee Jan. 31st 1910, and making other verbal suggestions.

It was moved by Dr. Ferguson and seconded by Mr. Williams that the policy outlined in the four items submitted to the second meeting of the Ex. Com. Jan 31st 1910, be adopted. And that the president of the University be authorized to call to his aid in the administration of the funds for the aid of needy students, a committee of five Chinese selected from the former students or from patrons of the University. And further that the organization of an Educational Association or an association of patrons be approved for the purpose of interesting Chinese in the work and support of the University. It was resolved that we recognize the Alumni Associations of the Nanking University and the Nanking Union Christian College, and further that we recommend that these two Associations form a united association as a basis of the Alumni Association of the University of Nanking.

The Appraisal Committee presented the following: To the Board of Managers :- The Appraisal committee beg leave to request that the managers accede to the request of the Methodist Mission for a refund of \$12,500 Mex. From the extra funds, viz \$19,189. gold, above the \$40,000 gold turned into the University by the Methodist Mission.

This request is made because it is necessary for the Methodist Mission to erect other buildings in place of ~~the~~ some of those turned over to the Union. A.E. Cory Sec.

On motion the Pres. Treas. and building and Property Com. were asked to make up a financial statement for the next session. Dr. Ferguson was asked to act on the auditing committee.

The minutes of the Ex. Com. meeting of Oct. 25th 1910 were read. The election of Mr. Millward as treasurer was confirmed. On motion the remaining ~~actions of the committee were confirmed.~~ actions recited in the minutes were confirmed.

The minutes of the Ex. Co, meeting of Dec. 27th 1910; were read and the actions recited therein approved. *Except Par 1 + 2.*

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

And further that the four students who ~~have been~~ <sup>formerly</sup> pursuing their medical studies in the medical department of the Nanking University and have now completed such studies be granted a certificate indicating the work done by them during their course and signed by the president of the University of Nanking and by Dr. Beebe.

The Disciples mission were assured that the services of Mr. Hoh Chen Kwan as physical trainer would be very acceptable and they were asked to proceed with the arrangements to secure him for this position. <sup>understand</sup> It being <sup>understand</sup> that the University is not to be financially involved in the matter.

Meeting adjourned

*[Handwritten signature]*

*Approved by the Board of Managers for graduates to the University*

Meeting called to order at 9:15 a.m. Dr Ferguson led in prayer.

The minutes of the last session were read and approved.

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

The financial committee made its report which was accepted and placed on file.

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

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

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

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

The report was accepted.

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

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

Adjourned to 1:30 p.m.

1:30 p.m.

Dr. Garritt led in prayer.

The revised course of study was presented and referred to the president together with the Mission Teachers of the University.

The auditing committee Dr. Beebe, Dr Ferguson and Frank Garrett, were continued for the current year.

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

Frank Garrett was elected secretary for the year.

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

The committee on day-schools reported as follows:-

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

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

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

We would make the following recommendations.-

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

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

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

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

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

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

The above report was accepted and the following actions taken. The President appointed the following committee of Day-schools- Frank Garrett, Chairman, W.J. Drummond and W.P. Wilson.

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

The matter of Training Schools and Institute for present teachers was referred to the Day-school committee with power to act.

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

The general question of certificates was referred to the day-school committee.

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

A letter from Bowen and ordered laid on the table. - was read by president

The Methodist mission reported the following members on the Board of Managers with terms as indicated:-

Dr. J.C. Ferguson 4 years  
 Dr. R.C. Beebe 3 years  
 Dr. G.A. Stuart 2 years  
 Messrs. W.P. Wilson 1 year.

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

The president in connection with the Building and Property committee was asked procure furnishings for the Science Hall and \$1,000 gold were set aside for this purpose.

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

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

It was ordered that the nature of the appeal to be made in the U.S. be determined upon by Mr. Williams in connection with the Executive Committee, not going beyond what the Board of Managers has approved.

The presidents report was then taken up for discussion. The recommendations regarding Library and Museum were approved and the present efforts commended. Mr. Williams was asked to seek, while in the United States, funds for the Library, its equipment, support and the support of a Librarian.

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

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

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

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

The Executive Committee was authorized to approve the minutes of the day.

Adjourned with prayer by Dr. Beebe.

Frank Garrett Sec.

A.J. Bowen President.

BUDGET, 1911.

Expenditure		Income	
Salaries, 27 Teachers	\$10 000	Tuition	\$12 000
Servants 21	1 500	Board	10 000
E. K. Gifford \$600	1 350	Incidentals	3 500
W. F. HUMMEL \$700	1 575	Athletic Fees	300
A.J.BOWEN \$1 500	3 400	Appropriations (3/\$2400 G)	15 840
Wm. Millward \$525	1 200	Special Gifts (Tuition & Board)	1 500
Repairs	2 000		
Repairs, Ordinary & Carpentry	1 000		
Office Asst.	1 350		
Office Supplies & Travel	1 000		
Yao & Nephew	300		
Incidentals, heat	3 500		
Board	12 000		
Athletics	250		
Contingent Fund	1 000		
Permanent Equipment	500		
Insurance	280		
Personal Teachers	200		
	<u>\$42,405</u>		<u>\$43 140</u>

*Summar of c at  
 request of Ex com. 735*

43.140

THE MINUTES OF THE  
FOURTH REGULAR MEETING OF THE BOARD OF MANAGERS  
OF THE NANKING UNIVERSITY.

FEB. 13, 1913.

The meeting was called to order at 2:00 P.M. in President Bowen's office.

Members present: Messrs. F. E. Meigs, W. J. Drummond, James Ware, W. F. Wilson, J. C. Garritt, A. J. Bowen, Frank Garrett, and Dr. James Butchard as proxy for Mr. Alex. Paul.

The minutes of the meeting of Jan. 4th, 1911, were read and approved as were also the minutes of the Executive Committee meetings of June 13th, 1911, and Jan. 15th, 1912.

The following members were announced as members of the Board for the current year:

Methodist Mission-

Messrs. F. D. Gamewell, 1915,  
J.C.Ferguson, 1914,  
R. O. Beebe, 1913,  
W. F. Wilson, 1912.

Presbyterian Mission,-

Messrs. J. C. Garritt, 1915,  
J.E.Williams, 1914,  
W. J. Drummond, 1913,  
E.C.Lobenstine, 1912.

Disciples Mission,-

Messrs. James Ware, 1915, *no one appeared*  
Alex. Paul, 1914,  
Frank Garrett, 1913,  
F. E. Meigs, 1912. - 1916

The correspondence from J. E. Williams in America, the minutes of the meeting of the Trustees and other letter showing the work being done in America in the interests of the University were read.

Messrs. Bowen, Garritt and Meigs were appointed a Committee to arrange for the aid of needy students, Messrs. Williams, Martin and Settemyer, former members of this Committee, all being in America.

Copies of the President's report were handed to each

member of the committee, which was taken as read and the items of business mentioned therein were acted upon as follows:

MOVED, That Mr. Baillie be relieved for the present from classroom work in order that he may give his time to working out the Colonization scheme, with the hope of developing ultimately an Agricultural Department and Experiment Station in connection with the University; and that President Bowen work out the plans and probable expense of establishing this department. The expense of a teacher for Mr. Baillie's classes is to be arranged for in consultation with the Central China Famine Relief Committee, from funds secured for the Colonization scheme.

A cable was ordered sent to Mr. Williams and the Trustees in America, giving our warmest appreciation of their services and stating that we had purchased all the land we wanted north of the Cory road and 12 meo south of it, also some land south of the University campus; that we had spent \$8,000. gold, for land and would need \$ 7,000 to complete the amount contemplated.

At the request of the president, Dr. J. C. Garritt was appointed to act for the Board of Managers in the matter of conference with leaders or representatives of other educational institutions in this part of China, with a view to establishing a more systematized and coordinated plan upon which to develop all the missionary educational enterprises of this field.

On invitation from Mr. and Mrs. A. A. Bullock, the Board of Managers attended a very pleasant "house warming" at their new residence.

The Board again met at 8:00 P.M. Mr. James Ware led in opening prayer.

The president was asked to correspond with Miss T. Pierce with a view of engaging her for the present term as a teacher of English in the University. Her salary will be paid by the Presbyterian Mission.

The president was also asked to secure a teacher of mathematics for the classes formerly taught by Mr. Baillie.

The Executive Committee were empowered to select and secure seats for the Science Hall lecture room, and other furniture immediately needed in the building, the entire cost of which is not to exceed \$1000. Mex.

Mr. F. E. Meigs presented the needs of the work in his department,-the Department of Religious Instruction, and the following action was taken. We shall require daily Bible study in the Primary and Intermediate Departments; three hours per week in the High School; two hours per week in the College Freshman year and three hours in the Sophomore year. Besides this there will be required in the College course Comparative Religion and other subjects to enlighten and strengthen in religion and morals.



	<u>Expenditure</u>	<u>Income</u>
Insurance	\$ 500.	
Personal Teachers	150.	
(x) Permanent Equipment	1,100.	
General Equipment (Maps, furniture etc.)	460.	
Tuition		\$ 6,000.
Board		8,000.
Incidentals		2,000.
Athletic Fees		300.
Mission Appropriations 9000. at 2.15		18,000.
Special Gifts		2,034.
	<hr/>	<hr/>
	\$37,334.	\$37,334.
(x) Museum	\$100.	
Chemistry	200.	
Physics	350.	
Biol & Geol.	300.	
Psychology	300.	
Library	150.	
	<hr/>	
	\$1100.	

The Executive Committee were instructed to prepare the budget for the year 1913 and send to the Board of Trustees for their approval in time so that after their approval it may be returned to China before the meeting of the Board of Managers next preceeding the opening of the school year.

All questions relating to the Hupuchai school were referred to the Executive Committee.

The following Executive Committee was elected for the coming year: Messrs. W. J. Drummond, J. C. Garritt, W. F. Wilson, J. G. Ferguson, F. E. Keigs and Frank Garrett.

Other elections were as follows:-

Building and Property Committee: Messrs. W. F. Wilson, W. J. Drummond and Frank Garrett.

Day School Committee: Messrs. W. F. Wilson, W. J. Drummond and Frank Garrett.

Treasurer: Mr. Millward.

Assistant Treasurer, Miss M. A. Gillmore.

Mr. A. A. Fullock was chosen Secretary of Day Schools and ex-officio member of the Day-School Committee.

The minutes of this session were referred to the Executive Committee for approval.

Mr. W. F. Wilson offered the closing prayer.

Adjourned.

A. J. Bowen, Chairman.

Frank Garrett, Secretary.

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MINUTES OF THE FIFTH REGULAR MEETING  
OF THE  
BOARD OF MANAGERS OF THE UNIVERSITY OF NANKING.

Jan. 29, 1913.

The Board met in President Bowen's office at 8:30 A.M.

The members present were: Messrs. A. J. Bowen, President; W. J. Drummond; W. F. Wilson; Dr. E. I. Osgood; F. E. Meigs; Dr. R. C. Reebe; Dr. J. C. Ferguson; and Frank Garrett. James Ware was present, as proxy for Alexander Paul, and A. A. Bullock, proxy for E. C. Lobenstine.

The minutes of all meetings of the Executive Committee held since the last Board meeting, were taken as read.

President Bowen read a most excellent report of the year's work. This was accepted and a request made that it be prepared, in large part, for printing.

The Auditing Committee was asked to audit the account at an early date, and report its findings to the Executive Committee.

The following resolutions were then passed:

1. RESOLVED: That we favor the aims and purposes of the Educational Commission, and that we request Mr. Bowen to act as the representative of this Board on the Commission.

2. RESOLVED: That we approve of the establishment of a Medical Department, under the management of this Board.

3. RESOLVED: That a Committee of three be appointed, of which the President shall be also a member ex-officio, to consult with the authorized representatives of the East China Union Medical College, with a view to including this College as the Medical Department of this University. The committee appointed was: F. E. Meigs, J. C. Ferguson and W. J. Drummond. After consulting with members of the East China Medical College, they reported as follows, and the report was accepted by the Board:

(1) RESOLVED: That the Board of Managers appoint a Committee on Medical Department, consisting of Messrs. Bowen, Drummond, and Dr. Osgood.

(2) RESOLVED: That the Board of Managers invite the Missions which are not cooperating parties in the University but have been participating in the East China Union Medical College to send representatives to meet with the Committee on Medical Department.

(3) RESOLVED: That the Board of Trustees should be requested to urge the Home Boards of all the Missions participating in medical educational work, to become cooperating parties in the University.

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(2)

(4) RESOLVED: That the Board of Managers shall set aside the Kulow property (valued at \$33,000.) gold, for the purposes of the Medical Department.

(5) RESOLVED: That the Board of Trustees be requested to secure an additional sum of \$27,000. gold, to be obtained if possible from the other Missions participating in the East China Medical School, for the purchase of the Kulow property, now used by the Foreign Christian Mission for medical purposes.

For the Committee.  
F. E. Meigs, Chairman,  
J. C. Ferguson, Secretary.

4. RESOLVED: That the Wuhu Preparatory School be recognized as an affiliated school in connection with this University, on the understanding that the courses of study of the Preparatory School in Wuhu shall be approved by this Board.

5. RESOLVED: That this Board considers the maintenance and development of the Normal Department to be an urgent and immediate need. The Board of Trustees is requested to take steps to secure a special endowment for this Department, and to provide a yearly support of not less than \$2,000. gold.

6. RESOLVED: That this Board recommends the Board of Trustees to provide funds for the purchase, at an equitable price, of the property formerly occupied by Mr. Cory.

In reply to the letter of Dr. F. G. Henke, presenting his resignation as a teacher, it is -

7. RESOLVED: That the President on behalf of this Board should communicate with Dr. Henke, to the effect that the Board hopes that he will withdraw his letter of resignation; but that if his resignation is presented at all, it should be sent to the Central China Mission of the Methodist Episcopal Church, of which he is one of the four teachers provided for by the Constitution.

8. RESOLVED: That the President be requested to communicate with the Central China Mission of the Methodist Episcopal Church in regard to the furlough of Prof. A. W. Martin, requesting that in case of the extension of the time of the furlough, another missionary should be appointed temporarily to fill his place, or in view thereof, that the salary of a teacher should be provided during such time.

9. RESOLVED: That after the setting aside of the school property at Kulow for the purposes of the Medical Department, the Board of Trustees be requested to provide funds for the erection and equipment of a Middle School, to be situated on a site adjacent to the Normal Department.

The meeting then adjourned with prayer.

The Committee met again at 2:00 P.M., and after the opening prayer, the following resolutions were passed:



After a full discussion of the Language School and the satisfactory start which has been made in this line, it was

10. RESOLVED: That the School be continued on its present basis for another year, leaving the question of housing with the Executive Committee.

11. It was further resolved that we approve of the proposition to secure Mr. W. F. Pettus for work in the Language School for the year 1913-14; and we further ask the President to communicate with the Y.M.C.A. with a view to thus securing his services.

12. RESOLVED: That we approve of the request made by the Executive Committee to the Board of Trustees for funds for the erection of five residences for teachers of the University.

The meeting closed with prayer.

The Committee again met on Thursday at 8:45 A.M. After the opening prayer, the following resolutions were passed:

13. RESOLVED: That it is the opinion of this Board that it is not within its power to grant extension of furloughs to missionary teachers, nor to take any action concerning furloughs independent of the missionary societies with which such teachers are connected. If extended furloughs are granted by missionary societies to such teachers, the societies should in every instance be requested to appoint substitutes temporarily to the University, so that the teaching force shall not be reduced on this account.

14. RESOLVED: That this Board desires to place upon record its opinion as to the relation of missionary teachers who are provided by the Missions which have entered into the union plan under which the University is operating:

(1) Such teachers as are assigned by the Missions to the University shall be appointed to their respective positions by this Board.

(2) During their connection with the University, the duties of such teachers may be changed from time to time by this Board, as the necessities of the University may demand.

(3) If the work of any one of such teachers shall prove to be unsatisfactory, or if for other reasons this Board deems that his connection with the University is no longer desirable, this Board shall ask the President to communicate with the authorities of the Mission from which he was appointed, and to request the Mission to substitute some one in his place.

(4) If any one of such teachers desires to sever his connection with the University, he shall communicate with the authorities of the Mission from which he has been provided. Upon request of such authorities, of the Mission from and after adequate notice, this Board shall release him from his connection with the University.

The Board of Managers asked the President to call special attention to the above resolutions No. 13 and 14, in his correspondence

with the Mission Boards.

15. RESOLVED: That industrial work for the purpose of enabling students to help themselves in pursuing their course of study, and in order to inculcate a needed spirit of self-support, should be developed in the University, and that we empower the Executive Committee to introduce such work as they think best, and for which they can secure support.

16. RESOLVED: That in reference to the work of Mr. Bailie, who has been detached from the teaching staff of the University, for the purpose of carrying on philanthropic work, it is now the opinion of this Board that the President should request Mr. Bailie to return to his professorship in the University before the close of the present year.

17. RESOLVED: That Dr. R. T. Shields be hereby appointed Dean of the Medical Department of the University, and Dr. P.S. Evans Acting Dean during Dr. Shields' absence in America.

18. RESOLVED: That Dr. R. T. Shields be requested by this Board to represent the needs of the Medical Department while he is on furlough in America.

The Board adjourned with prayer, and met again at 8:00 o'clock. After opening prayer, the following resolutions were passed:

19. RESOLVED: That this Board approves of the proposed affiliation with the Hangchow Medical College, on the basis proposed at the time of conference with Dr. D. D. Main, C.M.S., of Hangchow, and Dr. *Wallington*.

20. RESOLVED: That we request Mr. Bowen to defer his home-going for another year. This was passed by a rising vote, and Mr. Bowen graciously accepted the suggestion of the Board.

21. RESOLVED: That this Board expresses to Mr. Williams the sincere gratification with which it has heard his report, and desires to thank him for the energetic and efficient methods which he has used in raising funds for the University.

22. RESOLVED: That the President be requested to communicate with the Board of Trustees and with Mr. Williams, calling attention to the method provided by the Constitution for the appointment of teachers.

23. RESOLVED: That the following salaries be increased as indicated:

Mr. Wren	from \$50.	to \$60.
Mr. Hsu	" 35.	" 30.
Mr. Liu Ching Chen	" 40.	" 45.
Mr. Chen Feng Shi	" 37.	" 40.

24. RESOLVED: That we express to Mr. Hung our deep appreciation of the invaluable work he is doing as proctor, and request that he continue the same for the coming year, leaving the details of the arrangements to afford him some needed relief to President Bowen.

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(5)

25. RESOLVED: That the question of providing men and funds for an Agricultural Department shall be referred to the Board of Trustees for consideration.

26. RESOLVED: That in reply to the inquiry of Mr. Williams in his letter of Dec. 16th, as to the advisability of short term appointments to the University of recent graduates of home colleges, the Board is of opinion that it is advisable to encourage such appointments, provided that in every instance the qualifications of such applicants be submitted to and approved of by the President of the University.

27. RESOLVED: That the President be requested to suggest to the participating Missions the desirability of electing Chinese members to the Board of Managers.

28. RESOLVED: That special attention should be given to securing greater interest in the development of the University on the part of influential Chinese.

29. RESOLVED: That the return of Mr. Williams to China at the present time be approved by the Board.

30. RESOLVED: That the Executive Committee shall have full authority to arrange for the Chinese teaching staff of the University for next year.

31. RESOLVED: That we ask the President and the Executive Committee to arrange for a continuance of the work which Mr. J.F. Williams has been doing in the United States for the University; and that if possible, Dr. M.D. Eubank be secured for this service.

32. RESOLVED: That the question of installing a lighting plant for the University be left with the Executive Committee.

The following were then elected on the Executive Committee for the coming year: W.F. Wilson, R.C. Beebe, J.E. Williams, W.J. Drummond, F.E. Meigs, and Frank Garrett; it being understood that when Mr. Garrett leaves China for his furlough in America, Dr. E. I. Osgood shall take his place on the Committee.

The approval of the minutes of this entire Board meeting was referred to the Executive Committee.

The meeting adjourned with prayer.

A.J. Bowen, Chairman,

Frank Garrett, Secretary.

*End of min  
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Jan 29, 1913*

Meeting of the Executive Committee of the Board of Managers of the University of Nanking, November 19, 1918.

The Executive Committee of the Board of Managers of the University of Nanking met in the office of the Suwan Christian School Board at the Middle School, Kan Ho Yen, at 4:30 P. M., November 19, 1918.

The following members were present:- President Bowen, Dr. P. W. Kuo, Dr. F. Garrett and Mr. W. F. Wilson. Mr. A. Y. Lee was present by invitation.

Dr. Kuo led in prayer.

The following action, on motion, was taken in regard to the outfit allowance for those newly appointed by the Board of Trustees, exclusive of those directly appointed by the mission boards and cared for by them:

That the Board of Trustees provide each with an outfit allowance of \$100 gold, and that furniture up to the amount of \$100, as needed be provided by the Building and Property Committee in consultation with the person concerned.

On motion it was decided that the name of the new Language School dormitory should be, in Chinese, 陶陶团寄宿舍 and in English, Meigs Hall.

A letter was read from the Rev. Frank Garrett in behalf of the Christian Mission asking for the release of Mr. A. Y. Lee from the College for work in Nantungchow.

On motion it was voted that in view of the fact that Mr. Lee felt in duty bound to go to Nantungchow, we recommend that he be released after a suitable man has been found to take his place.

The question was raised as to the relation of the tuberculosis pavilion to Miss Lyon's school.

On motion it was voted that the Committee cannot see its way clear to give up the present compound now used for isolation wards, as it does not seem that the Hospital has any other place for such wards, but it is willing to recommend the adjustment of the location of the tuberculosis wards within the present compound to the satisfaction of Miss Lyon if it is possible to do so in accordance with the developing plans of the Hospital.

On motion the following schedule for furloughs was recommended:

Mr. Reisher	1919.	Dr. Hamilton	1920.
Mr. Clemons	1921.	Mr. Moss	Dec. 1920-Sept. 1921.
Mr. Thomson	1923.	Mr. Hummel	1924.
Mr. Roys	1925.	Mr. Wilson	1923.

The recommendations as to how the decision should be reached in regard to the advisability of a man's returning after furlough having been brought to this Committee by the heads of departments, after discussion on motion it was voted

That the President of the University and the heads of departments should be the body which should pass on the advisability of the return of any teacher after furlough; the decision of the Committee should be practically unanimous, but in case of disagreement the minority shall have the privilege of stating its point of view before the

Executive Committee or the Board of Managers, and that the recommendation in regard to the return of any teacher shall be presented to the Board of Managers at its last meeting before his furlough.

It was decided also that this committee should also take the responsibility of keeping in touch with the work of each of the teachers and rendering such assistance and counsel as in any case may be necessary.

A suggestion was made by Dr. Woodworth to the Agricultural and Forestry Department that we organize our present field work of the College of Agriculture and Forestry into an experiment station.

This suggestion of Dr. Woodworth and his other recommendations in this connection were approved by the Committee, and J. H. Reischer was appointed as Director to work out the plans. A copy of these recommendations accompanies these minutes. (A.)

Dr. Woodworth also presented recommendations for carrying forward the work in sericulture which he has so effectually started, by the College of Agriculture and Forestry. A copy of these recommendations accompanies these minutes. (B.)

The recommendations were heartily approved by the Committee and on motion they were referred to the Department of Agriculture and Forestry to be carried out.

A vote of thanks was passed to Dr. Woodworth for his painstaking work in the preparation of these recommendations.

The Building and Property Committee presented the following recommendations which, on motion, were adopted:

With regard to the installation of hot-air, steam, all hot-water and cold-water equipments (including range, boiler, complete), bathroom equipments, in University houses at the expense of the occupant, the Building and Property Committee recommends

1. That written permission shall first be secured from the Building and Property Committee to install such a plant.
2. That a written contract shall be signed by the University and the man installing this equipment, agreeing that when he leaves the house the University will not buy any part of the apparatus or will not allow it to be removed from the house, in case the removal shall in any wise injure the house. The question of injury to the house shall be left to the Building and Property Committee for final decision.
3. Any person moving into a University house which has any of the above equipment is at liberty to make any payments to the person who has left the house, but in so doing he puts himself in the same position with the University on this question as the one who installed the apparatus.
4. That copies of these regulations be sent to all persons occupying University houses.

W. F. Wilson, Secretary.

A. RECOMMENDATIONS IN REGARD TO THE ORGANIZATION OF AN EXPERIMENT

STATION. By C. W. Woodworth.

I desire to urge the following development of the organization of the College of Agriculture and Forestry:

1st. That you organize an experiment station staff with your Mr. Reischer as Director and such members of the faculty of the College of Agriculture and Forestry as may be engaged in research work, each with a title to indicate the character of the work in hand, as Horticulturist, Entomologist, Chemist, etc.

2nd. That all publications issued by the University giving the results of such work be issued under the title "Report" or "Bulletin" of the Agricultural Experiment Station of the University of Nanking.

3rd. That each publication include title page with a resumé of the contents, in English, and that these bulletins and reports be sent as exchange to similar experiment stations in all parts of the world. This can be done without postage through the Smithsonian Institution.

These suggestions are made for the purpose (a) that the scientific work done has received recognition among scientific men and (b) that the library may receive regularly the publications from all parts of the world devoted to agricultural research, and (c) that this organization will bring your agricultural work into conformity with other similar institutions in the United States and other parts of the world.

B. RECOMMENDATIONS FOR WORK IN SERICULTURE TO BE UNDERTAKEN BY THE

COLLEGE OF AGRICULTURE AND FORESTRY, UNIVERSITY OF NANKING.

By C. W. Woodworth.

In the matter of continuing the work in silk culture at the University of Nanking, I would like to make the following suggestions and recommendations:

1st. As to the importance of the industry, it is well to point out not only (a) that silk is at present China's most important export but that (b) it is the most suitable for export of all crops that can be grown in China because it occupies the least shipping space in proportion to its value and because (c) finally, unlike many agricultural crops its shipment does not tend to impoverish the soil; it will not enrich this generation at the expense of the future.

2nd. Silk culture can be improved. The silkworm has been grown in China for many centuries without attempting to improve either the breed or the methods. The countries of Southern Europe are success-

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fully competing with China in silk production because they have made the raising of the insect more profitable. Europe's success has been secured by avoiding in a larger measure the losses due to diseases, particularly pebrine, and in the use of improved races.

3rd. Silk culture has been improved in the neighboring country, Japan, which under less favorable conditions has in the last few years exceeded China in silk exports, and this has all been due to Japan's enterprise in adopting European methods. Those interested in the advancement of China should endeavor to awaken the silk growers in China to the advantage of such progress.

4th. The fact that the government silk schools are attempting to introduce these methods does not relieve the Agricultural Department of the University of Nanking from also exerting itself in this direction. The difficulties of overcoming the inertia are so great that the combined effort of all forces is necessary to bring the much-needed improvement about within a reasonable time.

5th. The University of Nanking should consider that it had a peculiar service to perform in applying the scientific knowledge which has not yet reached and affected the silk world in any country, and in investigating the principles underlying the industry according to the methods developed in the American experiment stations. As far as I can learn none of the silk schools are attempting anything of this kind and have not and are not liable to obtain men specially qualified for work of this character.

6th. I would urge that funds be secured to hold Mr. Ts'ien as a permanent member of the staff of the University. He has interpreted for me during the progress of the two courses which I held the past summer and therefore is the man most fully acquainted with the facts I was able to bring to the study of the silk cultural problems of China. He is also specially qualified by his previous training to carry on some of the investigations which need to be undertaken.

7th. I would suggest also that provision be made to secure the services of one or two of the best students in the silk course to assist Mr. Ts'ien, each for one or more seasons, whereby these young men may become by further study competent to go to other schools as instructors to extend in the widest manner possible the teachings which will be developed through the work conducted at Nanking.

8th. The continuation of the silk course as started this spring would seem very desirable. Mr. Ts'ien with the assistants just suggested could easily care for these courses. They could easily begin about two weeks later than this year, since the weather was too cold this season to begin rearing at once. The plan of having each student raise a crop of silkworms should be by all means continued and if the numbers taking the course permit, the quantity raised by each should be larger.

9th. Another school beginning in September should also be organized particularly to demonstrate the utilization of the fall crop of leaves. This I am convinced will result in the greatest advance in

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the amount of production of anything that can be done at present. These leaves serve no good purpose as they are about to ripen and fall and can be removed while still good and fed to the worms without loss or injury to the tree. Thus with the present trees nearly twice as much silk could be produced and the proceeds from the trees twice as much as at present.

10th. The experimental work Mr. Ts'ien is particularly competent to carry on is the breeding of new races in accordance with the recently developed science of Genetics. I would particularly urge that we do not simply introduce the European races of silkworms, but that we make the best possible use of the hereditary qualities of the Chinese races of worms. The quality of fiber and hardness of these races can be combined under skillful breeding with the desired qualities of the imported races, particularly size and quality of silk, and we can have every reason to expect better results than if we discard native races for the foreign.

11th. All experimental work like that just referred to requires a long period of settled policy, and in arranging for Mr. Ts'ien's salary and expenses, this rather permanent character of the arrangement should be kept in mind. Some valuable results may come right away, but the full fruits of the work cannot be expected except after long-continued labor.

12th. I would recommend that either now or later provision be made for the employment of another man for the study of silkworm diseases in the same continuous and intensive way that is suggested for Mr. Ts'ien's study of breeding. The man should be selected who is thoroughly equipped by acquaintance with the latest knowledge of the physiology and pathology of animals and of animal parasites. No one since Pasteur has made any notable progress in the study of diseases, and knowledge is urgently needed in the non-parasitic diseases because such knowledge may materially affect our rearing practice and reduce the early mortality of the worms.

13th. I will not include in these suggestions the work you are doing with races of mulberries, which is certainly very important and promising of large returns, but should not neglect to urge that some attention be paid to substitute foods, which may be used in seasons of food shortage, and therefore the loss of large quantities of the fine, vigorous worms which now have to starve to death in seasons when the silkworm diseases are less prevalent.

14th. Finally, the plan should be considered to ultimately add to the staff a man competent to undertake research work upon the quality of fiber and its manipulation through the processes of reeling, dyeing and weaving. If such a man could be secured right away he could work with Mr. Ts'ien in his breeding work, enabling a more intelligent selection of the quality of the worms in the matter of fiber production.

These suggestions if carried out would lay the foundation upon which might ultimately develop a great silk school worthy of the great industry of this great country.

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FIFTEENTH MEETING OF THE BOARD OF MANAGERS OF THE UNIVERSITY OF  
NANKING - October 10, 1919.

The fifteenth meeting of the Board of Managers of the University of Nanking was held in Nanking on Friday, October 10, 1919, the morning session in the office of the Suwan Primary School Board at Kan Ho Yen, and the afternoon and evening sessions at Kuleo, in the reading room of the Swasey Hall branch of the University Library.

There were present President A. J. Bowen, and Messrs. H. Clemons, F. Garrett, C. H. Hamilton, V. Hanson, A. C. Hutcheson, P. W. Kuo, E. C. Lobenstine, E. I. Osgood, J. T. Proctor, F. J. White, and W. F. Wilson; also, by request, Dr. H. F. Rowe and Mr. A. G. Small.

Morning Session

Dr. E. I. Osgood opened the morning session with prayer.

It was voted that Dr. H. F. Rowe and Mr. A. G. Small be asked to take seats in place of Dr. F. D. Gamewell and Dr. J. E. Williams respectively.

It was voted that, as the minutes of the recent meetings of the Board of Trustees, the Board of Managers, and the Executive Committee of the Board of Managers had been mimeographed and circulated, they be accepted as read.

An invitation having been received from Mr. and Mrs. Clemons for the Board of Managers to take tea at four-thirty in the small-sized University residence, number eighteen, just completed for them, it was voted that the invitation be accepted with thanks.

Under the head of Reports of Standing Committees, Mr. C. S. Keen's report for the Department of Missionary Training was presented. It was voted that the question of fees for students of co-operating missions be referred to the Standing Committee on the Department of Missionary Training, which is requested to see if it is not possible to reduce the rates, and, if this be possible, to make such reduction operative next term.

Mr. E. C. Lobenstine reported for the Finance Committee.

President Bowen then gave his report.

The following members were, on vote, appointed to the faculty:

Colleges: Mr. Chao Tsung-ting, Head Chinese Secretary  
Mr. N. S. Chen, Biology  
Mr. I. C. Folk, Chemistry  
Mr. J. B. Gilling, Cotton Development  
Mr. Hu Tien-ying, Education

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Mr. Li Chuin-kang, Agriculture and Forestry  
Mr. Li Tai-fang, Agriculture and Forestry  
Mr. Li Tsih-hsing, Chemistry  
Mr. Li Kwoh-chuin, Assistant Librarian  
Mr. Liu Tsung-fang, Chinese  
Mr. Edwin Marx, English (Foreign Christian Mission)  
Mr. Muh I-han, Proctor, Kuleo  
Mr. Shen I-chien, Agriculture and Forestry  
Mr. Tsu Ao, Assistant Chinese Secretary  
Mr. P. D. Twinem, Mathematics and Astronomy  
Mr. Wang Liang-ch'en, Sericulture  
Middle School: Mr. Ai Tsin-fah  
Mr. Chang Chien-tsu  
Mr. Chen Tsi-chi  
Mr. F. W. Dieterich  
Mr. Hung Chen-tao, Suwan Primary School Board  
Mr. Li Kung-teh  
Mr. C. S. Liu  
Mr. J. M. Speers, Jr.  
Primary School: Mrs. N. F. Brewer  
Miss Chang Kyi-woo  
Mrs. Keh Kwoh-ping  
Mrs. Leng Lien-chiah  
Miss Winifred P. Miller  
Mrs. Tai Pen-shan  
Miss Tsu Yao-na

Recommendations from the college faculty were then presented, as follows:

17 January 1919. "Voted, that we recommend to the Board of Managers of the University that Sunday morning Bible classes be made voluntary."

After discussion the Board of Managers voted disapproval of the recommendation.

16 June 1919. "Voted, that we recommend to the Board of Managers that they put themselves on record to the effect that the University will be glad to entertain any proposition Dr. Woodworth may have in mind to make to the University in connection with the establishment of any part of the industrial university he is working for."

It was voted that this recommendation of the college faculty regarding Professor Woodworth's industrial university be laid on the table.

9 October 1919. "Voted, that we recommend to the Board of Managers that provision be made for teaching modern languages other than English."

This recommendation was adopted.

The meeting adjourned at twelve-thirty for lunch.

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Afternoon Session

The meeting reconvened at two o'clock.

Mr. E. C. Lobenstine opened the afternoon session with prayer.

Inasmuch as Mr. A. G. Small will by the summer of 1920 have been on the field eight years, and as his furlough is therefore due, it was voted

That the Board of Managers authorize the furlough of Mr. A. G. Small, beginning June 1, 1920.

That the Board of Managers cable to the Board of Trustees to select and send out a construction engineer to be associated with Mr. Small, who will be able to take up Mr. Small's work when he goes on furlough.

The Board of Managers having learned with interest of plans now being proposed to request the mission Boards to establish in Shanghai a central bureau of mission architects, it was voted

That the Board of Managers recommend that the Trustees cooperate with the missionary Boards, making possible the establishment of such a bureau.

In view of the fact that there is an immediate need for the erection of at least seven houses for members of the faculty, it was voted

That the Board of Managers authorize the erection of these houses as fast as the money can be secured, at a cost not to exceed \$6,500 Mexican each, including everything except the purchase of the land.

Also, that the plans for these houses shall be provided by the Building and Property Committee and not by the individuals expecting to occupy the houses.

In regard to the suggestion that apartments be erected for the use of foreign teachers, the Board of Managers expressed the opinion that individual houses are very much to be preferred. Recent investigations made by a neighboring institution lead to the conviction that the saving is not sufficient to compensate for the disadvantages.

In regard to the building of teachers' houses for the members of the Chinese faculty, it was voted

That the Board of Managers approve of the apportionment of \$10,000 Mexican for the erection of houses costing approximately \$2,000 each, to be rented for about 10% of the cost.

In regard to various plans submitted for the extension of the dormitory group, it was voted

To approve plan number five (calling ultimately for thirty units), with the recommendation that due regard be given to light between the buildings, and that at present we request the Board of Trustees to permit us to proceed with the erection of four dormi-

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tories of three units each, one dormitory of two units, and a dining hall, at a cost of approximately \$11,000 Mexican per unit, to be completed within a period of three years.

In regard to the new library, it was voted that we request Mr. Small and Mr. Clemons to work out the plans for the same in conjunction with the University architects, Messrs. Perkins, Fellows, and Hamilton.

The Board of Managers having heard that the authorities of the Methodist Centenary Movement have proposed to erect as a memorial to Bishop J. W. Bashford, on the University campus, a library, it was voted

That the secretary draw up a suitable resolution of thanks and forward the same to the secretary of the Centenary Movement.

Also, that we request the secretary of the movement to make this fund, if possible, available in 1920. (See Resolution I, page 9.)

The Building and Property Committee having presented certain recommendations, the following actions were taken:

It was voted that, whenever the occupant of a house desires to install any hot-air or hot- or cold-water equipment at his own expense,

(1) written permission shall first be secured from the Building and Property Committee;

(2) a written contract shall be signed by the University and the person installing the equipment, agreeing that when he leaves the house the University will not buy any part of the apparatus and will not allow it to be removed from the house, in case the removal should in any wise injure the house; the question as to injury to the house shall be left to the Building and Property Committee for final decision;

(3) any person moving into a University house which has any of the above equipment is at liberty to make any payments to the person who has left the house, but in so doing he puts himself in the same position with the University on this question as the one who installed the apparatus.

In regard to the recommendation of the Building and Property Committee concerning the rental of houses, it was voted

That in the future all allocation or renting of University houses, and the renting of other houses not belonging to the University for the University staff, shall be done by the Building and Property Committee in conference with Dr. Bowen.

In regard to the permanent house of the President of the University, it was voted

That when the present lease of the house number seventeen, formerly owned by Dr. S. L. Lasell, expires this house be designated the President's House, and that the money received meantime from rent shall be spent in securing furnishings, which shall be in keeping with a house used for the President of the University.

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In regard to houses now occupied, or hereafter to be occupied by Chinese members of the faculty, it was voted that when the time seems best for such action, we charge rent for the houses at a price not to exceed 10% of the cost of the house.

The meeting adjourned for tea at four-thirty and reconvened at five-thirty.

The Budget for the year 1920 was taken up. It was voted that the Budget as presented be adopted.

Certain questions having been brought up in regard to the report of the Department of Missionary Training, the following action was taken:

Voted, that we authorize Mr. Keen and Mr. Chia, at such time as they deem best, to visit the Language School in Peking at the expense of the University.

In regard to the possibility of establishing in the Language School a department for the Wu dialects, it was voted

That we authorize the Language School to take definite steps for the opening of a class for the students from Soochow, Shanghai, and cities of kindred dialects, in the fall of 1920.

Also, that we proceed immediately to secure another foreigner to be associated with Mr. Keen in this work.

Under New Business the President read the following letter, dated Nanking, October 9, 1919:

"President A. J. Bowen,  
Nanking.

Dear Dr. Bowen:

In view of the approach of the meeting of the Board of Managers, we wish to set forth a few facts for the consideration of the Board relating to the proposed Department of Commerce.

As you know, the campaign started last year for raising money for this department has been going very satisfactorily. The amount of money pledged up to date is over \$40,000. Before long we hope to bring it up to ~~the~~ the desired sum, namely, \$50,000. It is the understanding on the part of the alumni that the money will be devoted to the erection of the Alumni Hall which will be used for the Department of Commerce and that whatever remains may be used for its initial equipment. This implies that the University is to bear the running expenses.

The object of this department will be to train all-around business men - men who will be dominated not simply by the economic motive but also by a spirit of public service as well. It is hoped that thus we can help to Christianize the Chinese business world.

It is hardly necessary to say that there is an urgent demand for such a department. It is estimated that fully sixty-five per cent of our alumni are now in business.

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And with this special department added we believe that not only will there be an even greater number of men graduated, but their efficiency will also be greatly augmented with the mastery of the needed technique. In our opinion this will produce good results on the missionary propaganda in which we take an active interest. For the success of this work among other things the financial support of Chinese Christian business men is needed.

Very sincerely yours,  
University of Nanking Alumni Association."

It was voted that the secretary be requested to draw up a suitable resolution thanking the alumni for their evident interest in the development of the University.

That we request the Trustees to authorize the establishment of such a department when a sufficient amount of funds is in hand for the same. (See Resolution II, page 9.)

The meeting adjourned for supper at seven and reconvened at seven forty-five.

#### Evening Session

The following standing committees were appointed:

Executive: Messrs. A. J. Bowen (chairman), R. C. Beebe, H. Clemons, F. Garrett, C. H. Hamilton, A. C. Hutcheson, P. W. Kuo, J. T. Proctor, C. T. Wang, J. E. Williams, W. F. Wilson.

Building and Property: Messrs. A. G. Small (chairman), A. J. Bowen, L. B. Moss, J. E. Williams, W. F. Wilson.

Finance: Messrs. E. C. Lobenstine (chairman), A. J. Bowen, F. D. Gamswell, J. T. Proctor, J. E. Williams.

Hospital: Messrs. A. C. Hutcheson (chairman), A. J. Bowen, H. Clemons, C. H. Hamilton, J. E. Williams.

Language School: Mr. C. S. Keen (chairman), Miss Ruth M. Brittain, Messrs. A. J. Bowen, J. W. Crofoot, D. Willard Lyon, J. E. Williams, W. F. Wilson.

In regard to the action of the authorities of Boston University organizing a Boston University Nanking Association, it was voted

That the secretary draw up a suitable resolution thanking them for their interest. (See Resolution IV, page 10.)

It was voted that it be arranged to release Dr. K. S. Liu to act as exchange professor in 1920 or 1921.

It was voted that the question of increasing the students' fees be referred to the Executive Committee with power to increase as the conditions require.

It was voted that we approve of the following scale of salaries:



Returned Students

	Married	Single
1st year	\$1,800	\$1,200
2nd year	1,920	1,260
3rd year	2,040	1,320
4th year	2,160	1,380
5th year	2,280	1,440
6th year and thereafter	2,400	1,500

China Graduates

1st year	\$540
2nd year	600
3rd year	660
4th year	720
5th year	780
6th year	780
7th year	780
8th year and thereafter	840

Classics Teachers

College in general not more than \$60.00 per month  
 Middle School, in general not more than \$40.00 per month  
 Primary School, in general not more than \$30.00 per month

Foreigners

Married		Single	
1st- 5th years	\$2,400	1st- 3rd years	\$1,400
6th-10th years	2,600	4th-10th years	1,500
11th-15th years	2,800	11th-15th years	1,600
thereafter	3,000	thereafter	1,700 (Gold \$850 at 2 to 1)

Foreigners' Children

Max. \$200 per year till they leave home for boarding school, then  
 G. \$150 per year till they graduate from college or leave college.

It was voted that we view with favor the general idea of the granting of leave of absence for further study for members of the Chinese faculty, and that the question be referred to the Executive Committee for further investigation and report.

It was voted that, in accordance with the action of the Board of Trustees, we urge the co-operating missions to request each co-operating Board to appoint an additional man to the Department of Agriculture and Forestry.

It was voted that we approve the general plan for Interchurch askings and refer the same to the Executive Committee for final adjustment.

It was voted that we accept the resignation of Mr. Bailie, and that a suitable letter be drawn up expressing appreciation of the work which he has done for the University. (See Resolution III, page 9.)

Dr. Frank Garrett reported an action of the Foreign Christian Mission requesting its representatives on the Seminary and University Boards of Managers to work for the establishment in the University of a department of high-grade ministerial training. The Board of Managers, after full discussion, in which the extreme urgency of a thorough investigation of the whole situation was pointed out, voted

That a committee of three be appointed to take up this whole question of theological education with the authorities of the Seminary and the Missions concerned and report at the next meeting of the Board of Managers.

The following committee was appointed: Dr. F. Garrett (chairman), Mr. E. C. Lobenstine, and Mr. W. F. Wilson.

It was voted that the minutes of the meetings of the Board of Managers and of the Board of Trustees, from 1918 to date, be printed.

It was voted that the minutes of the present meeting be passed on by the President, Secretary, and Mr. Clemens.

The meeting then adjourned.

W. F. WILSON, Secretary.

work are ready to support him, we feel it only fair to Professor Bailie to make it possible for him to associate himself with them. On the other hand, in view of the long years of service which he has given the University, in view of the very practical and effective way in which he organized the College of Agriculture and Forestry of the University, as well as the work of colonization in this part of China, and in view of the fact that he not only made this work well known throughout China but gained large support, both financial and otherwise, from provincial and national authorities, we cannot accept this resignation without expressing sincere and heartfelt gratitude for the unselfish and painstaking way in which he started and conducted these activities for several years, and for the very practical and material help which he has given to the University.

We wish for him also similar or even greater success in the work which he is now undertaking.

IV.

President Bowen having reported the action of Boston University in forming a Boston University Nanking Association, the Board of Managers, assembled in regular annual meeting, October 10, 1919, wish to express to Boston University their very great appreciation of this action. They wish also to express to this Association their earnest desire to co-operate in every possible way and to further the objects of the Association to the best of their ability.

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Resolutions drawn up at the request of the Board of Managers of the University of Nanking at their annual meeting,  
10 October 1919

I

President Bowen having reported the gift of \$50,000 United States currency, from the Methodist Centenary through Bishop Lewis, to be used in the erection of a library building in memory of Bishop James W. Bashford, the Board of Managers wish to express to the authorities of the Methodist Episcopal Church and to those directly connected with the Centenary movement their most hearty appreciation of this splendid gift. It is their opinion that this memorial will be especially appropriate in keeping before the minds of the young men of China the life and work of this great missionary scholar, statesman, and lover of China. The Board of Managers therefore take very great pleasure in accepting this gift to the University.

They would respectfully request that this fund be made available by June 1, 1921, if this can be effected in harmony with the other plans of the Church.

II

The Board of Managers of the University of Nanking, having heard through President Bowen of the very practical interest being shown by the alumni in the work and life of the University in raising \$50,000 for a Department of Commerce and Business Administration, wish to express their most hearty appreciation. It is a matter of very profound gratification to the Board of Managers and the friends of the institution both in China and in America to have this substantial evidence of continued interest and effective loyalty on the part of our alumni. We believe it marks a new era in the development of the University.

The proposition of the alumni to provide means for the establishment of a Department of Commerce and Business Administration meets with the full approval of the Board of Managers and we are now recommending to the Board of Trustees that they grant us permission to establish such a department. A committee has been appointed which will work out the details necessary for such a plan with the committee appointed by the alumni.

III

The Board of Managers of the University of Nanking, having received through President Bowen the resignation of Professor Joseph Bailie, in accepting this wish to place on record both our regret that this action seems necessary and also our heartfelt appreciation of Professor Bailie's great services to the University.

We understand that the work to which Professor Bailie now feels himself called takes him away from the district where the University is practically interested, and as others nearer to his



2. It having been recommended that Mr. Sie Kia-shen be made Associate Dean of the College of Agriculture and Forestry, Dr. Williams took up the matter by correspondence with the Executive Committee of the Board of Managers, and the following members voted approval of Mr. Sie's appointment as Associate Dean:- Messrs. Beebe, Clemons, Hutcheson, Garrett, C. T. Wang and Wilson.  
It was voted that we approve of these appointments.

Mr. A. G. Small, superintendent of construction and chairman of the Building and Property Committee, gave his report, which was accepted. (See Exhibit B.)

Voted, that the Board of Managers request the co-operating boards, when they approve of the appointing of additional men to the University, that they also make provision to house them.

In view of the great need for houses for members of the present faculty of the University, it was

Voted, that when we estimate salary for any one appointed by an organization to the staff of the University, we should estimate in his salary sufficient to provide for rent at the current rate.

Voted also, that in making any list of needs of the University we place the need of housing first.

In regard to the securing of a practical builder to take Mr. Small's place during his absence, it was

Voted, that inasmuch as no one has come so as to become acquainted with the work while Mr. Small is here, we deem it inadvisable that any one should take up his work during his absence.

In regard to the recommendation of the Building and Property Committee that Mr. Marx be asked to take the place of Mr. Small during his absence, and that Mr. Wilson act as chairman, it was

Voted, that we approve the same.

Mr. C. S. Keen at this point came in and presented the report of the Language School Committee, which was accepted. (See Exhibit C.)

Voted to adjourn to meet at two o'clock.

The meeting reconvened at two-fifteen in the afternoon.

Dr. E. I. Osgood led in prayer.

In regard to the question of housing the Language School students, it was

Voted, that we ask from the co-operating missions \$40,000, and from the non-co-operating missions another \$40,000 for dormitories for the Language School.

That we submit the question of pro-rating the amounts for the non-co-operating boards to the Language School Committee.

That the number of new Language School students in the fall of 1920 shall be limited to sixty-five, with a total of eighty, and that preference be given to participating boards.

That a cable be sent home bearing this information, and that a letter follow explaining the whole situation.

The meeting adjourned for tea.

The meeting reconvened at five o'clock.

Voted, that the Board of Managers express their hearty thanks to Mr. A. G. Small for the work which he has done in carrying out the building designs for the University buildings.

Dr. Williams, in the absence of Dr. Hutcheson, gave a report for the Hospital from Miss Elizabeth Walker. (See Exhibit D.)

Mr. L. J. Owen, treasurer of the University, gave a brief financial report. (See Exhibit E.)

Mr. H. Clemons, secretary of the committee, reported for the University Faculty Executive Committee. Certain changes made in school fees, and the division of the school year were presented. (See Exhibit F.)

Mr. L. B. Moss made the following recommendations for degree of B. A.: - Chang Li-ch'ao, Chang Sing-fu, Ch'en Hsich-i, Cheo Hsiao-ch'en, Chu Chia-chi, Chu Pao-ts'u, Fang Tsi-yuin (deceased), Feng Hsui, Lan Pao-liu, Li Kwoh-tung, Ling Chen-shen, Liu Kwoh-chuin, Teng Pan-suen, Tsai Mo-seng, Tsiang Lien, Tung Chi-hsioh, Wang Ch'en-fang, Wang K'an-heo, Wu Shi-shui; and the following for the degree of B. S.: - Chang Hai-shwan, Fang I-chung, Feng Rui, Hwa Peh-hsiung, Kw'ang Sung-ling, Lai Yuh-hsui, Li Lu-han, Li Yung, Lu P'ei-chang, Mao Yung, P'an Wen-fuh, Tai Tsung-yuen, T'ang Ch'i-yü, Ts'u Tsing, Wang Kwoh-ting, Wen Wen-kwan, Wu Wen-an, Wu Choh-ming, Yang Hwei.  
Voted, that the above graduates be recommended to the Board of Trustees for the degrees specified.

A long, informal discussion was then held, led by Mr. E.H. Cressy, in regard to the correlation of graduate work in East China. Upon Mr. Cressy's suggestion no action was taken.

Mr. H. Clemons led in a closing prayer.

The meeting then adjourned.

W. F. WILSON, Secretary.

Exhibit A.

Lossing Buck, B. S. Cornell University. March 1914-September 1915 Farm Instructor New Hampton Farms (Reformatory), New York; December 1915-January 1920 agriculturist for American Presbyterian Mission, Nansuohou, Anhwei. Appointed Acting Dean of the College of Agriculture and Forestry in Mr. Reisner's absence.

Chang Li-ch'ao, B. A. University of Nanking. Completed college work February 1920. Assistant Registrar.

Cheo P'an, student from Nanyang Institute of Technology. Teacher of new government system of phonetics in the Government Teachers' College, Nanking. Student and teacher in the University of Nanking.

Chia Nien-tseng, B. S. Peking University. Taught in Agricultural School in Nanking. Joined University faculty in the Department of Chemistry, February 23, 1920.

Ch'ien Sung-shu, B. S. University of Illinois. Graduate work in University of Chicago and Harvard University. Taught in First Provincial Agricultural School, Nanking. January 1920 began teaching Botany in the College of Agriculture and Forestry.

Hwang Tsung, University of Nanking. Working in the Agricultural Gardens.

Li Siao-yuen, B. A. University of Nanking. Completed college work February 1920. Assistant in Library.

Marshall Livingston Perrin, A. B. Harvard 1874, A.M. Harvard, 1876; Ph. D. Göttingen 1888. Teacher in Stone's School, Boston, 1879-1883; lecturer at Göttingen University 1885-1888; Boston University 1888- Professor of Germanic languages and Sanskrit. Teaching in the University and Ginling College French, German, and English.

Kan Ying-hwa, graduate of Government Agricultural School in Hupeh, and University short course in Sericulture. Assistant in Sericulture.

George E. Ritchey, B. S. of Agricultural Education, Iowa State College of Agriculture. Teacher for two years in government schools in the Phillipine Islands; one year Superintendent of Schools, Amherst, Nebraska; two years in charge of agricultural work at Cornell College, Mr. Vernon, Iowa. Teaching in the University in the College of Agriculture and Forestry.

Shao Teh-hsing, student in the University and assistant in the College of Agriculture and Forestry.

Charles Wade Jones, B. A. Northwestern University, also graduate work in Northwestern. High school teacher, and principal Northwestern University Preparatory School, War Camp Community Service, Settlement Work, Chicago. February 1920 joined the Junior College of the University of Nanking, teaching English and Economics.

Yang Tsi-heo, teacher in the First Normal School of Anhwei. Teacher of Chinese History of Philosophy and Classics, University of Nanking, February 1920.

Miss Ella V. Clemans. Teacher in the Primary School.

Exhibit B

Report of the Building and Property Committee  
25 June 1920

The work of the Building and Property Committee during the past year has been along the usual lines. The Sage Chapel and Severance Administration Building have been completed during the past year. Constant pressure has been necessary at every point to get these buildings completed on time, and even now there are some few things left undone. The Sage Chapel will be first used for the Commencement exercises of the Class of 1920. The cost of these buildings is itemized below.

The Building and Property Committee has spent a great deal of time in assignment of our small number of houses to our rapidly increasing faculties. Our house facilities are so inadequate that recommendations to the Board of Managers are now in the hands of Acting President Williams.

A four-foot diameter well has been sunk to a depth of 70 ft. near the Kan Ho Yen kitchen at a cost of Mexican \$525.00. (5) Water comes to within 16 ft. to 25 ft. of the surface of the ground. It has more than met all the demands for water at the compound.

Cost of Severance Administration Building

	Actual Completed Cost	Estimated Cost June 1919
Contract	\$46,987.50	\$47,703.00
Furnaces and heating	1,998.53	2,000.00
Incidentals	741.45	300.00
Electric lights	1,854.44	1,270.00
Vault	857.48	
Hardware	587.43	1,500.00
Steel and iron outside of concrete floors		
Marble	1,285.26	1,000.00
Steel for concrete floors	9,971.55	9,570.00
City wall bricks	4,837.74	4,800.00
Grading east of Swasey Hall (1917)	9,035.04	9,000.00
Library stack room (additional)	294.25	
Mr. Fellows' fees	304.00	
Additions through Chen Ah Ming-	2,047.50	
	1,106.25	
<b>Total cost of building, Mex.</b>	<b>\$81,908.42</b>	<b>\$77,143.00</b>

In addition to the above there is an item of Mex. \$3,800.76 that has been spent for furniture for the building. With the cubic contents of the building estimated at 584,000 cu. ft. this makes a cost of Mex. \$0.1401 (furniture excluded) per cubic foot.

Cost of Sage Chapel

	Actual Cost	Estimated Cost August 1919
Contract	\$22,075.23	\$21,639.00
City wall bricks	1,300.39	1,300.00
Interior painting	1,502.21	1,200.00
Marble trim	1,847.80	1,690.00
Steel and iron	1,415.73	1,500.00
Electric lights	515.20	1,000.00
Incidentals	508.72	150.00
Hardware	324.37	600.00
Furniture	3,754.23	4,000.00
Grading		1,800.00
Grading and drains	1,958.13	
Furnaces and heating plant	1,033.41	1,000.00
Mr. Fellows' fees	877.50	
Additions through contractor	1,836.15	
<b>Total cost of building, Mex.</b>	<b>\$38,949.07</b>	<b>\$35,879.00</b>

With the cubical contents of the building estimated at 252,350 cu. ft. the cost per cubic foot is Mex. \$0.1543.

Exhibit C. A Statement to the Board of Managers of the University of Nanking.

On June 2, 1920, there was held in the Language School building a meeting attended by the Dean of the Language School, by members of the Language School Committee appointed by the Board of Managers, and by representatives from several families which had presented a signed statement that they would be unable hereafter to provide living quarters for language students. The following is a statement of the situation which is hereby presented to the Board of Managers in order that they may take action if it is deemed wise.

At the request of the twenty-seven societies which conducted a temporary Language School in Nanking during the Revolution of 1911, the University undertook in 1912 to furnish class rooms and faculty for what has become the Department of Missionary Training of the University. The growth and increase in the Department have been rapid, showing that the mission boards recognize its importance and value.

The missionary families have been practically unanimously cordial and responsive in meeting the requests made by the Dean of the Department for living quarters for the continually increasing number of students. The addition of Meigs Hall - the dormitory for single women erected in 1918 - temporarily relieved the pressure of the growing numbers. This last year the attendance has been largely increased following the cessation of the war.

For a year or two past there have been indications of weariness, if not of protest, on the part of some, over the ever-increasing tax upon a community which is already more than comfortably crowded. Under this stress, and because there has been no evidence on the part of the mission boards up to this time to attempt to deal with the situation, this feeling of weariness has broken into an open protest and revolt, in which a number of families express the conviction that they cannot in justice to their work or themselves submit to the demands put upon them by the congregating of large numbers of language students in the city.

This "uprising" has not occurred because these people who come into the community are not heartily welcome to Nanking, but because of several facts:

1. The missionary community, especially including the University, is short in living accommodations. The University alone needs six houses at least for its immediate needs.
2. The new members of the University staff must be cared for as they come, and from year to year these will probably take up all the readily available room in the University houses.
3. Under present conditions there are exceedingly few homes where any guests can be accommodated without actual discomfort.

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2. The new members of the University staff must be cared for as they come, and from year to year these will probably take up all the readily available room in the University houses.
3. Under present conditions there are exceedingly few homes where any guests can be accommodated without actual discomfort.

4. From the side of the University staff, the crowded houses have made it absolutely impossible in a number of cases to entertain the Chinese in the homes. The influence of this on the future development of the University is a most serious consideration.

5. The overcrowded condition has meant a nervous and physical strain, especially on the women of the community, that is costly beyond measure. Some are greatly concerned lest the result in a few years be most disastrous both to the permanent health of the missionaries involved, and to the progress of the work for which they are responsible.

For these reasons the feeling of protest has made itself manifest at this time in a statement which asks that some definite steps be taken immediately to make arrangements for meeting the situation this fall. There is no personal animus in this matter at all. The burden is now greater than can be borne without great detriment to the missionary cause in Nanking, and it gives every evidence of becoming even more burdensome. These people - though very reluctant to take so decided and determined a stand - are convinced that further delay in putting the matter in the most emphatic way possible will result only in a prolonged continuance of these conditions which can only bring about disaster.

We have tried to present the feeling of a very considerable part of the community who, from dire necessity and not because of any ill-will, have made this protest. It would seem to be unwise to allow this feeling to grow into one of resentment or ill-feeling against the Language School, for this would tend not only to break down the general spirit of union, but would be most disturbing to the general community life.

Respectfully submitted,

The Committee Appointed to Draw up this Statement:

L. B. Moss  
Charles S. Keen  
Harry Clemons

Nanking, June 7, 1920.

Board of Managers of  
The University of Nanking,  
Nanking.

On behalf of the students of the Department of Missionary Training of the University of Nanking we wish to lay before the Board of Managers a matter which we as students believe to be of vital importance to the welfare of the Nanking missionary community and the future of this Department.

We appreciate sincerely the hospitality we have enjoyed in the homes of the Nanking missionaries. We are not insensible, however, to the inconveniences which the present arrangement inevitably entails year after year to an already overcrowded community. We are also conscious of the growing sentiment of the community against the continuation of the present system. This is becoming a distinct embarrassment to us.

It should be realized that most homes have from two to seven boarders which in some cases includes two families with children. This makes privacy of the home impossible, places a heavy burden upon the housewife, interferes with the discipline of children and adds to the danger of infectious diseases among the children, all of which we feel must seriously impair the effectiveness of the work of the missionaries and their wives who are entertaining us.

The drawbacks of this situation affect not only our hosts but also apply in varying degrees to the students as well.

We, therefore, recommend that the Board of Managers take immediate action to relieve this situation.

This action of the class is not due to any feeling of complaint on the part of the student body, although there have been instances of dissatisfaction. It is a protest against the system which we feel is unfair to the Nanking residents. We realize that following the cessation of the war and as a result of the financial campaign carried on by the different denominations, individually and as a whole in the Interchurch World Movement, there will undoubtedly be a great increase in the numbers coming here in these next few years for language study. The capacity, and, we believe, the willingness of the community to absorb any more has already been overreached. We feel, therefore, that steps should be taken at once to remedy the situation before things come to a point when the community makes definite refusal to further assume this burden.

This recommendation carries with it the unanimous approval of the student body.

Respectfully submitted,

In behalf of the members of the  
Department of Missionary Training:

(Signed) John H. Foster,  
Yale Mission;  
George Randolph Snyder,  
Reformed Church in  
the United States;  
Maxwell Chaplin,  
Presbyterian Mission,  
North.



Exhibit D  
Summary of Hospital Statistics for 1919

Total number of in-patients - men	1,450	
women	297	1,747
<hr/>		
Total number of out-patients - men	6,866	
women	1,490	8,356
<hr/>		
Return visits of out-patients- men	14,434	
women	2,485	16,919
		<hr/>
		25,275

I would like to call attention to the difference in number of dispensary patients for the last three years:

In 1917 there were 12,989  
In 1918 there were 16,050  
In 1919 there were 25,275

Total number of operations under general anaesthetic	477
Total number of operations under local anaesthetic	147
Total number of operations under no anaesthetic	201
Total number of operations on the eye	108

Financial Summary

Balance on hand January 1, 1919	\$26,423.76	
Receipts from all sources, 1919	<u>41,248.42</u>	\$67,672.18
<hr/>		
Total expenditures, 1919	\$36,949.32	
Cash on hand December 31, 1919	<u>30,722.86</u>	67,672.18

(Signed) Elizabeth Walker.

Exhibit E

Departments	Tuition Board	Incid 'ls	Avn-letics	Lab's.	DEPT-Size	Uniform	Manual Training	Total
Senior College	779.00	265.25	55.50	47.00	18.50			1669.25
Ag. and For.	720.00	192.00	56.00	118.00	12.00			1558.00
Junior College	2930.00	1217.00	247.50	744.00	82.50	42.00		9040.92
Middle School	4618.00	907.00	196.50		.50	290.00		9022.00
Higher Primary	2016.00	915.00	152.00			266.00	151.00	6688.00
Lower Primary	183.00	14.00	2.00			6.00		263.50
Sericulture	78.00	117.00	76.00					679.00
Language School	9481.94							9481.94
Meigs Hall								6505.52
TOTALS	22796.94	3625.25	690.50	985.00	113.50	604.00	151.00	44908.13

Severance Building

Expenditures		Receipts	
\$67,516.58	1917	Allen, G. \$5,000	Mex. \$5,850.00
		Severance 5,000	5,850.00
	1919	20,000	22,148.76
		20,000	21,744.91
		Transfers	481.58
<u>\$67,516.58</u>			<u>\$56,075.25</u>

Sage Chapel

\$35,459.54	1916	\$5,000	9,219.92
	1919	Women's Bd. \$25,000	26,040.81
		Transfers	459.67
<u>\$35,459.54</u>			<u>\$35,720.40</u>

Exhibit G

Two important changes for year 1920-1921

I. The school year, in the future, will be divided into three terms of twelve weeks each instead of two semesters. There will be a few minor changes in the courses of study as outlined in the catalogue but the content of the courses will remain essentially as heretofore stated though that content will be differently divided.

Plans are being made to develop a science course in the Senior College which will provide a continuation of the Junior College science course, which is offered this autumn for the first time.

CALENDAR 1920-1921

Autumn Term

Entrance applications must be in Registrar's office - August 31, Tuesday.

Registration - September 7-9, inclusive

Classes begin - September 10, Friday

Term closes - December 3, Friday

Winter Term

Registration - December 11, Saturday

Classes begin - December 13, Monday

Term closes - March 11, Friday

Spring Term

Registration - March 23, Wednesday

Classes begin - March 24, Thursday

Term closes - Commencement Day - June 20, Monday.

II. It has become necessary to increase the fees so that they will be more commensurate with the expenses involved and the opportunities provided. The following schedule will be in force beginning with September 1920.

The Colleges

	Per Term	Per Year
Tuition	\$30.00	\$90.00
Special students per course	15.00	45.00
Board, room, and incidentals	35.00	105.00
Day students	5.00	15.00
Laboratory fees - as formerly, \$3.00-	5.00	each course
Key and breakage deposit	1.00	3.00

	For new students	
Matriculation fee	5.00	
Uniforms	6.00	

The Middle School

Tuition	30.00	90.00
Board, room, and incidentals	25.00	75.00
Day students	5.00	15.00
Key and breakage deposit	1.00	3.00

	For new students	
Matriculation fee	1.00	
Uniforms	6.00	

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THE SEVENTEENTH MEETING OF THE BOARD OF MANAGERS OF  
THE UNIVERSITY OF NANKING. 13 October 1920.

The seventeenth meeting of the Board of Managers of the University of Nanking was held on 13 October 1920 at nine o'clock in room C 7 Severance Hall.

Those present were as follows: President A. J. Bowen, Messrs. J. C. Ferguson, F. D. Gamewell, F. Garrett, P. W. Kuo, E. C. Lobenstine, L. B. Moss (for E. H. Cressy), E. I. Osgood, J. T. Proctor, H. F. Rowe (for Dr. R. C. Beebe), G. W. Sarvis (for G. H. Hamilton), T. D. Sloan (for Dr. Samuel Cochran), C. T. Wang, F. J. White, J. E. Williams, W. F. Wilson and M. R. Young.  
Bishop L. J. Birney was also present.

Dr. C. T. Wang led in prayer.

On motion, it was voted to ask Bishop Birney to sit with the Board of Managers and at his pleasure to take part in the discussions.

The minutes of the last meeting of the Board of Managers (25 June 1920) having been circulated, they were taken as read.

The President then gave his report.

Acting President Williams then gave additional reports.

After these reports a long discussion was held in regard to the development of the theological courses and the relation of the University to them.

On motion, the following were appointed on the faculties of our schools: Messrs. Miner Searle Bates, John Theron Illick, and Liu Kwon-chun to the College of Arts; Messrs. Chan Woon-young, Feng Rui, Hwa Peh-hsiung, Lai Yuh-hsun and Wang Hsueh-ting to the College of Agriculture and Forestry; Miss Margaret Adadourian, Mr. Ma Chen-kw'en, Miss Vera McC. Pool and Miss Louise Woodbridge to the Middle School; Misses Ella V. Clemans and Daisy Swen to the Model School; Miss Marguerite Sloan to be secretary of the Hospital, and Mr. Chow Ming-i to be acting proctor for the Colleges. (For notes regarding these members of the faculty, see Exhibit A.)

President Bowen reported for the Alumni Fund and plans for the Business course. (See Exhibit B.)

On motion of Dr. Wang it was voted that the Board of Managers place on record their hearty approval of the plan of the Alumni for the development of a Department of Business covering two years of the Middle School and two years of the Junior College, and their appreciation of the splendid efforts of the alumni in securing financial support for the same.

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Seventeenth Meeting of the Board of Managers (2)

On motion, it was voted that a committee be appointed by the President to consider the best means of cooperation with other mission and government schools in plans for an advanced business course in Shanghai. The following committee was appointed: Drs. J. E. Williams, P. W. Kuo, F. J. White.

On motion, it was voted that the Board of Managers express its great appreciation of the cordial attitude between the government and mission schools in general, as expressed by Dr. Kuo, and in particular his special suggestion of cooperation between the Government Teachers' College and the University.

On motion of Dr. Williams, it was voted that we accept Dr. Kuo's invitation to enter the New Educational Union (新教育 共進社) and that we provide the annual fee of \$100, and appoint the three members on the Board of Directors. The following were appointed: Dr. C. P. Wang, Dr. A. J. Bowen and Mr. K. S. Sie.

The meeting then adjourned, to meet at 2:00 P. M.

After the adjournment of the morning session the Board of Managers visited Swasey Hall to hear a statement by Mr. J. B. Griffing in regard to the development of the cotton improvement work being carried on by the Agricultural Department of the University. A very interesting demonstration was given and the members of the Board were much impressed with the great progress which had already been made.

Afternoon Session

The meeting was called to order at 2:10 P. M.

Bishop Birney led in prayer.

The Budget for the year 1920-1921 was presented by President Bowen.

On motion, it was voted that the Budget for the coming year be approved.

The question of medical education was brought up by President Bowen, and after full discussion it was decided to take no action at this time.

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Seventeenth Meeting of the Board of Managers (3)

On motion, it was voted that a committee be appointed to look into the advisability of planning for an engineering department in the University, as suggested by Dr. C. T. Wang. The following committee was appointed: Dr. Bowen, Dr. C. T. Wang, Dr. Williams.

The meeting then adjourned, to attend a reception given by the Alumni, and to convene afterwards at 8:00 P. M.

After the adjournment of the afternoon session the Board of Managers visited the tower above Severance Hall, where a very excellent view was had of the city and of the surrounding country.

At the reception which immediately followed, addresses were made by Mr. Ted Tseh-ling, President of the University Alumni, and also by Dr. C. T. Wang, Bishop Birney, Dr. Ferguson and Dr. Kuo.

Evening Session

The meeting reconvened at 8:10 P. M.

Dr. Proctor led in prayer.

Dr. Williams reported for the committee appointed to consider the question of a summer school.

On motion, it was voted that we hold a summer school in the summer of 1921, due consideration being given to the needs of summer vacation for members of the University staff.

Dr. Sloan gave the report for the University Hospital, which, on motion, was accepted. (See Exhibit C.)

Mr. Wilson gave the report for the Building and Property Committee, which, on motion, was accepted. (See Exhibit D.)

President Bowen presented the report for the Language School Committee, which, on motion, was accepted, with the understanding that the Language School Committee be authorized to secure a foreign assistant for Mr. Keen. (For this report see Exhibit E.)

Attention was called to the request made by the Chairman of the Board of Trustees, that the different missions on the field make representation to their respective mission boards in regard to the need of new dormitories for the Language School.

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Seventeenth Meeting of the Board of Managers (4)

The question of receiving members of the Seventh Day Adventist Mission into the Language School was raised. On motion the question was referred to Messrs. Keen and Lobenstine for consultation with the head of the Seventh Day Adventist Mission.

On motion, Mr. Sarvis was appointed Acting Dean and Registrar of the Junior College, and Dr. C. P. Wang was appointed Associate Dean of the School of Education.

On motion it was voted that the President appoint the standing committees for the coming year.

The following appointments were subsequently made:

Executive Committee: Messrs. Bowen (chairman), Clemons, Gamewell, Garrett, Kuo, Proctor, Sarvis, Wang, Williams, Wilson, Young.

Building and Property Committee: Messrs. Wilson (chairman), Bowen, Marx, Thomson, Williams.

Finance Committee: Messrs. Lobenstine (chairman), Bowen, Gamewell, Proctor, Williams.

Hospital Committee: Messrs. Sloan (chairman), Bowen, Sarvis, Williams.

Language School Committee: Messrs. Keen (chairman), Bowen, Clemons, Crofoot, Williams, Wilson.

After prayer by Dr. Osgood the meeting adjourned.

W. F. Wilson, Secretary.

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Seventeenth Meeting of the Board of Managers

New Faculty Members

College of Arts

Miner Searle Bates, B. A. Hiram College, B. A. (with distinction), M. A. Oxford; Rhodes Scholar. Subjects:- History and Political Science. This year in language study.

John Theron Illick, A. B. Taylor University, 1910, M. A. Syracuse 1913. Member of Sigma Xi (science) and Theta Beta Phi (Philosophy). Taught:- Rust University 1910-1911, Syracuse University 1912-1913, West Virginia University 1913-1916, Nanchang Academy 1917-1919, Kiukiang 1919-1920.

Liu Kwoh-chuin, B. A. University of Nanking, 1920. Assistant Librarian.

College of Agriculture and Forestry

Chun Woon-young, Graduate of New York State College of Forestry; Master of Forestry, and Sheldon Fellow, Harvard Forest School, Harvard University. Assistant in Botany, Syracuse University; teacher, Hillcrest Farm School; Botanical Exploration in Hainan. Subjects:- Dendrology and Entomology.

Feng Rui, B. S. University of Nanking 1920. Cotton Assistant.

Hwa Peh-hsiung, B. S. University of Nanking 1920. Rural lecturer on Agriculture.

Iai Yuh-hsuan, B. S. University of Nanking 1920. Cotton Assistant.

Wang Kwoh-ting, B. S. University of Nanking 1920. Agriculture.

Middle School

Margaret Adadourian, attended Boston University. Taught in suburbs of Boston. Subject:- English.

Ma Chen-kw'en, Graduate of Wuchang Higher Normal School. Taught in government normal schools. Subject:- Chinese.

Vera McC. Pool, B. A. University of Nebraska, attended University of Washington. Taught:- 3 years in Friend, Nebraska, English, Latin and Spanish; 2 years, Port Angeles, Wash., English and Latin. Subjects:- English and History.

Louise Woodbridge, degree with honors from New England Conservatory of Music, Boston, Mass. Taught:- 3 years in China, English; 4 years in America, Music. Subjects:- English and Music.

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Seventeenth Meeting of the Board of Managers.

Exhibit A (cont.)

Model School

Ella V. Clemans, A. B. Kent Normal College. Graduate work in Journalism at Columbia University. Phi Beta Kappa. Taught:- 2 years high school in America. Subject:- English.

Daisy Swen, Graduate of Methodist Girls' School, Nanking. Taught in other schools. First and second grades.

Hospital

Marguerite Sloan, Graduate of Lewisburg Seminary, Virginia. Attended summer sessions at University of Tennessee, University of Virginia, and Columbia. Normal Course at Marshall College. Attended Booth Business College, Huntington, W. Va. Taught in mission schools in Kentucky and North Carolina, and in public schools in West Virginia. One year in secretarial work. To be Secretary of the Hospital. This year in language study.

Acting Proctor for the Colleges

Chow Ming-i, Student in the University. Two years in Y. M. C. A. work in France.

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Seventeenth Meeting of the Board of Managers.

EXHIBIT B

Alumni Fund and Plans for Business Course

A small committee representing the faculty and the Alumni Association met on October 7, 1920, to consider plans for the development of the commercial department and are still working on the curriculum and plans for the completion of the alumni canvass and collections, and for the courses of study. Mr. Small has drawn up a suggested plan for the Alumni Hall. In general there seems to be consensus of opinion on the following points:

1. The Senior College of Business Administration and Commerce should be in Shanghai, and a part of the University, so that graduates of our Junior College could go on and get our Regents degrees as for other departments.
2. Our courses should begin with the third year of the Middle School and cover four years - two in the Middle School and two in the Junior College, but one continuous course, the emphasis in the Middle School being on Business English, Bookkeeping, Typing, Stenography, Commercial Geography, etc., so that students who cannot continue in the Junior College will have a practical training that will help directly on their life work, and that those who go on to two years or five years more advanced business and commercial studies will, when they go out after graduation and begin at the bottom in company or office, have some slight practical ability with typewriter, accounts, etc.
3. Entrance requirements for Middle School grade will be the first two years of our Middle School or equivalent. Entrance requirements to the Junior College are still under consideration, but it is felt that students should here be required to have the practical subjects taught in the two years of Middle School - Business English, Typewriting, Stenography, Bookkeeping, as they would not be taught in the Junior College.
4. It is hoped that as Dean or Head of this Department we might put one of our alumni. We have two or three who have specialized in the United States, in Commerce and Business.

All plans are as yet somewhat indefinite, but the alumni and we are thinking and working in general along these lines.

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Seventeenth Meeting of the Board of Managers.

EXHIBIT C

Report of the University Hospital Committee.

There have been the following additions to the foreign staff during the year:

Supported by the Foreign Christian Missionary Society: Dr. Frank Wilmot, who will have charge of our eye, ear, nose and throat department.

Supported by Hospital funds: Miss Margaret Dieter, who completes our staff of four foreign nurses.

The Dental Department, under Dr. MacC. Fellows, is now in full operation and is meeting a very evident need.

Dr. Daniels is also temporarily appointed to the Hospital for one year, which gives us an active staff of three foreign physicians, in addition to Dr. Wilmot still in the Language School.

The Committee wish to place on record their sense of deep appreciation of the very exceptional service which Dr. Ewers, now of Weihien, has rendered to the Hospital and community during the absence of Dr. Sloan on furlough. We also wish to thank Dr. Charles for the great assistance given to Dr. Hatcheson during the months prior to Dr. Ewers' arrival.

The following changes in the Chinese staff are noted: Dr. Li Chi-yuen and Dr. Chao Ru-noh have been added to the staff of the Hospital. The resignations of Dr. Ying Siu-tang and Dr. Kiang Wen-po have been accepted.

There are now thirty male Chinese nurses in training. The number of both in- and out-patients is constantly increasing and even this early in the year the totals are about equal to last year's figures, with still two and one-half months of the present year remaining.

There are now two resident Chinese evangelists, one for men and one for women. The religious work of the institution is being emphasized as never before.

Seventeenth Meeting of the Board of Managers

EXHIBIT D  
Report of the Building and Property Committee

Since the last meeting of the Board of Managers, Mr. A. G. Small has completed his first term of service on the field and has returned to America. However, before his return, he remained to see the completion of the Severance Hall, our new administration building, and Sage Chapel, our new University Church. Both these buildings are ready for inspection, the Chapel having been completed in time for the Commencement exercises last June, and Severance Hall in time for the opening of school this fall. It is unnecessary in this report to give any description of these buildings; you can see them for yourselves. Severance Hall, in addition to class rooms, provides space for many offices, the treasurer's department, and the library. The outlook from the tower is by far the finest in the city.

The grounds have also been fitted up and sodded, so that the whole appearance of the new campus is very attractive.

It was decided, I believe by the Board of Managers, that no large building enterprises should be undertaken during Mr. Small's absence, but the plans for two new houses for members of the faculty are now in the hands of the contractor and we hope to soon get them under way.

A good deal of additional land has been secured for the Agricultural Department, and we are glad to report that the land much needed to complete our dormitories has already been secured. Part of the money for these is now in hand, but they will not be started until Mr. Small's return.

President Bowen upon his return has moved to the College site and is living in the house recently purchased from Dr. Lasell.

Our imperative need at present is for more houses for members of the faculty. There are at present nine members of the faculty for whom no houses have yet been provided; some of these are families with children.

According to the request of the Board, which met last June, very strong representation has been made to the home boards in regard to the need of new dormitories for the Language School. The last reports from home show that the boards are beginning to understand the situation, and it is expected that before the year is past something definite can be done.

Two small houses have been built and two more are being planned for Chinese teachers in connection with the Kan Ho Yen schools. This is making it more possible for teachers to be close to the school, and this in every way will be a great help. These houses are being built at a cost not to exceed \$1,500, and yet they are very comfortable.

Seventeenth Meeting of the Board of Managers

EXHIBIT E  
Report of the Committee of Management of  
The Department of Missionary Training

The Committee has held two important meetings during the year and taken several actions by correspondence. The most important item discussed was the housing situation. As a result of this discussion it was decided to recommend to the Board of Managers that strong representations be made to the Board of Trustees setting forth the urgency and immediacy of our problem and request them to secure for us the needed dormitories.

At the June meeting the Board of Managers called the Trustees limiting the number of new students to sixty-five, by way of impressing upon the home boards the lack of accommodations.

Attention has already been called in the Annual Report to the authorization of the Committee to the Dean to secure the services of an assistant.

Seventeenth Meeting of the Board of Managers

EXHIBIT F

Statistics for the University of Nanking.

	1920-1921	1919
Senior Colleges - Graduate students	4	0
College of Agriculture and Forestry	21	25
College of Arts	52	40
Junior College	173	177
Middle School	224	226
Model School		
Higher Primary	141	163
Lower Primary	31	31
Kindergarten	15	15
Language School	101	86
Nurses' Training School	26	25
Totals without duplication	779	788
Total Christian students	438	386
Total non-Christian students	341	414

Statistics for the Colleges

New students registered		New students from miss'n schools	36
Graduate Dept.	4	"    "    " non- "    "	45
Senior Colleges	2	Per cent from non-miss'n	56%
Junior College	75		
TOTAL	81	All College students	
Last year's students returned	156	From mission schools	141
Former students returned	13	From non-mission schools	101
Total students	250	Per cent from non-miss'n schools	42%
Already left	8		
TOTAL COLLEGE STUDENTS		Christian College students	128
NOW	242	Non-Christian College students	114
		Average age of new students	20 yrs.
		Av. age of all College	21.6 yrs.