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**MEETING OF THE EXECUTIVE COMMITTEE OF THE BOARD OF MANAGERS
OF THE UNIVERSITY OF NANKING. 19 January 1923.**

A meeting of the Executive Committee of the Board of Managers of the University of Nanking was held in the office of the President of the University, in Severance Hall, on Friday, January 19, 1923, at 9 A. M.

There were present President A. J. Bowen, Messrs. E. J. Birney, E. H. Cressy, F. D. Gamewell, F. Garrett, G. C. Hood, S. J. Mills, G. W. Sarvis and W. F. Wilson.

By special request Mr. C. S. Keen, Dean of the Language School, and Mr. J. H. Reisner, Dean of the College of Agriculture and Forestry, were also present.

Dr. Gamewell led in prayer.

The minutes of the meeting of the Board of Managers of October 10, 1922; of the Executive Committee of the Board of Managers of October 9, 1922 and of November 11, 1922; and of the Executive Committee of the Board of Trustees of November 8, 1922, having been circulated, were accepted as read.

The minutes of the annual meeting of the Board of Trustees of December 9, 1922, and of the Executive Committee of the Board of Trustees of December 9, 1922, were then read, received and ordered placed on file.

In regard to changing of the fiscal year of the University, as noted in actions M-9, T-117, T-126, b., and E-129, it was

EM-39 VOTED: That we recommend to the Board of Managers that they approve of the fixing of the fiscal year to extend from July 1 to June 30, as recommended by the Trustees at their meeting on December 9, 1922.

After some discussion in regard to the allocation of \$675,000 gold to the College of Agriculture and Forestry of the University of Nanking by the American Committee for China Famine Fund, it was

EM-40 VOTED: That a committee of three be appointed to bring before the Executive Committee in the afternoon a written statement expressing the attitude of the Executive Committee towards these funds.
The following committee was appointed: Messrs. Cressy, Reisner and Sarvis.

Mr. Keen was asked to give a report on Language School fees with special reference to action T-121 of the Board of Trustees regarding place where the property fund fee of \$200 chargeable to each student could be most conveniently collected, it was

EM-41 VOTED: That as the situation has changed since the Board of Managers took action as recorded in M-20 the Executive Committee recommend that the Property Fund Charge of \$200 be paid, not in New York but in China.

The President then made a statement giving comparative statistics of colleges in China, showing that the University of Nanking, compared with the other institutions of higher education, was working on a conservative basis, yet if the present number of students are to be carried through college it will be necessary to increase our budget by approximately \$20,000 Mexican from the fall of 1923, for teaching staff. (See Exhibit A.)

The meeting then adjourned to meet at 2 P. M. at the home of Mr. Sarvis.

Afternoon Session

The meeting convened at 2 P. M.

Mr. Hood led in prayer.

With reference to the need of increasing the teaching staff of the Junior College in the fall of 1923, it was

EM-42 VOTED:- That we recommend to the Trustees the securing of the following for the Junior College, as a conservative minimum, if we are to handle present work with the lowest efficiency possible and still exist:

- | | |
|--|--------------|
| 1. Outcoming expenses of three teachers for English | Mex. \$2,700 |
| 2. Salary of one teacher for English, annually,
(The salaries for two of these teachers are now being provided for in the budget) | " 1,600 |
| 3. The salary of one China graduate for Mathematics, annually, | " 720 |
| 4. The salaries of three student or graduate-student assistants for Chemistry, Physics and Biology, annually, | " 1,000 |

It was also

EM-43 VOTED:- That we recommend to the Trustees the securing of the following for the Senior College, as a minimum:

- | | |
|---|--------------|
| 1. Outcoming expenses of one married man for Physics | Mex. \$1,800 |
| 2. Salary of married man for Physics, annually, | " 2,600 |
| 3. Outcoming expenses of one single man for Sociology and Economics | " 900 |

4. Salary of single man for Sociology and Economics, annually,	Mex. \$1,600
5. Salary of one graduate for the Library, annually,	" 720
6. Salary of one returned student for the Library, annually,	" 1,800
7. Salary of one returned student for Chemistry, annually,	" 1,800
8. Salary for one graduate for Registrar's office, annually,	" 720

It was also

EM-44 VOTED:- That for the Junior and Senior Colleges we recommend to the Trustees the securing of

1. The outcoming expenses of one single man as physical director Mex. \$ 900
2. Salary of same, annually, 1,600

In view of the need of this increase in our teaching staff, it was

EM-45 VOTED:- That we ask the Disciples, Methodist and Presbyterian Boards each to increase the number of board supported teachers in the University by two, for the Junior College and the College of Arts and Science.

In order to explain fully to the Boards the reasons for the above requests, it was

EM-46 VOTED:- That with this request we send statements made by President Bowen relative to pressing needs for the fall of 1923 as above outlined, as well as an outline of a five-year programme, showing the estimated number of students, teachers, buildings and equipment needed, and housing requirements for the new members of the faculty, this outline to include a minimum outline and a comparative outline, according to the standards of the Educational Commission.

To provide for the housing of the new members of the faculty in the fall of 1923, it was

EM-47 VOTED:- That in view of the large number of missionaries that the University is supporting and the resulting inability of the University to house the newly appointed representatives of the Boards, we request the Boards to reconsider their former policy in relation to the housing of board-appointed members of the staff, and ask that when the Boards appoint their new members they also make provision for housing them.

Executive Committee of Managers - Jan. 19, 1923 (4)

In accordance with the recommendation of the Educational Commission that emphasis be placed on Education at the University of Nanking, it was

EM-48 VOTED:- That of the six men asked for from the Boards, one shall be especially for educational work.

The Committee appointed in the morning to prepare a statement in regard to the question of the Famine Fund (EM-40) recommended to the Trustees

EM-49 THAT, in accepting the Famine Fund we understand that it is to be administered faithfully for the purposes set forth in the conditions of the gift, and "charges for services of a general nature," apart from such purposes, shall not be made against it; on the other hand it shall be so administered as not to constitute a drain upon other resources of the University but shall have charged against it all proper items, such as overhead, maintenance, and the completion of work which may of necessity continue beyond the end of the ten-year period.

In view of the present serious difficulty in meeting our running expenses, it was

EM-50 VOTED: That the missions be asked to permit us to gradually reduce the scholarships to one-half the present number, the method by which this shall be done to be left to a committee consisting of those now in charge of scholarship funds. It is understood, however, that no students now holding scholarships shall be affected by this action.

In view of the great help that Miss Bertha C. Smith has been in the office of the Treasurer during the last few months, it was

EM-51 VOTED:- That the Executive Committee extend to Miss Smith a hearty vote of thanks for the help she has given in the Treasurer's office during the past few months.

It was also

EM-52 VOTED:- That we express to Dr. C. W. Coulter our hearty appreciation of the help he has given the University during his stay with us.

After prayer by Bishop Birney the meeting adjourned.

W. F. Wilson, Secretary.

Exhibit A

COMPARATIVE STATISTICS OF COLLEGES IN EAST CHINA GATHERED IN
JANUARY 1923.

	St. John's	Shanghai	Soochow	Hangchow	Nanking
Board supported foreign teachers		25	13	10	17
Non-board " " "		1	3	0	18
Returned students on staff		"	5	2	7
China college graduates		16	19	7	27
Chinese classics teachers		8	9	4	10
Assistants, sal'y not over \$40		6	10	2	20
Annual cash board appropriations		\$30,400	None	\$9,570	\$27,000
Endowment income		None	\$30,000	None	20,750
Fees available for salaries and instruction		52,175	35,000	8,000	73,800
Amount of Board funds used by Middle School		None	8,733	2,500	12,380

Comparative Statistics from THE CHRISTIAN OCCUPATION OF CHINA
(China Continuation Committee, p. 420) - 1921-22.

	Chinese Teachers	Foreign Teachers	Foreign Salaries	Other Expenses	Total Expenses	Average Cost of Foreign Salaries
St. John's University	32	28	\$200,000	\$120,000	\$320,000	\$ 7,148
Shanghai College	16	20	105,000	59,000	164,000	5,250
Soochow University	18	10	41,000	60,000	101,000	4,100
Hangchow College	9	10	28,000	22,000	50,000	2,800
University of Nanking	34	25	97,000	103,000	200,000	3,880

According to the Report of THE CHINA EDUCATIONAL COMMISSION, p. 359

	of years	with students	should have a budget of	UNIVERSITY OF NANKING Students Fall 1922	Budget as operated Fall 1922
A Junior College	2	200	\$70,000	276	\$48,000
A Senior College of Arts and Science	2	100	40,000	78	27,000
A Senior College of Agriculture and Forestry	4	100	84,000	49	40,618*

*Excluding specialized work: Cotton improvement
Silk improvement
Agricultural Gardens.

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UNIVERSITY OF NANKING
Office of the President
Nanking, China

January 29, 1923.

Dr. Robert E. Speer,
President of the Board of Trustees of
The University of Nanking,
156 Fifth Avenue,
New York City, U. S. A.

My dear Dr. Speer:

As you well know, during the past year we have been studying our whole University problem, especially the financial matters, as never before, and from varying angles. As a result we have a much clearer appreciation of our whole work and development of the past ten years and of the implications involved.

We believe we have found the chief cause of our present indebtedness, namely, a too large unsupported foreign personnel, together with a large group of China college graduates with salaries averaging, say, \$75 Mexican per month. We find that we have seventeen board-supported foreign teachers and eighteen University supported men and women, only a few of whom have definite support from individuals or associations. We have six returned students and twenty-seven China college graduates, besides no fewer than twenty assistants. These Chinese and foreign teachers are engaged in a very wide range of activities, covering teaching and administration in Primary and Middle Schools, Junior College, College of Arts and Science, and College of Agriculture and Forestry. In addition, not a few on the staff are performing duties and services for their local missions that must be done and would have to be performed by additional men for evangelistic work were our men not doing them. In fact, we are conducting, as an integral part of the University, primary schools and a middle school that, were we not conducting, the co-operating missions would be obliged to conduct, and that probably at a greater net cost to the missions than what we are able to do for them.

The sheet of statistics attached to the minutes of the meeting of the Executive Committee of the Board of Managers of January 19, 1923, will show our work in various ways in comparison with other similar institutions in East China. It will be seen that two Baptist Boards are together supporting eight more missionaries in the Shanghai College than our four Boards are together supporting in Nanking, while the Southern Methodist Board, alone, at Soochow, is supporting only four less men, and

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the two Presbyterian Boards at Hangchow, with a very limited program and far fewer students, are supporting ten men as compared with our seventeen.

When we look at the respective number of foreign teachers for which the institutions in East China are responsible, paying them largely from fees or other income, we see that we are bearing an intolerable load. Where the college or university is conducted on denominational lines, it is evident that a much larger number of foreign personnel is a direct charge upon the resources of the supporting churches. The larger number of students with us, the more diversified work, and the quality of the work attempted also demand considerably larger expenditure in Chinese teachers and assistants. In addition, as compared, for example, with Shanghai Baptist College, our four Boards combined are making a smaller annual cash grant per year by \$3,400 Mexican than are the two Boards supporting that institution.

We find, also, in seeking a norm or suggestion from a typical small, first-class college in the United States, for example Wesleyan University, that their catalogue for 1921-22 records that there were

48 faculty members, exclusive of assistants or lecturers on special foundations, who were giving instruction;
 7 assistants in curriculum courses;
 1 lecturer on special foundation; making
 56 giving instruction;
 2 emeritus professors;
 17 administrative officers, of whom
 14 were not giving instruction; thus making a total of
 72 persons.

Their student body was 540, and while we do not have the data as to annual budget or amount of endowment, we note that in the "Wesleyan Alumnus" of May 1922 they are calling for "a larger yearly annual budget," a new library building, a chemistry building, a college union, an infirmary, gymnasium equipment - "building needs for which the sum of \$1,500,000 would not be adequate." Meantime the April "Alumnus" shows that a recent endowment campaign had netted over \$3,000,000.

From the June 1922 "World Call" we find that Hiram College, Ohio (the son of whose President is on our faculty), with "obligations already assumed" (presumably indebtedness) of \$100,000 gold, is seeking to raise an additional \$600,000 for endowment, and \$300,000 for buildings and equipment. With a student body of 315 they have an expense budget of \$112,000, which is considerably over their income; hence the campaign for a substantial endowment.

The Educational Commission, after the most thorough study of mission educational work ever made in China by the best-equipped

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experts, have laid down as a standard (see Report, Sections 683-4) that a Junior College of two years with 200 students should have a budget of \$70,000 Mexican; that a Senior College of Arts and Science of two years with 100 students should have a budget of \$40,000 Mexican; while a Senior College of Agriculture and Forestry of four years with 100 students should have a budget of \$84,000 Mexican. Our Junior College of two years has 276 students and an annual budget of \$48,000 Mexican, this estimate being based on actual expenses for the autumn semester of 1922; our College of Arts and Science of three years with 78 students has a budget of \$27,000 Mexican; and our College of Agriculture and Forestry of three years with 49 students has a budget of \$40,618 Mexican, leaving out expenses for Agricultural Gardens and specialized work in cotton and silk, all of which are self-supporting and are not primarily instructional. It will thus clearly be seen that we are considerably below the minimum standard set by the Educational Commission. Also their minimum estimate of \$46,367 for a four-year college of 100 students (Section 681, b) shows that our institution is at least 20% below the minimum standard for Arts and Science.

We believe most thoroughly in a policy of intensive, as contrasted with extensive, education. Quoting what you wrote in connection with Silliman Institute (Report of Deputation, 1915, p. 264), "our ideal demands a thorough intellectual training and the actual equipment of students for efficient work" which can be done only when the student body is small and the teaching staff, both in quality and in numbers, sufficient to allow the teacher opportunity for personal acquaintance, for frequent and intimate interviews, for leisure to nourish his own intellectual and spiritual life and to impart this best gift to the student. Hence we have in our planning a total Junior and Senior College student body for 1923 of 418 - practically the same total as for 1922 - and a gradual growth in the Senior Colleges only up to 550 by 1928, which we believe should be approximately our maximum number, and this in spite of the very great need and insistent demand for higher education. Such a student body following the standards of, say, Wesleyan University would require a teaching and administrative force of not less than fifty, certainly not less, since our five years of college work, instead of four, and the presence of a somewhat specialized Junior College and of an agricultural and forestry curriculum as well as the curriculum of the College of Arts and Science would make our need of faculty seem greater than is required at Wesleyan. The needs for this fall as presented below are, of course, far below this standard of teaching efficiency.

We shall present later, as requested by the Executive Committee of the Board of Managers at their meeting January 19, 1923, an outline of our needs for the following five years, show-

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ing year by year the estimated number of students, teachers, buildings and equipment needed and the housing requirements for the new members of the faculty. This outline will include a minimum requirement and a comparative requirement according to the standards of the Educational Commission.

The requirements for this fall are strictly minimum and we all feel, are vitally essential if we are to maintain past standards and reputation. It is a question whether we are doing this this term. And it must be distinctly understood by the Trustees and the Managers that to carry on higher education we cannot hope to hold our best missionary teachers on the present basis of expenditures for we are providing for no new equipment for any of the science work or other work. No new course requiring added or increased apparatus is permitted, and with the larger classes and sections the work is unsatisfactory to the teachers, to say nothing of the students. For certain courses in History and Economics the teachers feel very much handicapped because we are not able to get the necessary library books. All, of course, appreciate the critical financial stress we are laboring under at present and are cooperating and helping to reduce expenses to the minimum with the utmost loyalty and the finest spirit, but manifestly were the best of these men to think that there could be no added equipment and facilities for a long and indefinite future, they would not feel justified in devoting their training and abilities here to higher educational work beyond a normal period. All will hold enthusiastically to a small number of students and to an intensive program. By "intensive program" we mean, of course, reducing the ratio of teachers to students and giving the students the very best and most rigorous intellectual training, but it means a very great deal more. It means reasonable attention to the physical welfare and recreative life of the students, which is now almost totally neglected. It means really evangelizing them, getting them to know and feel the power of Christ and to devote their energies to His Kingdom; which, after all, is the central emphasis of our work and requires more men than just the teaching or strictly educational work might demand, so that the teacher shall have adequate opportunity for personal work. But we are not able to do this now. The men asked for below will enable us to do somewhat better work next fall than we have been able to do this fall, provided we can restore the modest annual amounts for Chemistry and Biology and the Library and a slightly larger amount for Physics. It still contemplates, however, Junior College curriculum classes averaging about 40 and a very limited field of Arts and Science electives, due to the fact that the Arts and Science faculty has been drawn so extensively into Junior College teaching. Messrs. Hummel, Wilson and Thomson will be leaving for Home about the first of July on regular furlough; Misses Mills and Sloan of the Junior College, and Misses Carr and Mawe of the Primary and Middle Schools are also leaving us permanently as their terms expire then.

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Judging from figures of the past three or four years as to how many students drop out and how many continue on, we may expect that 60% of the first year Junior College students will enter the second year; and 90% of the present second year Junior College students will enter the first year Senior College. Also, owing to lack of dormitory, classroom, library and laboratory space we can receive only 160 new students into the first year Junior College next fall. We received 190 new students last fall, including special students and those taking some middle school work. On this basis, which, you understand, is what we can count on almost to a man (for the pressure to receive more makes it certain we can have these numbers) we shall have the following enrolment in the fall of 1923:

1st yr. Junior College	160	Fall 1922 enrolment	169 plus 33 special & M.S. students
2nd yr. " "	110	74	
1st yr. Senior College of Arts and Science	40	35	
2nd yr. " " " "	20	22	
3rd yr. " " " "	20	21	
1st, 2nd and 3rd yrs. Senior College of Agr. and For.	60	49	

In fact it is a further question, which we are as yet unable to answer, where we shall find classrooms in sufficient number and size, even with great overcrowding, to take care next autumn of the additional sections necessary in a second year Junior College class of over 100. In the following year, when sections will be required in Senior College classes some additional classroom must be provided. And not even standing space will be left in the Library.

It is with all of the above background and data and intensive study of our needs and budgets, extending over months, and in spite of the serious debt at this moment hanging over us, that the Executive Committee of the Board of Managers, on January 19, felt that we must ask you for the following men and what they would involve in added budget for the fall of 1923. It is because of the above considerations also that, in spite of the very heavy responsibilities of all the Boards involved, and in spite of the generous support these Boards have been giving and of the recent efforts to relieve the situation, we feel constrained to ask the three main Boards each to take on the support of two additional men, making seven board-supported men for each Society. We do not see how we can operate this fall without these additional men. We are certain we cannot add them to the eighteen foreign men and women the University is now responsible for financing. We plan to replace the two

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foreign teachers in the Primary and Middle Schools by people we may find out here, for whom no travel or outcoming expenses will be required; that is, on the present budget. We are counting on the Famine Fund to provide any additional teachers the College of Agriculture and Forestry will require. As you will see we are dealing only with the Junior College and the College of Arts and Science. It should be clearly understood that the College of Arts and Science has been very seriously depleted in order to handle the large number of students in the two years of the Junior College. The program recommended will begin to restore the strength of this pivotal college, but only so long as it has 80 to 90 students. When the number of students in Senior Arts and Science gets above 90 or 100, two or three additional teachers will be required to keep up the standard arrived at. You will observe from this fall and for the next five years we propose to keep the number of Junior College students down to 160, as this will fill up the three years of the Senior Colleges so that our maximum limit of 550 will be reached. That is to say, increase in student body from this fall on will be in the Senior Colleges only, which we feel is as it should be.

We are now prepared to speak of the specific recommendations made by the Executive Committee in actions EM-42, 43, 44 and 45, which we regard as the very minimum by which alone we can exist for this fall.

Action EM-42

(1) Outcoming of three teachers for English.

We wish these to be single men if possible, who will come on a five-year contract, but whom we would hope would become permanent members of the staff. We believe that if possible they should come on the understanding that if they remain five years the University will pay their travel both ways; if two years, we pay two-fifths; if three years, three-fifths; etc., this to apply to all men or women, single or married, that are to be supported by the University.

(2) We ask for the salary of only one of these teachers, as we have now in our Junior College budget the salaries of two; and can continue this next fall, of course.

(3) We must have some one to teach Mathematics in the Junior College, and as one of our graduates of June, who took special work with Dr. Holgate, is able to do this, we wish to employ him.

(4) The three student assistants will be necessary over and above the assistants we now have, in order to handle the laboratories and larger classes or more sections in the second year of Junior College.

It is to be noted that one of the men for English will have one course in Bible or Religious Education, as Mr. Hummel will be away, and one other will give a course in History.

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Action RM-43

(1 and 2) For the Senior College of Arts and Science our first need is for a first-class man for Physics, a man who can head the department. Since Mr. Roys' leaving, this very important work has not been adequately staffed. Part of Mr. Caldwell's time will be taken up with surveying for the College of Agriculture and Forestry, and he is not specially strong in Physics. It is now said, with Dr. Smith of Cornell College at Southeastern, that their Physics is better than ours. I believe this is true, and will continue so even after he leaves at the end of the school year and until we get a first-class man to head our department. We hope he will be a permanent, married, board-supported man.

(3 and 4) Owing to practically all of Mr. Sarvis' teaching time having to go to the Junior College, we consider our second greatest need for the Arts and Science a single man for Sociology and Economics. He will have to put off language study for at least a year, but we hope this man will be a permanent board-supported member of the staff.

(5 and 6) We are now employing student assistants in the Library and the China graduate will replace them to a large extent, so this will not be entirely an increase in the budget. However, the returned student will be and is one of our own men, Mr. Li, who is at the Albany Library School preparing especially for this work.

(7) The Returned Student for Chemistry is also one of our own graduates, the son of our contractor who puts up our school buildings. He received his Ph. D. from Columbia last year and is now teaching in the Government Teachers' College, Peking. He belongs to us and is an outstanding Christian leader among all the returned students and will render effective missionary service as well as very greatly strengthen our science work. Since Mr. Folk left us we have greatly needed this type of Chinese help in our science work, especially in the chemistry work, which is regarded as the strongest in China.

(8) The China Graduate for the Registrar's Office will replace student assistants and will add only slightly to the budget, and at the same time relieve Mr. Sarvis of much routine work now on him.

Action EM-44

For five or six years we have all felt that one of our most serious shortcomings in giving the students all they should be getting was due to our having no one able or qualified to look after the College athletics and physical welfare. No other college in East China, government or missionary, is so remiss at this point as we are. We wish a man specially trained in physical education, such as are graduated from the Springfield Y. M. C. A. He could

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well be a single man, preferably so, but we would like him a permanent and board-supported man. He would need to get the language and could teach one or two courses. He would do for the College students what Mr. Speers is doing so admirably for the Middle and Model School group.

Action EM-45

Possibly some of the Boards would prefer to take on the support of some of the University-supported men now on the field, such as Mr. and Mrs. Twinem of the Presbyterian Church; Mr. and Mrs. Wade-Jones of the Methodist Episcopal Church; Mr. and Mrs. Owen of the Disciples Church. Whether they take on these or some of the new men required this fall is in general, I think, a matter of convenience to them.

All of this very long and detailed letter emphasizes why we felt constrained to take this action. I cannot help but think you will feel we are making a just and reasonable, in fact an inevitable, request, if we are to continue to function in any large way.

Action EM-47

The same applies to this vexing and embarrassing housing problem, which has been before you often.

Action EM-48

This seems to us the very minimum required. Since Mr. Bullock and Mr. Moss have both left our educational work, we have been "dying of slow death" in this department, and at present have only one man, a returned student, giving his time to training of teachers and educational courses. We must build up toward the recommendation of the Educational Commission for a Senior College College of Education with special emphasis on the training of supervisors and middle school teachers. This man, preferably married, should be permanent and board supported.

This letter is too long already, and I think the other actions of the Executive Committee are clear. We believe we have outlined more definitely than has hitherto been done the most fundamental reasons for present indebtedness and the direction and implications of the institutions healthy growth. The definite men we wish added for next autumn will directly increase the present January-June budget by over \$20,000 Mexican. To this should be added not less than \$5,000 Mexican for science equipment and supplies and added furnishings. The pressing property needs outside of houses - a second science hall for Agriculture and Forestry, three or four new dormitories, a gymnasium, a library - are facing

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us with bewildering insistence. In the face of the Boards making additional annual grants from \$6,000 Mexican each to \$8,000, and of their meeting, as we understand, two-thirds of our debt; in the face of their own debts and increased obligations and unprecedented problems of financing the whole Missionary Cause, it might seem that we were ungrateful or unaware of the difficulties and burdens of the Missionary Societies. We are facing these conditions and facts, but it is only fair and honest to place before you the whole matter here as we see it at this time. We still believe God is leading in our work as we have believed from the beginning. We do not see our way out as clearly as we should like. It seems to lie in the ways indicated in this statement, even though this seems to lay almost intolerable added burdens upon you. We shall hope that old friends will rally to our help, and new friends may be found, and an adequate support and endowment may soon be built up.

With deepest appreciation of your uniform sympathy and help,

Very cordially yours,

(Signed) A. J. Bowen.

Meeting of Committee on University Grounds at Kuleo
March 21, 1923.

File
Ranking - Rainier

1. Recommended that the Building and Property Committee undertake the following alterations at the earliest possible moment. In case funds are not available, the cost of these changes should be included in the next University Budget.

(a) The making of a path from top of the steps of the walk east of Swasey to the cement path east of the Chapel. This path is to be temporary and is to be made of cinders. Width three feet and edged with bricks.

(b) The changing of the path to the north of Swasey so as to meet the path leading in front of Severance at the top of the terrace. This would help to do away with the running of students across the lawn at the foot of the Severance Hall terrace. It would also do away with the necessity for the unsightly wooden rail fence at the northwest corner of Swasey.

(c) The extension of the east and west walk leading to west dormitories straight to the west edge of the present dormitory court. The walk to the Sericulture building should then be made to connect with this walk rather than as at present opening into the middle of the dormitory court.

(d) The building of an open brick and tile (hwa tsiang) pump house in place of the present unsightly one.

(e) The moving of the tank in the Swasey Hall attic to the Severance Hall tower. The committee understands that this can be easily done as there is already a pipe at the edge of Severance. The overflow of the present tank is destroying the hedge on the north of Swasey and the tank itself is leaking so badly that the cotton department will soon be drowned out.

2. Mrs. Clemons was asked to locate as many plants of annuals and perennials as possible. It was recommended (if plants are available) to use the following flowers in the beds in front of Swasey and Severance: For spring blooming, larkspur, coryopsis, bachelor buttons, dianthus pinks; for autumn, chrysanthemum, asters, white lily. Asters and chrysanthemums were recommended for the beds along the walk leading to Severance.

3. Recommended that the trees at the northeast end of the campus (bordering Kuleo) be thinned out so as to leave a few of the best trees for shade. The locust grove nearer to the Severance building is to be left for hiding the W. C. and the ash heap, in case the ashes are to be still dumped there. Use the wood from trees removed for making pergolas in place of present bamboo arches.

4. Other changes were suggested as follows: Move the barberry and Kwei Hua at sides of entrance to Swasey and substitute Pittosporum. Fill out the privet hedge. Keep the rose beds for the present and fill out vacant spots. Straighten the beds in front of Swasey and make the narrower one as wide as the other. Move the Hung Hua in front of Swasey to the east of Swasey. Use hollyhocks and cosmos to the east of Swasey. Use vines, etc., back of the chapel. Use Pittosporum at entrances as much as possible. Remove weeping mulberry wherever found.

Let us have you!

Nanking

MINUTES OF A JOINT MEETING OF THE EXECUTIVE AND FINANCE
COMMITTEES OF THE BOARD OF MANAGERS OF THE UNIVERSITY OF NANKING

Held in Nanking 25 and 26 June 1923

TRANSFER

The following are members of the committees:

Executive

L. J. Birney	*A. J. Bowen, Chairman	*G. W. Sarvis
P. L. Chang	F. D. Gamewell	S. T. Wen
*E. H. Cressy	*Frank Garrett	W. F. Wilson
	*G. G. Hood	
	*S. J. Mills	

Finance

*A. J. Bowen	*E. H. Cressy, Chairman	*G. W. Sarvis
F. D. Gamewell	*S. J. Mills	C. T. Wang
	*L. J. Owen	

The members whose names are starred were present.

There were also present at various sessions by invitation Miss Maude L. Leyda of the Department of Missionary Training, Mr. R. A. Doan of the Board of Trustees, Mr. Edwin Marx, Chairman of the Foreign Christian Mission in China, Dean J. H. Reischer of the College of Agriculture and Forestry, and Messrs. Caldwell, E. V. Jones, and Thomson of the college faculties.

There were morning, afternoon, and evening sessions on the twenty-fifth and morning and afternoon sessions on the twenty-sixth. The first two sessions met in President Bowen's office in Severance Hall and the last three sessions at President Bowen's home.

President Bowen presided over the joint meeting. By vote Mr. Harry Clemons was asked to act as secretary, in place of Mr. Wilson, who is on furlough.

Dr. Garrett and Mr. Hood opened various sessions with prayer.

The minutes of meetings of the Executive Committee of the Board of Trustees held 10 January 1923 and 19 April 1923 were adopted as circulated. The minutes of a meeting of the Board of Trustees held 29 May 1923 were read and adopted. The minutes of a meeting of the Executive Committee of the Board of Managers held 19 January 1923 were adopted as circulated.

Report of Treasurer on Deficit

The Treasurer, Mr. Owen, presented a statement showing that on the basis of figures at the end of May 1923 the deficit amounted to Mexican \$46,987.81, with possible increases (from budgeted receipts that might not materialize) of not more than gold \$5,000.00.

Credit Balances

With regard to credit balances (M-5; 9 October 1922) the following actions were taken:

MEF-53 VOTED: That the MEIGS HALL credit balance be closed in the current budget and carried forward in the 1923-4 budget as follows: Mexican \$600.00 to be added to Meigs Hall, materials, supplies, and expenses, Item 666, making that item 700.00; and the remainder to be added to the general contingent fund.

MEF-54 VOTED: That a credit balance from ATHLETIC FEES of Mexican \$1,385.57 be cancelled for the current year and that this amount be added to the budget for 1923-4 for permanent equipment for a college athletic field.

College Athletic Field

In connection with the above action, it was

MEF-55 VOTED: That the appreciation of the joint committee be expressed to the student body for the excellent work that has been done in securing funds for improving the college athletic field.

College Y. M. C. A.

In answer to a communication from Mr. P. D. Twinem it was

MEF-56 VOTED: That the Secretary be instructed to inform Mr. Twinem that the sum of Mexican \$20.00 decrease in the College Y. M. C. A. budget for 1923, January through June, was the Y. M. C. A. share in the \$10,000.00 cut which it was found necessary to take, and that the joint committee regrets that it does not find itself able to make up this amount.

Adjustments in Current Budget

It was then

MEF-57 VOTED: That the Treasurer be authorized to make such further adjustments in the current budget as might be necessary.

Budget for 1923-4

A budget for 1923-4, July 1 through June 30, was presented. After discussion occupying four sessions, it was

MEF-58 VOTED: That the budget for 1923-4 be adopted as amended.

Ad-interim Committee

It was further

MEF-59 VOTED: That a sub-committee, composed of Messrs. Bowen, Cressy, and Mills meet monthly, beginning with September 1923, to consider matters connected with this budget.

It was also

MEF-60 VOTED: That the joint committee recommend to the Board of Managers the appointment of a joint executive-finance committee, not to exceed four members, to meet monthly during the academic year.

During the discussion of the budget for 1923-4 the following actions (**MEF-61** through 84) were taken:

Department of Business Administration

It was,

MEF-61 VOTED: That a committee of three, Messrs. Garrett, Cressy, and Hood, confer with representatives of the alumni with regard to the closing of the Department of Business Administration.

This committee reported that the representatives of the alumni did not feel themselves able to speak for the whole body of the alumni; that they recognized the financial difficulties of the situation; and that they would individually be in favour of temporarily closing the Department, but that certain subjects in the last two years of the Middle School, such as commercial arithmetic, business English, and commercial geography, be continued. Following and in accordance with this conference between representatives of the alumni and of the joint committee it was

MEF-62 VOTED: That, on account of inability to finance the necessary staff and of the question of general policy as related to the development of the College of Arts and Science (see **MEF-81**), the Department of Business Administration be temporarily discontinued, but that courses be given in the last two years of the Middle School in such subjects as commercial arithmetic, business English, and commercial geography.

It was further

MEF-63 VOTED: That Mr. Sarvis and the Secretary be instructed to prepare a statement explaining to BOSTON UNIVERSITY the basis for this action, and to request that Boston University transfer its support of a representative from the Department of Business Administration to the College of Arts and Science.

It was further

MEF-64 VOTED: That Messrs. Hood, Bowen, and the Secretary be instructed to prepare a statement putting on record the appreciation of the Board of Managers in the efforts of THE ALUMNI towards raising the funds for an alumni building, and the hope that in the use of the funds and of the building methods satisfactory to all may be found.

Classes in Education

MEF-65 VOTED: That all classes in education in the Junior College and the Middle School which are too small to be economical be discontinued.

College of Agriculture and Forestry Endowment Transferred to Deficit

MEF-66 VOTED: That the balance of the gold \$20,000 endowment for the College of Agriculture and Forestry, plus the Mexican \$8,627.24 voted by the Baptist Board, which may remain after payment of Mexican \$34,508.96 (that part of the university deficit assigned to the College of Agriculture and Forestry) be applied to the university deficit caused by purchase of chemical and biological supplies and equipment, in the use of which the College of Agriculture and Forestry has, in the training of its students, largely shared.

Expense of Promotional Office

MEF-67 VOTED: That, since the University has to carry the expenses of the Promotional Office in New York out of current funds, nothing be allocated from the current budget towards the deficit, it being understood that any unallocated funds which Doctor Williams may raise should be applied towards the deficit.

House for Mr. Small

MEF-68 VOTED: That Mr. Small's request that the surplus from his earnings be saved for the erection of a house and its equipment for the resident architect be deferred one year in order that any such surplus may be used as income on the current budget.

Repairs on Alterations on Various Houses

MEF-69 VOTED: That proposed repairs or alterations on the houses occupied by Messrs. Griffing and Hamilton be postponed.

The 'Nunnery'

MEF-70 VOTED: That Mexican \$400.00, for moving the 'Nunnery,' be included in the 1923-4 budget.

Campus Improvement

MEF-71 VOTED: That no action be taken for the present on requests from the 'Committee on the Campus Beautiful' for appropriation for suggested campus improvements.

Materials Fees

MEF-72 VOTED: That the policy be adopted of charging materials fees in those courses where it seems desirable.

Special Furniture Fees

MEF-73 VOTED: That the Middle and Model School special incidental fee be put upon a voluntary basis in the fall of 1924, and that it be collected through other than university official channels; that the Finance Committee consider, on its merits, any additional dormitory fee for the purpose of furnishing and maintenance of dormitories; and that we do not approve of any special fee for providing furniture for classroom buildings and other educational buildings, excepting approved laboratory and materials fees.

Nanking Church Council

MEF-74 VOTED: That the sum of Mexican \$20,000 - \$15,00 for the college and \$5.00 for the Middle School - be added to the 1923-4 budget for the Nanking Church Council.

Deferred Payments by Students

MEF-75 VOTED: That all students who desire to delay payment of their fees after registration must hereafter present on a form prepared by the Treasurer a signed statement from a guarantor who is approved by the Treasurer that the guarantor will, in default of payment by the student not later than one month before the end of the semester, personally make the payment. In all cases, deferred payments will be charged interest at ten per cent.

Salaries and Allowances of University-supported
Foreign Workers

A statement concerning the comparative salaries and allowances of Board-supported and university-supported foreign members of the staff was presented by Mr. Owen, as follows:

Nanking, June 21, 1923.

Dear Dr. Bowen:

I am submitting herewith a comparative schedule of salaries and allowances, as paid by cooperating Boards to their representatives, and that of the University. The schedule speaks for itself, without any additional comments. In fairness to those employed by the University, a more uniform scale should be adopted and some definite policy introduced. It will add much to the permanency of our staff. There is a single teacher who is leaving the University because it has no fixed policy. There is another whom we shall lose when furlough time arrives because we have no policy, and the risk is too great for return under the present basis to be considered. Hints of this same attitude with others of our staff would lead us to conclude that the point is a vital one, and ought to have prompt and serious consideration.

Sincerely yours,

(Signed) L. J. Owen

Comparative Scale of Salaries and Allowances
Married Couples

Board	Salary	Child's Allowance	Medical & Hospital	Dental	Vaca-tion Allowance	Widow's Allowance	Pension
U.C.M.S.	Gold 1400.00	Gold 1-5 100 5-12 150 12-16 200 16-21 250	All ex-cept ob- stetrical and ocular	None	Mex. \$114.00 plus $\frac{1}{2}$ or $\frac{1}{4}$ for children	Gold \$300.00 plus allow'ces by Bd.	Pension plan reared for
M. E.	1-5 1300 5-10 1400 10-25 1500 25 1600	1- 5 100 6-14 150 14-21 200 Coll. 250	All a- bove \$80 Mex. when approved	Above \$80 Mex. when approved	Nominal rent in mission houses	Same as min- isters' widows in U.S.	
Baptist	1-15 yrs. 1350.00 Aft. 15 yrs. 1450.00	1- 6 10% 6-12 15% 12-16 20% 16-22 25%	Extraord- inary cases con- sidered by Board	Extra- ordinary cases 80% consid- ered	None	Accord- ing to circum- stances considered by com.	
Presby- terian	1- ¹⁵ yrs. 1440.00 Aft. 10/15 yrs. 1560.00	1-10 200 over 21 300	All ap- proved expense	Half	None	Children's allowance cont.; wi- dows spe- cially ar- ranged for	
Univ. of Nanking	1-5 1300 5-10 1400 10-15 1500 16 on 1600	1- 7 100 7-14 150 14-College 200 Coll. 250	None	None	None	None	None

The attention of a physician not considered in this schedule at all.

After discussion, it was

MEF-76 VOTED: That the University adopt as its policy in regard to university-supported foreign workers such a scale of salaries as will give the allowances and security afforded by the average of the missions cooperating in the University; that this plan go into effect beginning with July 1924; and that the President be asked to appoint a committee to formulate this policy.

President Bowen later announced as the personnel of this committee Messrs. Mills, Chairman, Gamewell, Sarvis.

The following statement concerning the cost of education of children of university-supported foreign members of the staff, which had been distributed by President Bowen, was presented in summary by Mr. Mills:

'School Fees of Children in Hillcrest

Hillcrest School that has been in operation twelve years has an unencumbered property valued at over \$11,000 Mexican. Its annual budget last year was \$8,700 Mexican. It has had four full-time teachers and four to six mother teachers. It has work from the kindergarten through the high school.

The current expenses are some \$2,000 Mexican more than fees provide at the old rate. The Annual Meeting, May 4, 1923, decided to increase fees to meet this uncovered expense.

Tuition:		The old rates have been	The new rates proposed are
Kindergarten	Mexican	\$ 70.00	\$ 90.00
Grades	"	105.00	140.00
High School	"	130.00	220.00

'Most of the university supported families are finding it impossible to meet the increased cost. At least two mothers are compelled to teach in the school to enable them to send their children. Others are planning to teach their own children at home. Board-supported parents, I understand, are receiving, or are to receive, special aid. As in the case of medical and dental expenses, widows' allowances, or pensions, university-supported families are suffering a hardship that calls for relief if it can be financed. The following families are affected:

Mr. and Mrs. Akerstrom:	Gladys Beryl	15	in	September
	Ruth Muriel	12	in	June
Mr. and Mrs. Caldwell:	Ralph Russell	1	in	September
Mr. and Mrs. Clemons:	Henry Jenkins	4	in	July
	Emily Barber	2	in	July
Mr. and Mrs. Griffing:	Mary Louise	7	years	6 months
	John Malcolm	5	"	6 "
	Joe Bruce	4	"	"
Mr. and Mrs. Owen:	Gwendolyn	4	"	"
	Marjorie	2	"	6 "
Mr. and Mrs. Small:	Louise	4	"	"

"The Shanghai-American School meets this problem, for missionaries, as follows:

	Uniform annual fees for everybody	Divided into	
		I Mission- aries pay	II Boards pay
Tuition: Grades Mexican	\$140.00	\$60.00	\$80.00
High School "	220.00	80.00	140.00
Board, room, etc. "	560.00	280.00	280.00

"I would recommend (1) that we consider the possibility of immediately budgeting something for the relief of these families this fall; (2) plan for working out a permanent and equitable plan to submit to the Board of Trustees for their endorsement. Probably the same committee should work out a permanent plan equalizing the financial status of Board-supported men." - A. J. Bowen -

MEF-77 VOTED: That this statement concerning the cost of education of children of university-supported foreign members of the staff be referred to the committee created by the former action, MEF-76.

A similar question having been raised with regard to fees for language study by university-supported foreign members of the staff, it was

MEF-78 VOTED: That this also be referred to the committee created by action MEF-76.

Written Contract for Members of Staff

On recommendation of a special committee of the faculty, presented by Mr. Sarvis, it was

MEF-79 VOTED: That hereafter a written contract shall be signed by all persons who shall join the university staff, with the exception of those who shall be regularly appointed and supported by Mission Boards.

Teacher of English

MEF-80 VOTED: That there be included in the 1923-4 budget the following items for the support of a single woman to act as head of the Junior College English:

Sala ry	Mexican \$1,600.00
Travel	800.00
Outfit	500.00

Study of University as a Whole

MEF-81 VOTED: That a special committee of three be appointed by the President to make a study of the University as a whole, with the special purpose of reporting on a means of strengthening the College of Arts and Science.

President Bowen later announced as the personnel of this committee Messrs. Cressy, Chairman, Garrett, Lobenstine (Niles alternate).

University Hospital

MEF-82 VOTED: That there be referred to this committee on the study of the whole university situation (MEF-81) the matter of the relation of the Hospital to the University.

MEF-83 VOTED: That in the budget for 1923-4 one-fourth of the charge for the Promotional Office in New York should, after consultation with the administrative head of the Hospital, be charged against hospital funds.

MEF-84 VOTED: That there be taken up with the administrative head of the Hospital the matter of their undertaking, for the current year if possible, a regular share in the overhead charges in which the Hospital is involved.

Mr. Charles S. Keen

MEF-85 VOTED: That the following minute concerning the death of Dean Charles S. Keen be communicated to Mrs. Keen, to Mr. Keen's mother and brother, and to the American Baptist Foreign Missionary Society:

As representatives of the Board of Managers of the University of Nanking, meeting in Nanking on the twenty-sixth of June 1923, we would put on record our deep sorrow because of the death of Charles Scull Keen, our heartfelt sympathy with his family in their bereavement, and our warm and united recognition of the exceptional service he has rendered as Dean of the Department of Missionary Training in this institution. Though the month since his passing, on the twentieth of May, has not availed to soften the sharpness of our grief, it has to some degree enabled us to recognize more clearly Mr. Keen's peculiar fitness for the task he had undertaken and the permanent qualities of the results he was achieving. Our memory is vivid of his active and straightforward personality, of his vivacious wit and clear-eyed sympathy, of his talent for organization and his powers of leadership. As representatives of the Board of Managers we would ^{under divine guidance,} ~~rain,~~ keep the ways open for a wise carrying forward of the Department of Missionary Training in directions which may preserve and extend the success of its first Dean.

Department of Missionary Training

President Bowen reported correspondence with Doctor James V. Latimer of the Baptist Mission with regard to suggestions from that mission concerning a successor to Mr. Keen, but stated that no definite proposal had been made. It was

MEF-86 VOTED: That Miss Leyda be asked to continue as acting Dean until further arrangements can be made concerning the appointment of a Dean.

Famine Prevention Fund

Mr. Reisner made a statement concerning the present status of the Famine Prevention Fund, and announced that four of the five members of the China Committee had been appointed, as follows:

Mr. C. R. Bennett, Manager of the International Banking Corporation, Peking.

Mr. J. Harold Dollar, Vice-President and Secretary of the Robert Dollar Company and Chairman of the American Chamber of Commerce, Shanghai.

Bishop F. T. Keeney of the Methodist Episcopal Mission, North, Foochow. (Alternate, Dr. Frank Rawlinson, Editor of 'The Chinese Recorder,' Shanghai.)

Mr. C. E. Patton, Vice-Chairman and Secretary of the China Council of the American Presbyterian Mission, North, Shanghai. (Alternate, Dr. J. E. Shoemaker, American Presbyterian Mission, North, Ningpo.)

Mr. Reisner also presented a budget summary for proposed projects in famine prevention. After discussion it was

MEF-87 VOTED: That the joint committee approve that President Bowen and Dean Reisner bring before the China Committee of Five the general programme and budget as presented to the joint committee.

Cooperation with Cornell University

Mr. Reisner informed the joint committee concerning the decision of Cornell University to develop the Cornell-in-China work in university extension in agriculture and agricultural engineering in connection with the University of Nanking. It was thereupon

MEF-87 VOTED: That a minute from the Executive Committee of the Board of Managers be framed by Mr. Reisner and sent to Cornell

College of Agriculture and Forestry, Fuller Organization

Mr. ~~Reisner~~ ^{Reisner} having presented various plans for a fuller organization of the College of Agriculture and Forestry, it was

MEF-88 VOTED: That in the opinion of the joint committee such organization is in the jurisdiction of the College of Agriculture and Forestry, and that the joint committee would refer the proposed plans, with the committee's approval, to the faculty of that College.

The minutes for the five sessions were read and approved, after correction. The meeting was adjourned.

Respectfully submitted,

Harry Clemons
Temporary Secretary

UNIVERSITY OF NANKING

BUDGET

July 1, 1923 to June 30, 1924.

I. ADMINISTRATION:

Pd. by Un. Pd. by

11. Executive;

111. PRESIDENTS OFFICE:

1111. Salary of A. J. Bowen	3,075 00	
1112. Salary of Secretary and Assts.	1,800 00	
Miss M. H. Purcell	400 00	
Li Han Seng	360 00	
Tao Ming Peh	100 00	
Students typists	500 00	
1113. Office expense and supplies		

112. TREASURERS OFFICE:

1121. Salary of L. J. Owen	2,100 00	1,100 00
1122. Salary of Assts. and clerks	540 00	
Sie Ching-tsu	360 00	
Sie Hsiang	150 00	
Student assts.	133 33	
Secretary for one month	500 00	
1123. Office expense and supplies		

113. REGISTRARS OFFICE:

1131 Salaries of Registrars:		380 00
G. W. Sarvis		
Li Hung Teh (Middle and Model Schools)	420 00	
1132. Salaries of Assts and clerks:	540 00	
San Ken Hsien	150 00	
Assistants	200 00	
1133. Office expense and supplies		

114. CENTRAL OFFICE AT NEW YORK:

1141. Office expense and supplies	1,500 00	
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119. ADMISSIONS COMMITTEE:

1191. Salary of Chairman, C. Wade-Jones	780 00	
1192. Salary of student assts.	250 00	
1193. Office expense and supplies	657 00	

12. General;

121. Catalogs, reports, bulletins	800 00	
122. Commencement and Public Occasions	300 00	
123. Appropriations for Student Activities;		
1231. University Magazine	960 00	
1232. Kuleo Y.M.C.A. (P.D.Twinem 13%)	488 00	
1233. Kanhoyen Y.M.C.A.	360 00	

	Pd. by Un.	Pd. by bds.
124. Miscellaneous:		
1241. Retiring allowance, (Yao)	300	00
1242. Travel, Bd. of Mgrs., Ed. Assn. etc.	500	00
1243. Educational Assn. Memberships;		
Natl. Assn. for Promotion of Ed.	200	00
East China Ed. Assn.	600	00
Nanking Ed. Assn.	50	00
Nanking Church Council	20	00
1244. Sundry	180	00
13. Financial Management;		
131. Sundry Interest expense	200	00
II. OPERATION AND MAINTENANCE OF PLANT:		
21. Superintendance:		
211. SUPERINTENDENTS OFFICE:		
2111. Salary of A. G. Small, Supt. 50%	1,600	00
2212. Salary of Assts. and clerks	185	00
2213. Office expense and supplies	50	00
22. Care and maintenance of grounds, buildings and equipment:		
221. KULBO BUILDINGS:		
2211. Wages of servants	984	00
2212. Repairs	500	00
2213. Fuel	600	00
2214. Light	2,400	00
2215. Insurance	502	17
2216. Materials, supplies and expense	360	00
2217. Care of grounds (campus)	300	00
222. KAN HO YEN BUILDINGS:		
2221. Wages of servants	1,267	00
2222. Repairs	800	00
2223. Fuel	320	00
2224. Light	1,600	00
2225. Insurance	236	27
2226. Materials supplies and expense	460	00
223. LANGUAGE SCHOOL BUILDINGS:		
2231. Wages of servants	408	00
2232. Repairs	100	00
2233. Fuel	700	00
2235. Insurance	67	91
2236. Materials supplies and expense	310	00

Pd. by Un. Pd. by Eds.

224. FACULTY RESIDENCES:

2241. Repairs (inc. moving Nunnery 400.00)	1,000 00	
2243. Insurance	300 53	
2245. Rent	3,610 00	
2246. Salary, Mo Teh-ling	180 00	

I. INSTRUCTIONAL:

31. Senior College:

Deans Office;

3111. Salary of Dean, G.W.Sarvis		190 00
3112. Salaries of Assts and clerks (Wang Ren)	25 00	
3113. Office expense and supplies	20 00	

312. SALARIES FOR INSTRUCTIONS:

	<u>English</u>		
3121. Bowen, A. J.		1,025 00	
3122. Brede, Alex.			780 00
	<u>Biology</u>		
3123. Illick, J. T.		540 00	640 00
3124. Chen, Nelson			
	<u>Chemistry</u>		
3125. Jones, E. V.		858 00	
3126. Thomson, J. C.			1,224 00
3127. Sub. for J.C.Thomson		900 00	
3128. Hsi Chi-fang		195 00	
3129. Lab. instructor		60 00	
3130. Lo Tsi-tung		360 00	
3131. Li Shi-ching		120 00	
3132. Yang Shi-ming		72 00	
	<u>Chinese</u>		
3133. C. C. Chen		720 00	
3134. Luh Feng-seng		1,200 00	
3135. I Hsieng-ting		264 00	
3136. Reader		196 00	
3137. Chinese writers		108 00	
	<u>Economics</u>		
3138. Ko Seng		216 00	
	<u>History</u>		
3139. Bates, M. S.			2,800 00
3140. Liu Tsong Ben		333 34	
	<u>Philosophy</u>		
3141. Hamilton, C. H.			2,100 00
	<u>Physics</u>		
3142. Griffing, Burgoyne		800 00	
	<u>Mathematics</u>		
3143. Wei Hsioh-ren		336 00	
	<u>Religion</u>		
3144. Hummel, W. F.			2,600 00
	<u>Sociology</u>		
3145. Sarvis, G. W.			1,330 00

316. DEPARTMENTAL SUPPLIES AND EXPENSE:

3161. General account	150 00
3162. Biology	115 00
3163. Chemistry	1,018 00
3164. Chinese	102 00
3165. Physics	100 00

318. DEPARTMENTAL EQUIPMENT:

3181. General account	60 00
3182. Biology	50 00
3183. Chemistry	222 00
3184. English	50 00
3185. Physics	300 00

32. JUNIOR COLLEGE:

321. DEANS OFFICE:

3211. Salary of Dean, G.W. Sarvis	570 00
3212. Salary of Assts. and clerks:	
Miss. Mary Mills	540 00
Wang Reng	75 00
3213. Office expense and supplies	40 00

322. SALARIES FOR INSTRUCTION:

<u>Agriculture</u>		
3221. Ritchey, G. E.		510 00
<u>Biology</u>		
3222. Illick, J. T.		960 00
3223. Gibbs, C. S.		405 00
3224. Steward, A. N.		750 00
3225. Chen, Nelson	540 00	
<u>Chemistry</u>		
3226. Thomson, J. T.		2,040 00
3227. Jones, E. V.	1,733 34	
3228. Yuen Tsi-tang	780 00	
3229. Hoh Hsi	780 00	
3230. Li Shi-ching	300 00	
3231. Yang Shi-ming	178 00	
3232. Students assts.	600 00	
<u>Chinese</u>		
3233. C. C. Chen	720 00	
3234. I. Hsien Ting	536 00	
3235. Cheo Chi-shan	600 00	
3236. Shi	720 00	
3237. Reader	404 00	
3238. Writers	252 00	
<u>Economics</u>		
3239. Akerstrom, C. E.		2,310 00
<u>Education</u>		
3240. Hu Tien tsing	180 00	
<u>English</u>		
3241. Brede, Alex		1,820 00
3242. Mills, Mary	1,860 00	
3243. English instructor (on field)	1,600 00	
3244. " " (from U.S.)	1,600 00	
<u>History</u>		
3245. Wade Jones, C.	1,820 00	
3246. Ko Seng	504 00	

Pd by Un. Pd by bds.

322. Salaries for instruction con.

	<u>Mathematics;</u>		
3247.	Hung Chang	1,236 00	
3248.	Chang Chi Hwa	720 00	
	<u>Physics</u>		
3249.	Caldwell, L. H.	2,800 00	
3250.	Griffing, Burgoyne	800 00	
3251.	Kiang Pen kung	540 00	
3252.	Wei Hsioh-ren	504 00	
3253.	Physics assts.	500 00	
	<u>Psychology</u>		
3254.	Hamilton, C. H.		1,400 00
	<u>Religion</u>		
3255.	Twinem, P. D.	2,262 00	
3256.	Dr. Walker	1,333 34	
	<u>Sociology</u>		
3257.	Sarvis, G. W.		1,330 00
3258.	Liu Tsong Ben	666 66	

326. DEPARTMENTAL SUPPLIES AND EXPENSES:

3261.	General account	350 00	
3262.	Biology		
3263.	Chemistry	4,008 00	
3264.	Chinese	238 00	
3269.	Physics	748 00	
3270.	Sociology	200 00	

328. DEPARTMENTAL EQUIPMENT.

3281.	General account	140 00	
3282.	Biology - microscope repairs, etc.	195 00	
3283.	Chemistry	328 00	
3284.	History (books)	300 00	
3285.	Physics	900 00	
3286.	Psychology	75 00	

33. COLLEGE OF AGRICULTURE AND FORESTRY:

331. DEANS OFFICE:

3311.	Salary of Dean, J.H.Reisner		3,060 00
3312.	Salary of Assts. and clerks; Miss E.M.Priest	400 00	
	Hsu Chen	960 00	
	Typists	300 00	
3313.	Office expense and supplies	500 00	
3314.	Printing	300 00	
3315.	Local travel	200 00	

332. SALARIES FOR INSTRUCTION:

	<u>agronomy</u>		
3321.	Ritchey, G. E.		2,490 00
3322.	Shen Sheo-tsuen	120 00	
3323.	Chan Chia-chi	560 00	

332. Salaries for instruction, con.

Pd. by Un. Pd by bd

	<u>Bacteriology</u>		2,295 00
3324.	Gibbs, C. S.		
33	<u>Biology</u>		1,600 00
3325.	Illick, J. T.		
	<u>Botany</u>		2,250 00
3326.	Steward, A. N.		
	<u>Chemistry</u>		816.00
3327.	Thomson, J. C.	900 00	
3328.	Sub. for J. C. Thomson	585 00	
3229.	Hsu Chi-fang	110 00	
3230.	Yang Shi-ming		
	<u>Geology</u>		1,020 00
3231.	Reisner, J. H.		
	<u>Forestry</u>		2,600 00
3232.	Lowdermilk, W. C.	2,040 00	
3233.	Ip, N. K.		
	<u>Rural Economics</u>		3,480 00
3234.	Buck, J. L.	960 00	
3235.	Hwa Peh-hsiung		
	<u>Short Course</u>	960 00	
3236.	Chow Ming I		
	<u>Chemistry</u>	180 00	
3237.	Li Shi-king		

334. DEPARTMENTAL SUPPLIES AND EXPENSES.

		200 00
3341.	Agronomy	500 00
3342.	Bacteriology	140 00
3343.	Botany	250 00
3344.	Chemistry	500 00
3345.	Forestry	350 00
3346.	Rural Economics	3,503 00
3347.	Short Course in Agriculture	50 00
3348.	Meteorology	

336. DEPARTMENTAL EQUIPMENT:

3361.	Agronomy	600 00
3362.	Bacteriology	160 00
3363.	Botany	160 00
3364.	Forestry	100 00
3365.	Short course in Agriculture	100 00

34. MIDDLE SCHOOL:

341. Principals office;

3411.	Salary of principals;		2,300 00
	W. F. Wilson	900 00	
	C. F. Liu	300 00	
3412.	Salaries of Assts. and clerks	400 00	
3413.	Office expense and supplies		

342. SALARIES FOR INSTRUCTION:

3421. Akerstrom, C. E.		990 00
3422. Dieterich, F. W.		3,400 00
3423. Speers, J. M.		4,080 00
3424. Hummel, W. F.		1,400 00
3425. Wilson, W. F.		2,300 00
3426. Woodbridge, Miss Louise	800 00	
3427. Woodbridge, Charles	1,600 00	
3428. T. F. Ai	168 00	
3429. W. T. Chang	240 00	
3430. C. H. Chen	960 00	
3431. K. P. Chi	660 00	
3432. S. H. Hsu	60 00	
3433. S. T. Ih	480 00	
3434. Kwoh Pei	100 00	
3435. C. F. Liu	300 00	
3436. C. C. Liu	540 00	
3437. C. H. Liu (plus house rental 120.)	840 00	
3438. E. C. Leng	720 00	
3439. H. T. Li	420 00	
3440. S. T. Shi	480 00	
3441. C. S. Tseh	180 00	
3442. C. H. Wang	45 00	
3443. J. C. Wang	360 00	
3444. Hung Chang	824 00	
3445. San Ken Hsiang	144 00	
3446. Kiang Pen Kung	180 00	
3447. Kwoh's asst.	14 00	
3448. C. H. Wang	720 00	
3449. Leng's asst.	280 00	
3450. I. T. Hu (July and August)	180 00	
3451. Lu Chwang Ling	45 00	
3452. C. C. Chen	360 00	

346. DEPARTMENTAL SUPPLIES AND EXPENSES:

3460. General account	600 00
3461. Manual training	60 00

349. DEPARTMENTAL EQUIPMENT:

3490. Library	250 00
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35. MODEL SCHOOL:

351. PRINCIPALS OFFICE:

3511. Salary of Miss. A. M. Wixon		1,680 00
3512. Salary of Assts. and clerks	120 00	
3513. Office supplies and expense	200 00	

352. SALARIES FOR INSTRUCTION:

3521. Miss Wilkinson	1,600 00	
3522. Woodbridge, Louise	800 00	
3523. Wixon, Miss A.M.		420 00
3524. Chen Chang Chi	300 00	
3525. Chen Shui I	840 00	
3526. Kung Tsen	840 00	
3527. Li Shu Shen	840 00	

35. MODEL SCHOOL:

Pd by Un. Pd. by bds.

3528. Ling Taien Pu	300 00
3529. Tai Pen Shen	840 00
3530. Yen Kung Nan	360 00
3531. Miss Swen	240 00
3532. Miss Yen Chi Feng	339 00
3533. Rachel Peng	250 00
3534. Mrs. Shen	150 00
3535. Miss Chen For July	30 00
3536. Kwoh Pei	500 00
3537. " asst.	100 00
3538. Chang Wen Ching	240 00
3539. C. C. Liu, proctor	540 00
3540. C. H. Wang, Asst. proctor	45 00
3541. Hsu	60 00
3542. Lu Chwang Ling	45 00
3543. San Ken Hsiang	36 00
3544. First year teacher	240 00

355. DEPARTMENTAL SUPPLIES AND EXPENSE:

3550. General account	220 00
3551. Manual training	830 00

357. DEPARTMENTAL EQUIPMENT:

3570. General account	290 00
3575. Library	75 00

36. LANGUAGE SCHOOL:

361. Deans office;

3611. Salary of dean	1,500 00
3612. Salary of assts. and clerks; Miss M. L. Leyda Miss Bertha Smith	1,500 00
3613. Office supplies and expense	100 00

362. SALARIES FOR INSTRUCTION:

3620. Salary of Dean	1,500 00
3621. Salaries of Head teachers; Chia Fuh-tang Big Wang	780 00 432 00
3622. Salaries of Chinese instructors	7,428 00

365. DEPARTMENTAL SUPPLIES AND EXPENSE

3651. General account	152 00
3652. Extension students	50 00
3653. Normal class	40 00

367. DEPARTMENTAL EQUIPMENT:

3671. General account	100 00
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368. PROPORTIONAL OVERHEAD COST OF UNIVERSITY	2,000 00
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Pd by Un. Pd by Eds.

37. LIBRARY:

371. LIBRARIANS OFFICE:

3711. Salary of H. Clemons	3,400 00
3712. Salary of Assts and clerks	3,300 00
Regular assistants	800 00
Student assistants	50 00
3714. Office expense and supplies	1,400 00
3715. Washington cooperation	

372. DEPARTMENTAL SUPPLIES AND EXPENSES:

3721. Binding	250 00
3722. Cataloguing	400 00
3723. Supplies	300 00

374. DEPARTMENTAL EQUIPMENT:

3741. New books; foreign and Chinese	3,000 00
3743. General	100 00

V. CONTINGENT:

511. Contingent for all departments	5,728 34
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VI. NON STRICTLY EDUCATIONAL WORK:

61. GENERAL:

615 A. Athletics Varsity - permanent equipment	1,385 57
615. Athletics, Kuleo-varsity	2,060 00
616. " Kan Ho Yen	1,475 00
619. " Model School	875 00

62. DORMITORIES: KULEO GROUP:

621. Wages of servants	625 00
622. Repairs to buildings and equipment	150 00
623. Insurance	135 63
624. Light	100 00
626. Materials, supplies and expense	150 00
627. Hot water	640 00
628. Salary of Proctor	224 00

64. DORMITORIES: KAN HO YEN GROUP:

641. Wages of servants	300 00
642. Repairs to buildings and equipment	100 00
644. Light	100 00
645. Insurance	116 55
646. Materials, supplies and expenses	450 00
649. Equipment (special)	1,900 00

66. DORMITORIES: MEIGS HALL GROUP:

	500 00	
661. Wages of servants	200 00	
662. Repairs to buildings and equipment	765 00	
663. Fuel	164 00	
664. Light	69 49	
665. Insurance	700 00	
666. Materials supplies and expenses	800 00	
667. Salary of Preceptress		

68. DINING HALLS, KULEO GROUP:

	11,555 00	
681. Board Kuleo	240 00	
682. Wages of servants	250 00	
687. Materials supplies and expense	224 00	
688. Salary of Proctor, 50%		

70. DINING HALLS, KAN HO YEN GROUP:

	16,481 00	
701. Board, KanhoYen	150 00	
702. Wages of servants	100 00	
707. Materials supplies and expenses		

72. DINING HALLS, MEIGS HALL GROUP:

	4,675 00	
721. Board, Meigs Hall	520 00	
722. Wages of servants	445 00	
724. Fuel	101 00	
727. Materials supplies and expenses	800 00	
728. Salary of preceptress, 50%	600 00	
729. Equipment		

74. UNIVERSITY PROMOTION:

741. Office of Vice-president:

7411. Salary of Promotor, J.E. Williams	G\$5,000 00	4,600 00	5,400 00
7413. Office expense and supplies	G\$2,500 00	5,000 00	
7414. Travel in U.S.A.	G\$ 600 00	1,200 00	

743. Office of the Alumni Secretary:

7431. Salary of Secretary; Li Han Seng	800 00	
7432. Salaries of Assts. and clerks	144 00	
7433. Office supplies and expenses	150 00	
7434. Travel expenses	150 00	

75. UNIFORMS:

751. Kueleo	800 00	
752. KanHoYen	880 00	

76. REGENTS DIPLOMAS:

761. Regents diplomas, expense	435 00	
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Pd by Un. Pd by Bds.

77. CONSTRUCTION DEPARTMENT:

771. Office of Supt. of Construction;

7711. Salary of A. G. Small, 50%	1,600 00
7712. Salary of Assts. and clerks	275 00
7713. Office Supplies and expense	150 00

772. Departmental supplies and expense:

7721. Materials supplies and expense	1,000 00
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78. AGRICULTURAL EXPERIMENT STATION:

781. University Gardens;

7811. Purchases U.S.A.	2,200 00
7812. Tree seed collection	3,000 00
7813. Seed room	900 00
7814. Nursery stock	2,000 00
7815. Labor	1,900 00
7816. Materials supplies and expense	1,500 00
7818. Salaries of staff;	
E.M. Priest, 75%	1,200 00
Shao Teh hsing	1,080 00
Hwang Tsung	840 00
Student assts.	760 00
7820. Stationery, printing, etc.	700 00
7822. Extension	100 00

784. Dericulture Dept. (6 months only)

7841. Salaries of staff, C.L.Chien, etc.	2,160 00
7842. Egg Production	2,745 00
7843. Mulberry production	150 00
7844. Materials supplies and expenses	300 00
7848. Mulberry Orchard	200 00

786. Cotton Improvement (6 months only)

7861. Salaries of staff, J.B.Griffing, etc.	2,890 00
7862. Labor and ginning	2,200 00
7863. Station work	500 00
7864. Materials, supplies and expenses	500 00
7865. Propaganda, printing, etc.	300 00
7866. Repairs and new equipment	1,175 00
7867. Rent for J.B.Griffing's residence;	
6 mos. Jan to June 1923	300 00
6 Mos. July - Jan. 1924	300 00
	600 00

789. Farm Crops Improvement;

7891. Salaries of staff	1,000 00
7892. Materials supplies and expense	180 00
7894. Labor	600 00

30. MISCELLANEOUS:

801. Deferred charges:

8011. Language School study		144 00
8012. Outcoming equipment expense		
B. Griffing, G\$250.00		500 00
Miss Wilkinson, G\$100.00		200 00
Eng. Instructor for Junior College G\$250.		500 00

802. Sinking Fund Expenses:

8021. Sinking Fund for Furloughs:

Administration	1,200 00	
Senior College	600 00	
Junior College	1,700 00	
Agr and Forestry College	600 00	
Middle School	900 00	
Model School	<u>600 00</u>	5,600 00

8022. Sinking fund for current indebtedness

8023. Sinking fund for Language School
Buildings, reserved

<u>15,450 00</u>	
277,133 47	71,320 00

GRAND TOTAL OF EXPENSE BUDGET: \$ 348,453.47.

- 13 -
BUDGET INCOME

A. FOR STRICTLY EDUCATIONAL PURPOSES:

1. From Student Fees.

SENIOR COLLEGE.

Tuition	5,400 00	
Graduation	217 50	
Laboratory - Botany		
Biology	64 00	
Chemistry	315 00	
Physics	30 00	
Incidentals	386 00	
Materials supplies & Expense fee	50 00	
University Magazine	<u>150 00</u>	6,612 50

JUNIOR COLLEGE.

Matriculation	1,800 00	
Tuition	26,550 00	
Laboratory - Biology	182 00	
Chemistry	1,610 00	
Physics	1,770 00	
Sociology	200 00	
Materials supplies & Expense fee	375 00	
Incidentals	2,600 00	
University Magazine	<u>513 00</u>	35,600 00

COLLEGE OF AGRICULTURE AND FORESTRY:

Tuition	4,620 00	
Graduation	217 50	
Laboratory- Botany	60 00	
Biology	90 00	
Chemistry	505 00	
Farm Crops	54 00	
Horticulture	30 00	
Incidentals	407 00	
University Magazine	90 00	
Short course in Agriculture	<u>4,563 00</u>	10,636 50

MIDDLE SCHOOL:

Matriculation	190 00	
Tuition	16,228 00	
University Magazine	460 00	
Manual training	30 00	
Physics laboratory	<u>15 00</u>	16,923 00

MODEL SCHOOL:

Matriculation	180 00	
Tuition	14,880 00	
Manual training	<u>700 00</u>	15,760 00

LANGUAGE SCHOOL:

Tuition;		
First year - October	9,000 00	
First year - January	1,000 00	
Second year	1,200 00	
Correspondence	<u>800 00</u>	12,000 00

FROM ENDOWMENT INVESTMENTS:

INCOME FOR GENERAL PURPOSES - unrestricted:

Swasey Fund	4,625 00	
United Christian M. Society	3,700 00	
Methodist	<u>9,250 00</u>	17,575 00

FROM GIFTS AND GRANTS:

INCOME FOR GENERAL PURPOSES - unrestricted.

Mission Board appropriations;		
United Christian M. Society	8,000 00	
Methodist	8,000 00	
Presbyterian	<u>8,000 00</u>	24,000 00

INCOME FOR GENERAL PURPOSES - restricted;

Personnel, cooperation Boards;

Baptist;		
Gibbs	2,700 00	
Mrs. Goddard	1,600 00	
Language School	<u>3,000 00</u>	7,300 00

United Christian M. Society;

Bates	2,800 00	
Brede	2,600 00	
Hamilton	3,500 00	
Ritchey	3,000 00	
Sarvis	<u>3,800 00</u>	15,700 00

Methodist:

Dieterich	3,400 00	
Hummel	4,000 00	
Illick	3,200 00	
Steward	3,000 00	
Wilson	<u>4,600 00</u>	18,200 00

Presbyterian;

Buck	3,480 00	
Reisner	4,080 00	
Speers	4,080 00	
Thomson	4,080 00	
Williams	<u>5,400 00</u>	21,120 00

Personnel, - individuals, companies, etc;

Boston University		3,300 00
D. H. Day		1,100 00
Forestry Fund Committee		5,000 00
Methodist Centenary		2,100 00
W.C.Lowdermilk special		2,600 00
M. L. Leyda, (Lang. school)		1,500 00
Vacation teachers salary, Lang. School		1,000 00
Mission Board appropriations - restricted		
Baptist - for Agr. and Forestry College		3,000 00

FROM MISCELLANEOUS SOURCES:

Construction Dept. Income	9,300 00
Language School, sale of Material	200 00
" " to apply on overhead expenses	2,000 00
University Hospital " " " "	4,000 00
Alumni Office expense - from Alumni Fund	1,244 00
Manual Training sales	100 00
Repairs, Elec. Lights, etc. (Kan Ho Yen)	70 00
Rent (J.B. Griffing's residence)	600 00
Rent of Kan Ho Yen house (Hung Chang)	180 00
Trans. Bills Rec. account (Rent Ing Mei Chi)	1,440 00
Contribution of services - (Dr. Walker)	1,333 34
Meigs Hall - credit balance	3,494 56

II. For NON-STRICTLY EDUCATIONAL WORK:

From Students;	
Uniforms	1,680 00
Board;	
Senior College	2,000 00
Junior College	8,000 00
Agr. and Forestry	1,555 00
Middle School	8,876 00
Model School	7,605 00
Meigs Hall	9,170 00
Athletics;	
Varsity - permanent equipment	1,385 57
Senior College	400 00
Junior College	3,390 00
Agr. and Forestry	270 00
Middle School	1,475 00
Model School	875 00
Dormitory Room Rent;	
Senior College	615 00
Junior College	2,335 00
Agr. and Forestry	806 00
Middle School	3,239 00
Model School	2,733 00
Special Equipment;	
Middle School	900 00
Model School	1,000 00

FROM AGRICULTURAL EXPERIMENT STATION; restricted

American Silk Mission (Sericulture Dept.)	3,355 00
Sales from Sericulture Dept.	2,200 00
Cotton Improvement	8,165 00
Experiment Station sales	16,830 00
Farm Crop Sales	1,130 00

RESERVE FOR BUILDINGS:

Language School	15,450 00
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GRAND TOTAL INCOME

348,458 47

MINUTES OF A JOINT MEETING OF THE EXECUTIVE AND FINANCE
COMMITTEES OF THE BOARD OF MANAGERS OF THE UNIVERSITY OF NANKING

Held in Nanking 25 and 26 June 1923

The following are members of the committees:

Executive

- | | | |
|---------------|------------------------|---------------|
| L. J. Birney | *A. J. Bowen, Chairman | |
| P. L. Chang | F. D. Gamewell | *G. W. Sarvis |
| *E. H. Cressy | *Frank Garrett | B. T. Wen |
| | *G. G. Hood | W. P. Wilson |
| | *S. J. Mills | |

Finance

- | | | |
|----------------|-------------------------|---------------|
| | *E. H. Cressy, Chairman | |
| *A. J. Bowen | *S. J. Mills | *G. W. Sarvis |
| F. D. Gamewell | *L. J. Owen | C. T. Wang |

The members whose names are starred were present.

There were also present at various sessions by invitation Miss Maude L. Leyda of the Department of Missionary Training, Mr. R. A. Doan of the Board of Trustees, Mr. Edwin Marx, Chairman of the Foreign Christian Mission in China, Dean J. H. Reiner of the College of Agriculture and Forestry, and Messrs. Caldwell, E. V. Jones, and Thomson of the college faculties.

There were morning, afternoon, and evening sessions on the twenty-fifth and morning and afternoon sessions on the twenty-sixth. The first two sessions met in President Bowen's office in Severance Hall and the last three sessions at President Bowen's home.

President Bowen presided over the joint meeting. By vote Mr. Harry Clemons was asked to act as secretary, in place of Mr. Wilson, who is on furlough.

Dr. Garrett and Mr. Hood opened various sessions with prayer.

The minutes of meetings of the Executive Committee of the Board of Trustees held 10 January 1923 and 19 April 1923 were adopted as circulated. The minutes of a meeting of the Board of Trustees held 29 May 1923 were read and adopted. The minutes of a meeting of the Executive Committee of the Board of Managers held 19 January 1923 were adopted as circulated.

Report of Treasurer on Deficit

The Treasurer, Mr. Owen, presented a statement showing that on the basis of figures at the end of May 1923 the deficit amounted to Mexican \$46,987.81, with possible increases (from budgeted receipts that might not materialize) of not more than gold \$5,000.00.

Credit Balances

With regard to credit balances (M-5; 9 October 1922) the following actions were taken:

MEF-53 VOTED: That the MEIGS HALL credit balance be closed in the current budget and carried forward in the 1923-4 budget as follows: Mexican \$600.00 to be added to Meigs Hall, materials, supplies, and expenses, Item 666, making that item 700.00; and the remainder to be added to the general contingent fund.

MEF-54 VOTED: That a credit balance from ATHLETIC FEES of Mexican \$1,385.57 be cancelled for the current year and that this amount be added to the budget for 1923-4 for permanent equipment for a college athletic field.

College Athletic Field

In connection with the above action, it was

MEF-55 VOTED: That the appreciation of the joint committee be expressed to the student body for the excellent work that has been done in securing funds for improving the college athletic field.

College Y. M. C. A.

In answer to a communication from Mr. P. D. Twinem it was

MEF-56 VOTED: That the Secretary be instructed to inform Mr. Twinem that the sum of Mexican \$20.00 decrease in the College Y. M. C. A. budget for 1923, January through June, was the Y. M. C. A. share in the \$10,000.00 cut which it was found necessary to take, and that the joint committee regrets that it does not find itself able to make up this amount.

Adjustments in Current Budget

It was then

MEF-57 VOTED: That the Treasurer be authorized to make such further adjustments in the current budget as might be necessary.

Budget for 1923-4

A budget for 1923-4, July 1 through June 30, was presented. After discussion occupying four sessions, it was

MEF-58 VOTED: That the budget for 1923-4 be adopted as amended.

Ad-interim Committee

It was further

MEF-59 VOTED: That a sub-committee, composed of Messrs. Bowen, Cressy, and Mills meet monthly, beginning with September 1923, to consider matters connected with this budget.

It was also

MEF-60 VOTED: That the joint committee recommend to the Board of Managers the appointment of a joint executive-finance committee, not to exceed four members, to meet monthly during the academic year.

During the discussion of the budget for 1923-4 the following actions (MEF-61 through 84) were taken:

Department of Business Administration

It was

MEF-61 VOTED: That a committee of three, Messrs. Garrett, Cressy, and Hood, confer with representatives of the alumni with regard to the closing of the Department of Business Administration.

This committee reported that the representatives of the alumni did not feel themselves able to speak for the whole body of the alumni; that they recognized the financial difficulties of the situation; and that they would individually be in favour of temporarily closing the Department, but that certain subjects in the last two years of the Middle School, such as commercial arithmetic, business English, and commercial geography, be continued. Following and in accordance with this conference between representatives of the alumni and of the joint committee it was

MEF-62 VOTED: That, on account of inability to finance the necessary staff and of the question of general policy as related to the development of the College of Arts and Science (see MEF-81), the Department of Business Administration be temporarily discontinued, but that courses be given in the last two years of the Middle School in such subjects as commercial arithmetic, business English, and commercial geography.

It was further

MEF-63 VOTED: That Mr. Sarvis and the Secretary be instructed to prepare a statement explaining to BOSTON UNIVERSITY the basis for this action, and to request that Boston University transfer its support of a representative from the Department of Business Administration to the College of Arts and Science.

It was further

MEF-64 VOTED: That Messrs. Hood, Bowen, and the Secretary be instructed to prepare a statement putting on record the appreciation of the Board of Managers in the efforts of THE ALUMNI towards raising the funds for an alumni building, and the hope that in the use of the funds and of the building methods satisfactory to all may be found.

Classes in Education

MEF-65 VOTED: That all classes in education in the Junior College and the Middle School which are too small to be economical be discontinued.

College of Agriculture and Forestry Endowment Transferred to Deficit

MEF-66 VOTED: That the balance of the gold \$20,000 endowment for the College of Agriculture and Forestry, plus the Mexican \$8,627.24 voted by the Baptist Board, which may remain after payment of Mexican \$34,508.96 (that part of the university deficit assigned to the College of Agriculture and Forestry) be applied to the university deficit caused by purchase of chemical and biological supplies and equipment, in the use of which the College of Agriculture and Forestry has, in the training of its students, largely shared.

Expense of Promotional Office

MEF-67 VOTED: That, since the University has to carry the expenses of the Promotional Office in New York out of current funds, nothing be allocated from the current budget towards the deficit, it being understood that any unallocated funds which Doctor Williams may raise should be applied towards the deficit.

House for Mr. Small

MEF-68 VOTED: That Mr. Small's request that the surplus from his earnings be saved for the erection of a house and its equipment for the resident architect be deferred one year in order that any such surplus may be used as income on the current budget.

Repairs on Alterations on Various Houses

MEF-69 VOTED: That proposed repairs or alterations on the houses occupied by Messrs. Griffing and Hamilton be postponed.

The 'Nunnery'

MEF-70 VOTED: That Mexican \$400.00, for moving the 'Nunnery,' be included in the 1923-4 budget.

Campus Improvement

MEF-71 VOTED: That no action be taken for the present on requests from the 'Committee on the Campus Beautiful' for appropriation for suggested campus improvements.

Materials Fees

MEF-72 VOTED: That the policy be adopted of charging materials fees in those courses where it seems desirable.

Special Furniture Fees

MEF-73 VOTED: That the Middle and Model School special incidental fee be put upon a voluntary basis in the fall of 1924, and that it be collected through other than university official channels; that the Finance Committee consider, on its merits, any additional dormitory fee for the purpose of furnishing and maintenance of dormitories; and that we do not approve of any special fee for providing furniture for classroom buildings and other educational buildings, excepting approved laboratory and materials fees.

Nanking Church Council

MEF-74 VOTED: That the sum of Mexican \$20.00 - \$15.00 for the college and \$5.00 for the Middle School - be added to the 1923-4 budget for the Nanking Church Council.

Deferred Payments by Students

MEF-75 VOTED: That all students who desire to delay payment of their fees after registration must hereafter present on a form prepared by the Treasurer a signed statement from a guarantor who is approved by the Treasurer that the guarantor will, in default of payment by the student not later than one month before the end of the semester, personally make the payment. In all cases, deferred payments will be charged interest at ten per cent.

Salaries and Allowances of University-supported
Foreign Workers

A statement concerning the comparative salaries and allowances of Board-supported and university-supported foreign members of the staff was presented by Mr. Owen, as follows:

Nanking, June 21, 1923.

Dear Dr. Bowen:

I am submitting herewith a comparative schedule of salaries and allowances, as paid by cooperating Boards to their representatives, and that of the University. The schedule speaks for itself, without any additional comments. In fairness to those employed by the University, a more uniform scale should be adopted and some definite policy introduced. It will add much to the permanency of our staff. There is a single teacher who is leaving the University because it has no fixed policy. There is another whom we shall lose when furlough time arrives because we have no policy, and the risk is too great for return under the present basis to be considered. Hints of this same attitude with others of our staff would lead us to conclude that the point is a vital one, and ought to have prompt and serious consideration.

Sincerely yours,
(Signed) L. J. Owen

Comparative Scale of Salaries and Allowances
Married Couples

Board	Salary	Child's Allowance	Medical & Hospital	Dental	Vaca-tion Allowance	Widow's Allowance	Pension
U.C.M.S.	Gold 1400.00	Gold 1-5 100 5-12 150 12-16 200 16-21 250	All except obstetrical and ocular	None	Mex. \$114.00 plus $\frac{1}{2}$ or $\frac{1}{3}$ for children	Gold \$500.00 plus $\frac{3}{4}$ for children	Pension plan reared for allow'ce by Bd.
M. E.	1-5 1300 5-10 1400 10-25 1500 25 1600	1-5 100 5-14 150 14-21 200 Coll. 250	All above \$80 Mex. when approved	Above \$80 Mex. when approved	Nominal rent in mission houses	Same as ministers' widows in U.S.	
Baptist	1-5 yrs. 1350.00 Aft. 15 yrs 1450.00	1-6 10% 6-12 15% 12-16 20% 16-22 25%	Extraordinary cases considered 80% by Board	Extraordinary cases considered	None	According to circumstances considered by com.	
Presbyterian	1-10 yrs. 1440.00 Aft. 10 yrs 1560.00	1-10 200 over 10 300	All approved expense	Half	None	Children's allowance cont.; widows specially arranged for	
Univ. of Nanking	1-5 1300 5-10 1400 10-15 1500 16 on 1600	1-7 100 7-14 150 14-College 200 Coll. 250	None	None	None	None	None

The attention of a physician not considered in this schedule at all.

After discussion, it was

MEF-76 VOTED: That the University adopt as its policy in regard to university-supported foreign workers such a scale of salaries as will give the allowances and security afforded by the average of the missions cooperating in the University; that this plan go into effect beginning with July 1924; and that the President be asked to appoint a committee to formulate this policy.

President Bowen later announced as the personnel of this committee Messrs. Mills, Chairman, Gamewell, Saryis.

The following statement concerning the cost of education of children of university-supported foreign members of the staff, which had been distributed by President Bowen, was presented in summary by Mr. Mills:

'School Fees of Children in Hillcrest

'Hillcrest School that has been in operation twelve years has an unencumbered property valued at over \$11,000 Mexican. Its annual budget last year was \$8,700 Mexican. It has had four full-time teachers and four to six mother teachers. It has work from the kindergarten through the high school.

'The current expenses are some \$2,000 Mexican more than fees provide at the old rate. The Annual Meeting, May 4, 1923, decided to increase fees to meet this uncovered expense.

Tuition:		The old rates have been	The new rates proposed are
Kindergarten	Mexican	\$ 70.00	\$ 90.00
Grades	"	105.00	140.00
High School	"	130.00	220.00

'Most of the university supported families are finding it impossible to meet the increased cost. At least two mothers are compelled to teach in the school to enable them to send their children. Others are planning to teach their own children at home. Board-supported parents, I understand, are receiving, or are to receive, special aid. As in the case of medical and dental expenses, widows' allowances, or pensions, university-supported families are suffering a hardship that calls for relief if it can be financed. The following families are affected:

Mr. and Mrs. Akerstrom:	Gladys Beryl	15	in	September
	Ruth Muriel	12	in	June
Mr. and Mrs. Caldwell:	Ralph Russell	1	in	September
Mr. and Mrs. Clemons:	Henry Jenkins	4	in	July
	Emily Barber	2	in	July
Mr. and Mrs. Griffing:	Mary Louise	7	years	6 months
	John Malcolm	5	"	6 "
	Joe Bruce	4	"	"
Mr. and Mrs. Owen:	Gwendolyn	4	"	"
	Marjorie	2	"	6 "
Mr. and Mrs. Small:	Louise	4	"	"

"The Shanghai-American School meets this problem, for missionaries, as follows:

	Uniform annual fees for everybody	Divided into	
		I Mission- aries pay	II Boards pay
Tuition: Grades Mexican	\$140.00	\$60.00	\$80.00
High School "	220.00	80.00	140.00
Board, room, etc. "	560.00	280.00	280.00

"I would recommend (1) that we consider the possibility of immediately budgeting something for the relief of these families this fall; (2) plan for working out a permanent and equitable plan to submit to the Board of Trustees for their endorsement. Probably the same committee should work out a permanent plan equalizing the financial status of Board-supported men."
- A. J. Bowen -

MCF-77 VOTED: That this statement concerning the cost of education of children of university-supported foreign members of the staff be referred to the committee created by the former action, MCF-76.

A similar question having been raised with regard to fees for language study by university-supported foreign members of the staff, it was

MCF-78 VOTED: That this also be referred to the committee created by action MCF-76.

Written Contract for Members of Staff

On recommendation of a special committee of the faculty, presented by Mr. Sarvis, it was

MCF-79 VOTED: That hereafter a written contract shall be signed by all persons who shall join the university staff, with the exception of those who shall be regularly appointed and supported by Mission Boards.

Teacher of English

MCF-80 VOTED: That there be included in the 1923-4 budget the following items for the support of a single woman to act as head of the Junior College English:

Salary	Mexican \$1,600.00
Travel	800.00
Outfit	500.00

Study of University as a Whole

MCF-81 VOTED: That a special committee of three be appointed by the President to make a study of the University as a whole, with the special purpose of reporting on a means of strengthening the College of Arts and Science.

President Bowen later announced as the personnel of this committee Messrs. Cressy, Chairman, Garrett, Lobenstine (Niles alternate).

University Hospital

MEF-82 VOTED: That there be referred to this committee on the study of the whole university situation (MEF-81) the matter of the relation of the Hospital to the University.

MEF-83 VOTED: That in the budget for 1923-4 one-fourth of the charge for the Promotional Office in New York should, after consultation with the administrative head of the Hospital, be charged against hospital funds.

MEF-84 VOTED: That there be taken up with the administrative head of the Hospital the matter of their undertaking, for the current year if possible, a regular share in the overhead charges in which the Hospital is involved.

Mr. Charles S. Keen

MEF-85 VOTED: That the following minute concerning the death of Dean Charles S. Keen be communicated to Mrs. Keen, to Mr. Keen's mother and brother, and to the American Baptist Foreign Missionary Society:

As representatives of the Board of Managers of the University of Nanking, meeting in Nanking on the twenty-sixth of June 1923, we would put on record our deep sorrow because of the death of Charles Scull Keen, our heartfelt sympathy with his family in their bereavement, and our warm and united recognition of the exceptional service he has rendered as Dean of the Department of Missionary Training in this institution. Though the month since his passing, on the twentieth of May, has not availed to soften the sharpness of our grief, it has to some degree enabled us to recognize more clearly Mr. Keen's peculiar fitness for the task he had undertaken and the permanent qualities of the results he was achieving. Our memory is vivid of his active and straightforward personality, of his vivacious wit and clear-eyed sympathy, of his talent for organization and his powers of leadership. As representatives of the Board of Managers we would ^{under divine guidance} keep the ways open for a wise carrying forward of the Department of Missionary Training in directions which may preserve and extend the success of its first Dean.

Department of Missionary Training

President Bowen reported correspondence with Doctor James V. Latimer of the Baptist Mission with regard to suggestions from that mission concerning a successor to Mr. Keen, but stated that no definite proposal had been made. It was

MEF-86 VOTED: That Mrs Leyda be asked to continue as acting Dean until further arrangements can be made concerning the appointment of a Dean.

Famine Prevention Fund

Mr. Reisner made a statement concerning the present status of the Famine Prevention Fund, and announced that four of the five members of the China Committee had been appointed, as follows:

Mr. C. R. Bennett, Manager of the International Banking Corporation, Peking.

Mr. J. Harold Dollar, Vice-President and Secretary of the Robert Dollar Company and Chairman of the American Chamber of Commerce, Shanghai.

Bishop F. T. Keeney of the Methodist Episcopal Mission, North, Foochow. (Alternate, Dr. Frank Rawlinson, Editor of 'The Chinese Recorder,' Shanghai.)

Mr. C. E. Patton, Vice-Chairman and Secretary of the China Council of the American Presbyterian Mission, North, Shanghai. (Alternate, Dr. J. E. Shoemaker, American Presbyterian Mission, North, Ningpo.)

Mr. Reisner also presented a budget summary for proposed projects in famine prevention. After discussion it was

⁷
MEF-86 VOTED: That the joint committee approve that President Bowen and Dean Reisner bring before the China Committee of Five the general programme and budget as presented to the joint committee.

Cooperation with Cornell University

Mr. Reisner informed the joint committee concerning the decision of Cornell University to develop the Cornell-in-China work in university extension in agriculture and agricultural engineering in connection with the University of Peking. It was thereupon

⁸
MEF-87 VOTED: That a minute from the Executive Committee of the Board of Managers be framed by Mr. Reisner and sent to Cornell.

College of Agriculture and Forestry, Fuller Organization.

Mr. ~~Reisner~~ ^{Reisner} having presented various plans for a fuller organization of the College of Agriculture and Forestry, it was

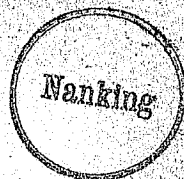
⁹
MEF-88 VOTED: That in the opinion of the joint committee such organization is in the jurisdiction of the College of Agriculture and Forestry, and that the joint committee would refer the proposed plans, with the committee's approval, to the faculty of that College.

The minutes for the five sessions were read and approved, after correction. The meeting was adjourned.

Respectfully submitted,

Harry Clemons
Temporary Secretary

MINUTES OF THE MEETING OF THE FINANCE COMMITTEE OF THE
BOARD OF MANAGERS OF THE UNIVERSITY OF NANKING



Held in President Bowen's Office, 2 P.M. 31 October 1923

TRANSFER

The following are members of the committee: Messrs.
*E. H. Cressy, chairman, *A. J. Bowen, *F. D. Gamewell, *S. J. Mills,
*G. W. Sarvis, C. T. Wang, and *L. J. Owen.

The members whose names are starred were present.

The following were present by invitation: Bishop L. J. Birney, Dr. E. C. Hutcheson, and Dean Reisner.

The meeting was called to order by Chairman Cressy.

The meeting was led in prayer by Bishop Birney.

Mr. Owen was elected secretary for the meeting.

Promotional Office

Dr. Hutcheson, Superintendent of the University Hospital, registered a protest to the University Hospital being charged \$4,000 Mexican per year as their share in the expense of Dr. Williams' office in New York.

MF-90 VOTED: That if the United Campaign for China Colleges is not undertaken in the near future, the Finance Committee recommend the discontinuance of the Promotional Office, at least by the end of the present fiscal year, 30 June 1924.

College of Agriculture and Forestry Endowment

MF-91 VOTED: That the income from Methodist Episcopal Famine Fund Endowment, in accordance with action of the Methodist Episcopal Board, be placed under restricted income applicable to the College of Agriculture and Forestry, beginning with the next fiscal year. (July 1, 1924).

(N. B. That Dr. Bowen be asked to communicate with the Methodist Episcopal Board stating the difficulties we would be under in trying to restrict this income during the present fiscal year now over four months under way, stating that Bishop Birney was of the opinion this could be arranged satisfactorily for the present year.)

MF-92 VOTED: That we recommend this income be applied to the additional cost of instruction in the College of Agriculture and Forestry on the basis of cost accounting, due to the adoption of the four-year college course; that beginning with the next school year (autumn 1924) the College of Agriculture and Forestry be charged with the cost of instruction of students in agriculture and forestry in the second year of Junior College, until the four-year course be adopted.

MF-93 VOTED: That the Treasurer bring in a report on the readjustment of the budget for carrying out the above action.

Provision for Mrs. Paul D. Twinem

MF-94 VOTED: That payment be made to Mrs. Paul D. Twinem on married salary basis to the end of December 1923, and continued from then on single salary basis until furlough; that provision be made for her travel home, and for furlough allowance for half a year. That the President and Treasurer be requested to act as a committee to take up the question of Mrs. Twinem's return to the field, and take up with the Board under which she might be reappointed the matter of sharing in the above expense to such an extent as may be agreed upon after such conference.

Unbudgeted Expenditures authorized by Trustees

MF-95 VOTED: That income to provide for any unbudgeted expenditure authorized by the Board of Trustees must be provided by the Board of Trustees, unless it is also authorized by the Finance Committee on the field.

Travel of University-supported Staff

MF-96 VOTED: That in the case of University staff members employed on the field who remain two years or longer, we pay one-fifth of second-class Canadian Pacific steamship passage, plus railroad fare, round trip, for each year that such members remain with the University, up to five years.

Dental Care of University-supported Staff.

On the question of provision of funds to care for half of approved dental bills as provided for in new contracts for foreign staff, it was

MF-97 VOTED: That item six in the new contracts as referring to dental expense be referred back to the Board of Managers for interpretation.

Salary of Dr. Williams

MF-98 VOTED: That the additional Gold \$300 being paid to Dr. Williams by the New York Office be covered by our Contingent Fund.

Salary of Returned Students

* On the question of increasing the salary of single returned-student to married returned-student basis, it was

Finance Committee meeting - 31 Oct. 1923 - (3)

MF-99 VOTED: That we refer this matter to a sub-committee consisting of President Bowen and Mr. Mills to investigate the policy of other institutions in this section and to make a readjustment as soon as possible in the light of common practice elsewhere.

Loan to Woman's Auxiliary

MF-100 VOTED: That the committee approve the loan of \$825.00 to the Woman's Auxiliary and the Treasurer be instructed to arrange with them for the return of same as soon as practicable within the current budget year.

The meeting adjourned.

Respectfully submitted,

L. J. Owen, Secretary.

MINUTES OF THE MEETING OF THE FINANCE COMMITTEE OF THE
BOARD OF MANAGERS OF THE UNIVERSITY OF NANKING

Held in President Bowen's Office, 2 P.M. 31 October 1923

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Finance Committee meeting - 31 Oct. 1923 - (2)

MF-93 VOTED: That the Treasurer bring in a report on the readjustment of the budget for carrying out the above action.

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The meeting adjourned.

Respectfully submitted,

L. J. Owen, Secretary.