

192 3337

UBCHEA ARCHIVES
COLLEGE FILES
RG 11

Nanking
Admin.
Board of Managers 1924

265

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

Nanking, 17 March 1924, 9:00 A. M.

The members starred and Dr. E. W. Wallace were present.

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

Mr. Lobenstine led in prayer.

Mr. Sarvis acted as secretary for the forenoon session and Mr. Mills for subsequent sessions.

Provision for Summer Expenses of University to avoid overdraft.

In view of the fact that the fiscal year ends on June 30, while the receipts on the new budget will not begin to come in until September, provision was made for summer expense as follows:

- MF-101 a. The Treasurer was authorized to write to Mr. Day asking for permission to borrow from any balance of the fund given by him, paying said fund 2% interest until repayment in September.
- b. The Finance Committee approved of the Treasurer's borrowing without interest from special funds other than property when necessary to avoid creating overdrafts at the bank.

Famine Fund Budget

- MF-102 It was recommended that all receipts and expenditures from the Famine Fund be included in the regular budget of the University, but that they should be specially marked so as to distinguish them from other funds.

The programme and budget of the Famine Fund were presented to the Finance Committee, and it was recommended

- MF-103 That the Finance Committee refer the question of the relation of this fund to the University to the Board of Managers for clearer definition.

Cost of Departments

- MF-104 In addition to the 'summary of budget' presented the Treasurer was instructed to pro-rate the items of 'administration' and 'operation and maintenance' and such items of 'miscellaneous' as can be allocated to special departments and to prepare a summary of cost by departments.

Housing of Chinese Faculty

The Finance Committee recommend

- MF-105 That as soon as possible six houses suitable for Chinese or foreign faculty be erected. Until suitable houses are available a rental allowance of 10% of their salaries be approved for all Chinese members of the staff with salary of \$150 Mexican or more per month.
- MF-106 That in the budget for use of the Famine Fund provision be made for the housing of Chinese as well as of the foreign staff.
- MF-107 That the President be instructed to work out the necessary rental charges for housing accommodation in University property available for the use of assistants and unmarried instructors, and the Treasurer be instructed to make the necessary changes in salary to equalize the remuneration of those on the same salary basis, whether they live in the University or outside. This adjustment is to be made without decreasing the cash salary of any one, and is to go into effect with the 1924-5 budget.

Student Medical Fee

- MF-108 That a medical fee of \$1.00 for each student registering for the autumn semester and for each new student entering in the spring semester be authorized.

House for Mr. Small

In regard to action MEF-68 (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) it was

- MF-109 MOVED; That the net income above \$6,000 budgeted for the Construction Department be placed in reserve for the erection of a house for Mr. Small.

Construction of House for Mrs. Keen

- MF-110 The Finance Committee approved of Mr. Small's giving his services free in the erection of Mrs. Keen's house.

Additions to 1924-5 Budget as Presented

- MF-111 MOVED: a. That an item of \$200 for entertainment be included in the budget.
b. That an item of \$400 for finishing the Hamilton attic be included in the budget.

- c. That the expenditure of the necessary amount, up to \$500, for caps and gowns to be used for the spring commencement, 1924, be approved and included in the budget for 1924-5.
- d. That the addition of \$800 for medical allowances be approved.
- e. That the budget as a whole, with the above items included, be approved.
- f. That the following amounts be added to Budget

Income:

Tuition - Arts and Science	\$2,500	
Less C. O. Lee travel	<u>1,100</u>	\$3,600

Committee to Make Adjustments in Budget

In view of the difficulty of securing prompt action of the Executive Committee on budget changes between meetings as provided in the recommendation of the Executive Committee on 11 November 1922 (The budget shall be subject to revision by the Board of Managers through its Executive Committee at least twice a year, with the proviso that any revision which calls for extra funds from the Board of Trustees shall be subject to their approval), it was recommended

MF-112 That the Board of Managers appoint a committee not to exceed four in number who, with the President, shall have power to make necessary ad interim changes in the budget which do not affect the totals in a given administrative unit.

Appointment of Mr. S. J. Mills as Dean of the Department of Missionary Training

MF-113 MOVED: That the Board of Managers of the University of Nanking be asked to request the China Council of the Presbyterian Mission North to release Mr. S. J. Mills to be Dean of the Department of Missionary Training, thus enabling his relation to his Board and Mission to remain as at present, and that the University pay to the Board all sums which it expends for Mr. Mills' salary and allowances, beginning with the date when he assumes his duties as Dean of the Department of Missionary Training. It is to be clearly understood that the request does not in any way affect the regular quota of the faculty representatives of the Presbyterian Mission nor invalidate the urgent request of the Board of Managers that the Presbyterian Board increase its quota of board-supported men on the staff of the College of Arts and Science by two.

Rent Allowance for Mr. Owen while on Furlough

MF-114 MOVED: That the item of \$150 for Mr. Owen's rent for six months while on furlough be approved.

Medical and Hospital Expenses of University-supported
Foreign Workers on Furlough

MF-115 MOVED: That in regard to medical and hospital expenses of university-supported foreign workers when on furlough the President be asked to try to secure an arrangement with the several cooperating boards by which members of the faculty belonging to a given denomination may secure the same terms for medical and hospital treatment as members of their denominations.

Salaries and Allowances of University-supported
Foreign Workers

MF-116 MOVED: That we recommend to the Board of Managers the adoption of the allowances as presented in the report of the committee appointed to consider the matter, provided these receive the approval of the Trustees.

MF-117 MOVED: That the President be asked to take up with the Trustees the best methods for pensioning permanent members of the staff.

Contract for University-supported Foreign Workers

MF-118 MOVED: That we accept the contract form for foreign workers presented by the Treasurer.

MF-119 MOVED: That this contract be operative for Misses Hedrick, Mills, and Wilkinson.

Language School Fees of University-supported
Foreign Workers

MF-120 MOVED: That university-supported foreign workers attending the Language School be charged only for cost of extra expense which their attendance at Language School involves.

Language School Rent Charge for Dr. and Mrs. Corpron

In response to Mr. Marx' letter of October 27, 1923, raising the question as to whether rent charge of Dr. and Mrs. Corpron of the United Christian Missionary Society should not be remitted because they are occupying rooms in a house of members of their own mission, who are living in a university house, it was

MF-121 MOVED: That we inform Mr. Marx that this rent should be paid, in accordance with the general practice followed by other missions.

Salary Rate for Single Returned Student Staff

MF-122 MOVED: That unmarried Chinese returned students be paid the same salary as married returned students.

TWENTIETH MEETING OF THE BOARD OF MANAGERS OF
THE UNIVERSITY OF NANKING. Nanking, 18, 19 March 1924

Beginning 9 A. M. March 18 and continuing through morning of March 19.

The members starred and Messrs. E. W. Wallace, Clemons and Reisner were present.

Members of the Board:

President *A. J. Bowen

Treasurer *L. J. Owen

Elected by Board

of Managers Chang Po-ling, Hwang Hsi-chen, Chengting T. Wang

Elected by Alumni - new member not yet elected

Life Member R. C. Beebe, M. D.

	<u>1924</u>	<u>1925</u>	<u>1926</u>	<u>1927</u>
Baptist	*J. V. Latimer	*J. T. Proctor	*P.R. Bakeman	
Disciples	*F. Garrett	Alex. Lee	*G.W. Jarvis	*E.I. Osgood for C.A. Bure
Methodist	#*H. F. Rowe	P.D. Gamewell	*J.C. Ferguson	L.J. Birney
Presbyterian	*E.C. Lobenstine	*S. J. Mills	S. T. Wen	*G. C. Hood
Presbyterian So. P. F.	#*P. F. Price	#alternate for W. F. Wilson		

Dr. Wallace led in prayer on March 18 and Dr. Osgood on March 19.

The minutes of the meetings of the Board of Trustees of 29 May 1923 and 10 December 1923; of the joint meeting of the Executive and Finance Committees of the Board of Managers of 25 and 26 June 1923, and of the Finance Committee of the Board of Managers of 31 October 1923 were accepted as circulated.

President's Report

The printed Report of the President and the Treasurer for the Year 1922-1923 was accepted as published.

University Hospital School of Nursing Honor School for 1923-1924

President Bowen announced that the University Hospital School of Nursing was again an Honor School of the eighty-eight training schools registered with the Nurses' Association of China, the seven graduates of this year having passed their examinations with honor and all receiving honor seals on their Nurses' Association of China diplomas.

Status of Keen Memorial Fund

President Bowen announced that \$4,500 had already been received in cash on the Keen Memorial and that to date \$8,500 had been pledged.

Probable Return of Dr. Williams in Autumn

President Bowen also announced that Dr. Williams would probably return to Nanking in the autumn of the year 1924.

Status of Deficit

The Treasurer called attention to the fact that the current deficit had been reduced to \$18,641, by special gifts through the College of Agriculture and Forestry, by gifts raised by Dr. Williams, and by savings in the University budget. He also noted that the University was now running within its budget.

University Hospital accounts

M-123 MOVED: That the financial arrangements for the Hospital shall be handled as at present, by the Treasurer of the University, and that the correspondence with the New York Office be conducted as in the past.

Provision for Summer Expense of University to Avoid Overdrafts

M-124 MOVED: That we approve of Action MF-101 of the Finance Committee as follows:

In view of the fact that the fiscal year ends on June 30, while the receipts on the new budget will not begin to come in until September, provision was made for summer expense as follows:

a. The Treasurer was authorized to write to Mr. Day asking for permission to borrow from any balance of the fund given by him, paying said fund 2% interest until repayment in September.

b. The Finance Committee approve of the Treasurer's borrowing without interest from special funds other than property when necessary to avoid creating overdrafts at the bank.

Printing of Financial Statements

M-125 MOVED: That the Finance Committee be requested to give consideration to the question of printing a part or all of the financial report of the Trustees, provided the Trustees consent.

M-126 MOVED: That the Finance Committee be instructed to draw up directions for the Treasurer indicating what financial items should be printed and what mimeographed and in what form.

Student Medical Fee

M-127 MOVED: That we approve of Action MF-108 of the Finance Committee that a medical fee of \$1.00 for each student registering for the autumn semester and for each new student entering in the spring semester be authorized.

Budget for 1924-1925

The Finance Committee reported the budget for 1924-1925. It was discussed in detail, corrected, and approved.

Library Budget

M-128 MOVED: That any possible savings in the Library budget be put into new books.

Committee to Make Adjustments in Budget

M-129 MOVED: That we change action MP-112 of the Finance Committee (That we recommend that the Board of Managers appoint a committee not to exceed four in number who, with the President, shall have power to make necessary ad interim changes in the budget which do not affect the totals in a given administrative unit) to read:

The Board of Managers move that authority be given to the University Faculty Advisory Council to appoint an Executive Committee which shall have the power to adjust changes in the budget which do not affect totals in a given administrative unit.

Report of Committee to Study University as a Whole

The report of the committee appointed 25, 26 June 1923 (MEE-81) to study the University as a whole with a view to the strengthening of the College of Arts and Science was presented. It was

M-130 MOVED: That the report be referred to the University Faculty Advisory Council for consideration. The report is not to be printed.

Policy in Construction of University Houses

The following recommendations were presented by the Building and Property Committee:

(1) That the cost of land on which houses are placed be taken from the appropriation before the contract is let.

(2) That in all cases the amount of the appropriation is not to be exceeded, and is to cover land, house, servants' quarters, fence and wall, grading, architect's fees, and cost of supervision.

(3) That 'built in' features of residences shall include a storeroom with not more than 60 linear feet of 12-in. shelves; a pantry with not more than 75 linear feet of 12-in. shelves behind board or glass doors; a kitchen with not more than 20 linear feet of 12-in. shelves for pots and pans, and kitchen sink with necessary piping; closets with only one shelf and one clothes pole in each; and there shall not be more than 75 linear feet of open book shelves in the study. There shall be only one linen closet having four shelves on top and four deep drawers below, in the second floor hallway, this closet to be no longer than 4 ft. and not more than 20 in. deep, inside dimensions. If alterations in these specifications are desired they may be made with the approval of the Building and Property Committee, provided they do not involve a greater cost.

(4) That the appropriation for the house do not include furnishing of the house with 'built in' or loose furniture such as sideboards, kitchen cabinets, and the like.

(5) That in cases where the occupant wishes to put in 'built in' furniture other than described in (3) he shall first obtain the approval of the Building and Property Committee and shall himself be responsible for the full cost of same, and in case he should leave the house the furniture shall be left in the house, without cost to the University.

(6) That these recommendations take effect at once in the houses about to be erected.

(7) That in new houses occupied by people for whom they have been built, who desire changes in the plan of the house, these changes be made only with the approval of the Building and Property Committee, the total expense being borne by the occupants.

M-131 MOVED: That we approve these recommendations of the Building and Property Committee to take effect immediately.

M-132 MOVED: That after the houses now under construction are completed, no house plan be submitted to any individual for approval but that all houses be built for the University on the basis of its whole needs.

Loan from Day Fund for Erection of Faculty Residence

M-133 MOVED: That we approve the borrowing from the Day Fund of \$5,000 gold for the erection of a faculty residence.

House for Mr. Small

M-134 MOVED: That we approve action MF-109 of the Finance Committee that the net income above \$6,000 budgeted for the Construction Department be placed in reserve for the erection of a house for Mr. Small.

Construction of House for Mrs. Keen

M-135 MOVED: That we approve of Action MF-110 of the Finance Committee that Mr. Small give his services free in the erection of Mrs. Keen's house.

Housing of Chinese Faculty

M-136 MOVED: That the three recommendations of the Finance Committee (MF-105 to 107) regarding the housing of Chinese members of the faculty be referred to the Executive Committee.

Erection of Second Language School Dormitory

M-137 MOVED: That, subject to the approval of the Executive Committee and of the Trustees, we request the cooperating Boards to make available immediately the funds promised by them and due at this time for the erection of the Language School buildings.

Language School Rent Charge for Dr. and Mrs. Corpron

M-138 MOVED: That we confirm Action MF-121 of the Finance Committee to inform Mr. Marx that the Language School rent charge for Dr. and Mrs. Corpron of the United Christian Missionary Society should be paid, in accordance with the general practice followed by other missions, Dr. and Mrs. Corpron occupying rooms in a house of members of their own mission who are living in a University house.

Provision for Language Study for University-supported Foreign Workers

In connection with the report of the committee appointed to consider the question of language school study for University-supported foreign members of the staff (MEF-78) it was

M-139 MOVED: a. That for five-year contract foreign workers language study for one-half day for one year be given during the first three years of the term of service;

b. That for foreign workers appointed for an indefinite period of service over five years, one year and a half of language study be arranged for;

it being understood that a change of status entitles those involved to corresponding privileges of language study.

Language School Fees for University-supported Foreign Workers

M-140 MOVED: That we confirm Action MF-120 of the Finance Committee that University-supported foreign workers attending the Language School be charged only for cost of extra expense involved in their attendance at Language School.

Appoint^{ment} of Mr. S. J. Mills as Dean of the Department of Missionary Training

M-141 MOVED: That we confirm the action (MF-113) of the Finance Committee requesting the China Council of the Presbyterian Mission North to release Mr. S. J. Mills to be Dean of the Department of Missionary Training, thus enabling his relation to his Board and Mission to remain as at present, and that the University pay to the Board all sums which it expends for Mr. Mills' salary and allowances, beginning with the date when he assumes his duties as Dean of the Department of Mis-

sionary training. It is to be clearly understood that the request does not in any way affect the regular quota of the faculty representatives of the Presbyterian Mission nor invalidate the urgent request of the Board of Managers that the Presbyterian board increase its quota of board-supported men on the staff of the College of Arts and Science by two.

Medical and Hospital Expenses of University-supported staff on furlough

M-142 MOVED: That we confirm action ME115 of the Finance Committee that in regard to medical and hospital expenses of University-supported faculty when on furlough the President be asked to try to secure an arrangement with the several cooperating boards by which members of the faculty belonging to a given denomination may secure the same terms for medical and hospital treatment as members of their denominations.

Salaries and allowances of University-supported Foreign-Workers

The Board of Managers took the following action upon the report of the committee appointed at the meeting of the Executive and Finance Committees on 25 and 26 June 1923 (MEF-76), to formulate a policy in regard to salaries and allowances of university-supported foreign workers, so that it might be possible for these workers to have the security afforded by the average of the missions cooperating in the University.

M-143 MOVED: That we adopt, subject to the approval of the Board of Trustees, the report of the committee appointed to consider a policy in regard to salaries and allowances of university-supported foreign workers; the salaries to remain as at present and allowances authorized as follows:

- a. Medical and Hospital. The following are chargeable against the funds of the University, upon the approval of two University physicians and the University Finance Committee:
 1. Medical fees (including those of outside physicians where there is no University physician), prescribed medicines, and treatment.
 2. Surgical fees and dressings.
 3. Obstetrical fees and nursing for two weeks.
 4. Travel to and from hospital.
 5. Travel to and from hospital of attendant in case of necessity.
 6. Ocular examination.
- b. Dental. Half dental fees to be paid by University when approved beforehand.
- c. Widow's allowance and Pension. These two items were referred back to the committee for further study.

- d. School fees for children in Hill Crest. One-half of the fees of children in the grades to be paid by the University; the fees for children in the high school are to be considered as need arises.

Contract for University-supported Foreign Workers

M-144 MOVED: That we accept the contract form for foreign workers supported by the University, presented by the Treasurer, with the understanding that changes may be made in accordance with the actions of this meeting which may contravene any of its provisions.

M-145 MOVED: That this contract form be operative for the Misses Hedrick, Mills, and Wilkinson.

Relation of Famine Fund to University

Messrs. Ferguson and Reisner were appointed a committee to report on the relation of the Famine Fund Committee of Five to the University, and their report was acted upon as follows:

M-146 The administration of famine prevention projects described in the yearly budget shall, after approval by the China China Committee of Five of the American Committee for China Famine Fund, be provided by the University of Nanking. These special projects shall be a part of and within the present work of the College of Agriculture and Forestry to prevent duplication and to provide for the greatest efficiency in the use of all funds available.

M-147 MOVED: That copies of 'Program and Budget of Famine Prevention Work' be mimeographed and sent to all members of the Board of Managers.

Needs of the College of Agriculture and Forestry
for the Next Five Years

M-148 MOVED: That we approve the needs of the College of Agriculture and Forestry for the next five years, on the basis that they are financed outside of any income from present participating boards or from any other present sources of income of the University, and that any approach to other mission boards for participation be first approved by the Executive Committee of the Board of Managers.

These needs are as follows, in personnel:

- | | |
|---------------------------|--|
| 1. rural sociologist | 6. horticulturist |
| 2. agricultural economist | 7. botanist |
| 3. rural educationalist | 8. man for animal husbandry
and poultry |
| 4. soil technologist | 9. agricultural engineer |
| 5. entomologist | 10. veterinary scientist. |

(NOTE: Of these ten men, six are to be added to departments which now exist. At least six of the ten should be foreigners and the other four returned students. In addition, for each of the ten, there should be one or more China graduates added, as well as a budget for travel, supplies, and equipment. The order of the list is not significant.)

Cooperation of Southern Methodists in the College of Agriculture and Forestry

M-149 MOVED: That we invite the cooperation of the China Missions of the Board of Missions of the Methodist Episcopal Church South in the College of Agriculture and Forestry of the University of Nanking. While such cooperation would affect all departments of the College of Agriculture and Forestry, it is the hope of the University, other things being equal, that such cooperation might be applied to the strengthening of the department of Rural Training, which has to do particularly with the rural interests and aspects of the missionary programme in China in special training for country teachers and preachers, in providing special rural courses in summer schools and conferences, and in providing special material for use by teachers and preachers in the rural districts.

Development of University on Present Basis

Contrasting statements of the lines of development in personnel, buildings, and equipment desired for the colleges for the next five years and of the lines of development possible on the present financial basis were presented and discussed. It was

M-150 MOVED: That the latter statement be adopted. This is as follows:

1. Three foreigners, a physical director, a director of religious work, and an instructor in sociology or economics, should be added. With the exception of these three cases, no families should be added.
2. Other increases in staff should be single women, returned students, and China graduates.
3. There should be increased use of assistants, readers, and labour-saving devices.
4. The classes in the sub-freshman and freshman years should not be reduced in size (the present average being about forty-five); the classes in the sophomore, junior, and senior years should be increased to an average of thirty.
5. In each department in which courses are offered in the sub-freshman and freshman years there should be at least two instructors (normally one Chinese and one foreigner). NOTE 1.
6. The plan of limiting the number of college students as previously formulated should be enlarged to provide for

not more than 350 students in the College of Arts and Science and half that number in the College of Agriculture and Forestry. This does not include a sub-freshman year of 200 students.

7. The new buildings are needed in the following order:
 (1) science hall, (2) dining room dormitory unit, (3) two or more additional dormitory units, (4) library, (5) temporary gymnasium, (6) one or two houses each year for the Chinese staff and residences for foreign staff as provided by the missions.

This statement of possible development greatly reduces normal requests for foreign and returned student staff and for buildings and permits increase in the number of students. It means, therefore, a change of policy from the plan of intensive, thorough, personal work, towards which we have been aiming. It is disheartening to have the present circumstances force us into this change. The change means that a large proportion of classes will be twice as large as efficiency warrants. It means that plans for enrichment of the curriculum must be laid aside. It means that the faculty must largely lose the stimulus of opportunity for research or writing. It means that faculty-student relations must in the majority of cases be impersonal. It means that the number of permanent units (families) in the faculty will not be normally increased.

NOTE 1. This calls for a Chinese in education, history, mathematics, and psychology. The addition of a full-time secretary and stenographer is greatly needed.

It would be disastrous if we did not realize the direction of this change. For in many ways it is a change away from the central missionary aim of the University. And it is a change that is liable to gather impetus as it goes. It will require a united and determined and sustained effort to keep this realization alive and to hold fast to the ideals of a missionary institution.

Among the circumstances that force this change are the probability that for several years increased income from sources other than fees will not be available; that from a period of small classes, especially in the upper years, we are swiftly passing into a condition of large classes in every year; that increased numbers of students do not cover the additional expense necessary for giving those students the quality of education that has been our ideal; and that the change to the so-called 6-6-4 system complicates our situation through difficulties in administering a combined third year senior high school and sub-freshman year at the Drum Tower.

It may be asked why, in the face of these facts, it is proposed to change our policy by increasing the number of college students. The answer is that the present suggestion regards 350 as the most effective number of students for the economic administration of the College of Arts and Science and of half that number for the College of Agriculture and Forestry. It will be recalled that the Educational Commission estimated that

300 students can be cared for at twice the expense of 100 and that a college of less than 150 is uneconomical. Moreover the two lower of the present five years of this College are now actually on a basis or above a basis of this size; and the faculty and other adjustments necessary to care for these two classes have already been made. It is easier to realize some of the things involved in this change because nearly half of the change has been accomplished.

We have termed it disheartening to have the present circumstances force us into this change. Of course, unless we permit this to mean a permanent lowering of our standard of missionary education in China, the forcing may not be exclusively grievous. It is at least making us face facts; and some of its lessons seem to be wholesome ones, in the way of economy, of wiser direction of the missionary's effort, and in more effective training and use of our Chinese fellow-workers. But the patches of pink lining in the cloud are not large ones.

NOTE 2. The following table shows the Arts and Science enrolment as it is now (combining the two semesters of 1923-1924), as it was planned including agriculture and Forestry in the earlier estimate, and as it is proposed by the suggested plan here given.

<u>Class</u>	<u>Present Year</u>	<u>Earlier Estimate</u>	<u>New Estimate</u>
Sub-freshman	200	107	160
Freshman	107	73	110
Sophomore	42	67	90
Junior	28	60	73
Senior	27	60	65
	<u>404</u>	<u>367</u>	<u>500</u>
Excluding sub-fresh.	204	260	340

Graduate Work

M-151 MOVED: That we request the Council of Higher Education of the China Christian Educational Association to make a study of the whole question of graduate work being offered by existing universities.

Coördination in Higher Education in East China

I-152 MOVED: That the Board of Managers wish to go on record as recognizing the need for greater coördination in higher education in East China, and we therefore desire to cooperate heartily in any plan which promises to effect this end.

College of School Administration

M-153 MOVED: That we refer to the Executive Committee for full consideration and report the whole question of assuming the obligations for the development of a College of School Administration in accordance with action taken on

10 October 1922 (M-21), approving in general the recommendation of the report of the Educational Commission with reference to the University of Nanking.

M-154 MOVED: That the Board of Managers report to the Council on Higher Education of the China Christian Educational Association the present situation with regard to the College of School Administration proposed by the Educational Commission, expressing our conviction that as it is to serve the whole Christian educational system in China this college should be so organized as to render the greatest service possible to all Christian educational institutions, and we ask the Council to cooperate with the Executive Committee in working out plans by which such cooperation may best be effected.

Mr. Lobenstine and the C. C. E. A.

M-155 MOVED: That we urge upon Mr. Lobenstine the importance of the invitation of the Council on Higher Education of the China Christian Educational Association to serve in an executive capacity under their direction, in view of the close relationship between the question of the federation of existing educational institutions and the general mission work throughout the country.

Additional Chinese Representation on the Board of Managers and Question of Proxies.

M-156 MOVED: That we ask the Executive Committee to study the question of securing additional Chinese representation on the Board of Managers, and that they also consider the question of proxies.

Personnel of Executive and Finance Committees to be the Same

M-157 MOVED: That the Executive and Finance Committees should be the same as to personnel.

Personnel of Committees for 1924-1925

The Nominating Committee presented the following nominations for members of the standing committees for the coming year:

Executive and Finance Committee: Messrs. Bowen, chairman (Sarvis while Dr. Bowen is in the United States), Birney, Garrett, Lobenstine, Proctor, Owen (ex-officio for matters of finance).

Building and Property Committee: Messrs. Small, chairman, Bowen (Sarvis while Dr. Bowen is in the United States), Hutcheson, Mills.

Hospital Committee: Messrs. Hutcheson, chairman, Bowen (Sarvis while Dr. Bowen is in the United States), Marx, Thomson.

Language School Committee: Messrs. Mills, chairman, Bowen, (Sarvis while Dr. Bowen is in the United States), Miss Brittain, Mrs. Keen, Messrs. Reisner and Wilson.

Play by Cotton Department

The Board of Managers were entertained at the home of Mr. and Mrs. Reisner on the evening of March 18 with a play given by the Cotton Department of the College of Agriculture and Forestry.

ACTION TAKEN BY THE BOARD OF MANAGERSMARCH 18-19, 1924Development of University on Present Basis

Contrasting statements of the lines of development in personnel, buildings, and equipment desired for the colleges for the next five years and of the lines of development possible on the present financial basis were presented and discussed. It was

M-150 MOVED: That the latter statement be adopted. This is as follows:

1. Three foreigners, a physical director, a director of religious work, and an instructor in sociology or economics, should be added. With the exception of these three cases, no families should be added.
2. Other increases in staff should be single women, returned students, and China graduates.
3. There should be increased use of assistants, readers, and labour-saving devices.
4. The classes in the sub-freshman and freshman years should not be reduced in size (the present average being about forty-five); the classes in the sophomore, junior, and senior years should be increased to an average of thirty.
5. In each department in which courses are offered in the sub-freshman and freshman years there should be at least two instructors (normally one Chinese and one foreigner). Note 1.
6. The plan of limiting the number of college students as previously formulated should be enlarged to provide for not more than 350 students in the College of Arts and Science and half that number in the College of Agriculture and Forestry. This does not include a sub-freshman year of 200 students.
7. The new buildings are needed in the following order:
(1) science hall, (2) dining room dormitory unit, (3) two or more additional dormitory units, (4) library, (5) temporary gymnasium, (6) one or two houses each year for the Chinese staff and residences for foreign staff as provided by the missions.

This statement of possible development greatly reduces normal requests for foreign and returned student staff and for buildings and permits increase in the number of students. It means, therefore, a change of policy from the plan of intensive, thorough, personal work, towards which we have been aiming. It is disheartening to have the present circumstances force us into this change. The change means that a large proportion of classes will be twice as large as efficiency warrants. It means that plans for enrichment of the curriculum must be laid aside. It means that the faculty must largely lose the stimulus of opportunity for research or writing. It means that faculty-student relations must in the majority of cases be impersonal. It means that the number of permanent units (families) in the faculty will not be normally increased.

Note 1. This calls for a Chinese in education, history, mathematics, and psychology. The addition of a full-time secretary and stenographer is greatly needed.

It would be disastrous if we did realize the direction of this change. For in many ways it is a change away from the central missionary aim of the University. And it is a change that is liable to gather impetus as it goes. It will require a united and determined and sustained effort to keep this realization alive and to hold fast to the ideals of missionary institution.

Among the circumstances that force this change are the probability that for several years increased income from sources other than fees will not be available; that from a period of small classes, especially in the upper years, we are swiftly passing into a condition of large classes in every year; that increased numbers of students do not cover the additional expense necessary for giving those students the quality of education that has been our ideal; and that the change to the so-called 6-6-4 system complicates our situation through difficulties in administering a combined third year senior high school and sub-freshman year at the Drum Tower.

It may be asked why, in the face of these facts, it is proposed to change our policy by increasing the number of college students. The answer is that the present suggestion regards 350 as the most effective number of students for the economic administration of the College of Arts and Science and of half that number for the College of Agriculture and Forestry. It will be recalled that the Educational Commission estimated that 300 students can be cared for at twice the expense of 100 and that a college of less than 150 is uneconomical. Moreover, the two lower of the present five years of this College are now actually on a basis or above a basis of this size; and the faculty and other adjustments necessary to care for these two classes have already been made. It is easier to realize some of the things involved in this change because nearly half of the change has been accomplished.

We have termed it disheartening to have the present circumstances force us into this change. Of course, unless we permit this to mean a permanent lowering of our standard of missionary education in China, the forcing may not be exclusively grievous. It is at least making us face facts; and some of its lessons seem to be wholesome ones, in the way of economy, of wiser direction of the missionary's effort, and in more effective training and use of our Chinese fellow-workers. But the patches of pink lining in the cloud are not large ones.

Note 2. The following table shows the Arts and Science enrolment as it is now (combining the two semesters of 1923-1924), as it was planned including Agriculture and Forestry in the earlier estimate, and as it is proposed by the suggested plan here given.

<u>Class</u>	<u>Present Year</u>	<u>Earlier Estimate</u>	<u>New Estimate</u>
Sub-Freshman	200	107	160
Freshman	107	73	110
Sophomore	42	67	90
Junior	28	60	75
Senior	27	60	85
	<u>404</u>	<u>367</u>	<u>500</u>
Excluding sub-fresh.	204	260	340.

EXTENSION WORK
UNIVERSITY OF NANKING,
College of Agriculture and Forestry
in
Cooperation with Mr. R. A. Torrey, Jr. for Presbyterian
Mission, Tsinanfu, Shantung.

A UNIQUE AGRICULTURAL INSTITUTE.

An Agricultural Institute had just been held in the small hsien city of Lin I in the heart of Shantung. It was unique in being the first of its kind, in being a joint affair carried on by the Missionary and the Government officials, and in the keen interest manifested by the multitudes who attended. Through his extensive famine relief work in this and other districts the Missionary in charge had become convinced that Christianity must be made more practical in its expression to the country people, that famines would continue until better economic and social as well as in the spiritual life of the people and that the development of a self respecting and self supporting Church depended upon this.

The plan of gathering the farmer Christians for an agricultural institute, as they were gathered together for Bible classes, was thought of as a preliminary step. It was found that the Agricultural Department of the University of Nanking was very glad to cooperate in such an effort. During the relief work a very cordial friendship had been established with the Hsien Magistrate and during a friendly visit the proposed institute was mentioned. It was learned that this official was greatly interested in the improvement of cotton in this district. He was enthusiastic about the proposed gathering and volunteered to assist in making it a success and in contributing towards the necessary expenses. It was thus decided to make the Institute county wide and to invite lecturers from the Government Agricultural College at Tsinan as well as from the University of Nanking.

At the suggestion of the official a committee was formed. The magistrate was made Chairman and whole heartedly gave his time and energy to filling the office. The Missionary was made Vice Chairman, the head of the Bureau of Lectures on Industries for the Hsien was made Secretary and Treasurer, and his assistant was made registrar. A Reception Committee was formed with the Chairman and Vice-Chairman of the Chamber of Commerce, the Principal of the Government High School, teachers from this school and the head of the Farmers' Mutual Protective Society as members. The prison official made a most efficient stage manager and teachers from the High School acted as stage hands. The Chief of Police took charge of the exhibition room while the lecturers were off duty. The large Cheng Hwang Temple was loaned for the occasion, two threshing floors were loaned by prominent gentry for the erection of the Missionary's large evangelistic tent and plowing demonstrations, and a nearby field was loaned for demonstration work by a local Christian. A Chinese talking machine was borrowed to amuse the crowds while waiting for sessions to open and the drum and corps of the Government School occupied the intervals between acts during the plays.

-2-

The official took it upon himself to send to Tsinanfu and secure over one thousand gin of American cotton seed for distribution to the of villages. The Missionary also purchased some four hundred pounds of improved Nanking seed for distribution among the Christians. The Magistrate sent word to the head men of all villages that they should attend the Institute, they were registered, given a pamphlet on the cultivation of foreign cotton and a supply of seed to be tried out in the home fields. The Missionary advertised the meetings among his Christians and prepared entertainment for them during their stay. An informal conference was also arranged so that they could meet the lecturers in private and ask questions and discuss their agricultural problems.

Lectures on the value of improved cotton, methods of better cotton cultivation, soil improvement, the importance of the farmer and agriculture, hoe cutting, unbinding of feet, the necessity of educating the girls (the last of which were ably handled by a government representative at the special request of the Magistrate), were illustrated by charts and experiments. These lectures were held every morning during the three days, in the tent before a spell bound audience of from four to five hundred. While the lectures were being given charts and samples were on exhibition, with men to fully explain them, in one of the buildings of the big Taoist Temple. At the end of the lectures demonstrations of plowing and harrowing with American implements adapted to Chinese conditions were given. When the foreign plow drawn by two ordinary Chinese animals easily broke a deep furrow thru the hard sun baked soil of a much trodden threshing floor excitement ran high.

The visiting lecturers were a representative of the Provincial Bureau of Industries, a professor from the Provincial College of Agriculture and Forestry, one Chinese and two foreign professors from the College of Agriculture and Forestry, University of Nanking, the foreign head of the Department of Rural Reconstruction and Agriculture in the International University of Rabandrinath Tagore of Bengal, India, and five students from the University of Nanking one year course in Agriculture.

The afternoons were devoted to demonstrations and plays given by the Nanking students. One play showed the average farmers poor and discouraged over the failure of his cotton to realize a remunerative price on the markets. Their proposal to remedy matters by idolatrous worship is checked by a Christian pastor, who introduces them to the representative of the Nanking University Extension Department. Thru him they learn how to plant and cultivate to secure better results. Thru their crop brings them such profits as to enable them to buy new clothes and put their sons in school, while their conservative neighbor who scoffed at the new seed and improved methods sinks deeper into debt. The second play was against the gambling evil. It represented two families closely related. The man of one gambled away his cotton proceeds and then when his mother died during his gambling spree he was over whelmed. He appealed to the wealthy landlord for assistance in the way of a loan to secure money for the funeral but found that he was to be turned off of the land for thriftlessness. The prosperous happy home of the relative, who worked hard improving every moment and refused to gamble, was a striking contrast. It was to this home the stricken family had to turn in their distress and a reformation on the part of the gambler resulted.

-5-

A play in which the lines were spoken rather than sung was a new thing to the people of the district but the crowds listened with rapt attention. The acting was splendid and the lines cleverly cast with much of humor and pathos, so that the morals were skillfully driven home. All were so delighted with this phase of the Institute that the Jail Official begged that the plays be given at a nearby fair. He arranged that the actors performing there should retire for part of the days and turn the stage over to the Hanking students. Altho this was a raw country audience of about a thousand men, women and children the same attention and order prevailed and universal delight was expressed.

In the evening several thousand gathered before the theater stage of the big temple to listen to an illustrated lecture on soils, cultivation and fertilization of soils. The same spontaneous order and attention was displayed at this time as at the others. The cordial hospitality of the Magistrate and other officials and gentry of the Hsien could not have been surpassed. From early in the morning till late at night the official was actively engaged introducing the speakers, directing the carrying of the plows from place to place, and helping in every possible manner. He had his wife and the girls and teachers from the government school attend the public performance of the play. He gave two dinners, one for all the parties having a part in the management of the Institute and a private dinner for just the main guests and the Missionary. This dinner was catered to by his wife. The spirit of understrained friendship and mutual respect that was manifested thruout by both foreigners and Chinese was most striking and delightful.

The Institute was held just a few days before the cotton planting season and was such a complete success that it is hoped to repeat it in the autumn just after the cotton harvest. The Magistrate contributed two hundred dollars towards the expenses of the Institute and the remainder of the cost was met by the Missionary. Lin I Hsien is seventy li from the railway and the official provided an armed escort and conveyances to take the party to and from the station. As there is another Mission outstation to hold a day's Institute there. However, the President of the local Agricultural Society was so enthusiastic about it that the party stayed an extra day. Here again the Cheng Hwang Temple was loaned for the occasion. The lectures as well as the plays were given from the theater stage in the middle of the big court yard before the main temple. The porticos flanking both sides of the court were adorned with recently done pictures vividly portraying the tortures of doomed souls passing thru the Buddhist purgatory. The exhibition material ~~was~~ was arranged in these porticos, causing a striking contrast between the ancient superstitions that have impoverished the masses for so many centuries and the enlightenment that is being brought in thru Christianity and helping them to take hope and press on towards better things in both this life and the next.

R. A. Torrey, Jr.

280

MEETING OF THE EXECUTIVE-FINANCE COMMITTEE OF THE
BOARD OF MANAGERS OF THE UNIVERSITY OF NANKING - 12 June 1924

The Executive-Finance Committee of the Board of Managers of the University of Nanking met in the President's office on 12 June 1924 at 8:15 a. m., the following members whose names are starred being present:

*G. W. Sarvis (acting for President Bowen), chairman	*L. J. Owen
*F. Garrett.	*J. T. Proctor
*E. C. Lobenstine	*H. F. Rowe (acting for Bishop Birney)

Dr. A. C. Hutcheson, Superintendent of the University Hospital, and Mr. Chen Ching-chang, head of the Chinese Department, were present by invitation during part of the time.

Dr. Proctor led in prayer.

Transfer of Nanking Foreign Memorial Hospital to
the University of Nanking

Dr. Hutcheson presented the status of negotiations for the transfer of the Nanking Foreign Memorial Hospital to the University Hospital. After discussion Mr. Lobenstine was appointed to reconsider the drafting of an agreement of transfer of the Foreign Memorial Hospital to the University Hospital. After reconsideration of the matter of transfer of funds of the Foreign Memorial Hospital to the University of Nanking it was

MEF-158 VOTED: That the Executive Committee of the Board of Managers takes this occasion to express its hearty appreciation of the proposed transfer to the University of Nanking of funds in the hands of the Nanking Foreign Memorial Hospital Board for the erection, in connection with the University Hospital, of a unit suitable for the care of American and European patients. The Executive Committee of the Board of Managers believes that joint control of this unit would be less satisfactory than full control by the University Hospital authorities and trusts that such an arrangement will prove acceptable to the Nanking Foreign Memorial Hospital Board.

MEF-159 VOTED: That the ^{University} Hospital Committee be authorized to proceed with the erection of a building to contain the Memorial Unit, with the money received from the Nanking Foreign Memorial Hospital for this purpose, provided these funds are turned over to the University of Nanking without restrictions, the total cost of the building and furnishings not to exceed \$30,000.00 Mexican.

Improvement of Chinese Department

Mr. Chen presented the needs of the Chinese Department of the University in a written proposal which had been previously circulated among the Executive-Finance Committee for their consideration.

MEF-160 VOTED: That we accept the programme presented for the improvement of the Chinese Department of the University by the addition of
Chen Chuang-fang at a salary of \$220.00 per month, including 10% rent allowance,
Hu Wen-wei, at a salary of \$200.00 per month, including 10% rent allowance.

Distribution of Income from Construction Department and Assistant for Mr. Small

MEF-161 VOTED: That in view of the much larger estimated income from the Construction Department, we reconsider M-134 (That the Board of Managers approve of the action of the Finance Committee that the net income above \$6,000.00 budgeted for the Construction Department be placed in reserve for the erection of a house for Mr. Small) and approve the following use of the estimated income from the Construction Department:

Estimated income	-	approximately \$20,000.00
Approved expenditures:		
Already budgeted		\$6,000.00
Chinese Department		1,000.00
Land contingent		3,000.00
Assistant for Mr. Small		2,000.00
House account		4,500.00
Deficit		3,500.00

MEF-162 VOTED: That Mr. Small be authorized to secure an assistant for the Construction Department at an expense not to exceed \$2,000.00 for the budget year.

Remainder of Funds Needed for Erection of Second Science Building at Kuleo

MEF-163 VOTED: That the Acting President be instructed to cable to Dr. Williams suggesting that Mr. Day be given an opportunity to contribute the \$25,000.00 Mexican needed to complete the new science building (this amount to include his gift already in hand), the building to be called the "Day Science Hall" should he give the full amount still needed, and that authority be requested for letting the contract for the new science building as soon as the Trustees get the additional \$10,000.00 Mexican required to complete the building.

Exec-Finance Com. of Bd. of Mems. 12 June 1924 (3)

Request for Aid from China Famine Fund

MEF-164 VOTED: That we approve Mr. Reisner's reply to a request from the Yenping Conference of the Methodist Episcopal Mission, North, for an appropriation from the China Famine Fund, stating that our present budget cannot provide for such an appropriation.

Cooperation of the London Missionary Society in the College of Agriculture and Forestry

MEF-165 VOTED: That the College of Agriculture and Forestry be authorized to approach the London Missionary Society for cooperation in the College of Agriculture and Forestry of the University of Nanking, suggesting as a basis for cooperation representation on the Board of Managers on the field and the Board of Trustees in the United States and that the Mission provide a man with suitable training and experience, with house, and an annual appropriation to be used in the expense of the College.

College of School Administration

MEF-166 VOTED: That we express appreciation of the confidence shown in us by the Educational Commission in asking the University to undertake a College of School Administration, but that in our present financial circumstances we feel it unwise to undertake such a responsibility. Unless the educational interests of China come to our financial assistance in carrying through such a proposition it will, for the present, be impossible.

Coördination in Higher Education in East China

MEF-167 VOTED: That we request the Council on Higher Education to re-study the whole question of teacher training for this area as covered and dealt with by the Educational Commission and to make such report as in their judgment will be helpful to the institutions and missions concerned.

Appointment of Mr. S. J. Mills as Dean of the Department of Missionary Training

MEF-168 VOTED: That we authorize Messrs. Sarvis and Proctor to make adjustments with the China Council of the American Presbyterian Mission (North) as to conditions under which Mr. S. J. Mills becomes Dean of the Department of Missionary Training.

Exec-Finance Com. of Bd. of Mgrs. 12 June 1924 (4)

Provision for Salaries and Allowances of Messrs.
Robson and Lee

MEF-169 VOTED: That we approve the payment of salary for the months of July and August 1924 to Mr. C. O. Lee, and salary to Mr. Horace G. Robson beginning with the month of September 1924.

MEF-170 VOTED: That we defer questions of adjustment of travel for Mr. and Mrs. C. O. Lee and the Robson family until the return of President Bowen in September.

Rental Allowance for Chinese Members of the Staff

MEF-171 VOTED: That we approve the payment of a rental allowance of 10% of salaries to all full-time members of the Chinese staff receiving \$10.00 or more per month, on a basis of \$1.00 on a salary of \$10.00 to \$20.00; \$2.00 on a salary of \$20.00 to \$30.00, etc.

Travel and Furlough Allowance for Miss Mills

MEF-172 VOTED: That in view of Miss Mary N. Mills' willingness to sign an agreement for life service, and in consideration of the time she will have been with the University by the end of January (1925) we approve payment of three-fifths of her travel to China, and her travel to and from the United States after an absence from the University of one semester, including full home allowance while on furlough.

Should be 1926

Allowance for William Francis Lowdermilk

MEF-173 VOTED: That we place the adopted child of Mr. and Mrs. W. C. Lowdermilk, William Francis Lowdermilk, on the University pay roll, to receive the regular child's allowances.

Medical and Dental Allowance for One-year Contract Foreign
Workers

MEF-174 VOTED: That one-year contract foreign workers receive the same scale of medical and dental allowances as the regular University-supported foreign workers.

Revision of Contract with University-supported
Foreign Workers

MEF-175 VOTED: That the Acting President and Treasurer bring in a recommendation as to revision of Section 12 of the contract with University-supported foreign workers. (Section 12 is in regard to reimbursement of University in case worker resigns before expiration of contract.)

Exec.-Finance Com. of Bd. of Mgrs. 12 June 1924 (5)

Wives of Members of University Staff Receiving Private
Remuneration for Work Outside of University

The attention of the Committee was directed to the fact that a number of wives of members of the University staff are working outside of the University, for which services they are receiving private remuneration. The Executive Committee would call their attention to the rules which several missions have found it desirable to adopt in connection with matters of this kind, and in the best interest of missions would discourage such a practice.

MEF-176 VOTED: That Messrs. Sarvis and Rowe act as a committee to bring in a recommendation at the next meeting as to how the matter of wives of members of the University staff receiving private remuneration for work outside of the University can be dealt with in a way that will cause the least embarrassment to those concerned.

Printing of Financial Statement

MEF-177 VOTED: That the Treasurer be instructed to take up with the Trustees the question of how much of their financial report should be printed with the field report, and to draft an outline of what shall be printed in our annual financial report.

Chinese Representation on Board of Managers

MEF-178 VOTED: That Messrs. Sarvis and Lobenstine act as a committee to consider the question of Chinese representation on the Board of Managers and make a report at the next meeting.

Voting Power of Proxies

MEF-179 VOTED: That we defer the consideration of the voting power of proxies until the next meeting.

L. J. Owen, Secretary.

ACTION BY EXECUTIVE-FINANCE COMMITTEE AND THE
BOARD OF MANAGERS OF THE UNIVERSITY OF NANKING SECURED BY
CORRESPONDENCE.

M-180 - In reply to Dr. Bowen's request asking for the approval of the Board of Managers (1) of his leaving his duties to attend the General Conference of the Methodist Church at Springfield, Massachusetts, in May, 1924; (2) of Mr. Sarvis' acting in his place during his absence in the United States, and (3) of Mr. C. F. Liu's being absent in order to attend the General Conference of the Methodist Church as a lay delegate, the vote of the Board was unanimous. (Action taken December 1923).

MEF-181 (Action taken in August 1924)
The Executive-Finance Committee voted unanimously in approval of borrowing \$2,000 from the Day Fund for the purchase of marble for use in the west science building, in view of the necessity of beginning immediately to quarry the marble if the building were to be completed by September 1, 1925, and in view of Mr. Day's letter to Dr. Williams expressing his willingness that the amount contributed by him be used in any way approved by the Board of Managers. It was understood that the money would be returned with interest when the full amount for the construction of the building was received.

MEF-182 - (Action taken in September 1924)
The Executive-Finance Committee approved of the payment of the medical bills of A. Brede for \$37.50; of A. G. Small for \$240; and of R. H. Porter for \$8.75.

MISTAKES THAT OCCURRED IN THE MINUTES OF THE MEETING OF THE
EXECUTIVE-FINANCE COMMITTEE OF THE BOARD OF MANAGERS OF THE UNIVERSITY
OF NANKING ON 12 JUNE 1924.

1. MEF-160 - The names (only) of the new members of the Chinese Department should be reversed in order and the minute should read:

MEF-160 VOTED: That we accept the programme presented for the improvement of the Chinese Department of the University by the addition of
Hu Wen-wei (Hu Siao-shih), at a salary of \$220 per month, including 10% rent allowance.
Chen Chuang-fang (Chen Chuh-hsuen), at a salary of \$200 per month, including 10% rent allowance.

2. MEF-172 - The date appearing in the minute should be January 1926 instead of January 1925, and the minute should read:

MEF-172 VOTED: That in view of Miss Mary N. Mills' willingness to sign an agreement for life service, and in consideration of the time she will have been with the University by the end of January 1926, we approve payment of three-fifths of her travel to China, and her travel to and from the United States after an absence from the University of one semester, including full home allowance while on furlough.

SUMMARY FINANCIAL STATEMENT.

October 1st, 1924.

Liabilities:

Accounts Payable	2,897.52	
Restricted Funds	3,510.59	
Alumni Fund	13,461.16	
Cunninghamia Grant	107.53	
Scholarship Funds	4,388.84	
Students Deposits, etc.	2,382.50	
Property Funds	62,577.61	
Hospital Funds	36,546.74	
Subscription Periodical Room	18.11	
Keen Memorial Library	550.37	
Keen House account	2,908.01	
Liu Memorial Fund	229.09	
Vouchers Payable, reserves	3,416.27	
Interest & Exchange	1,079.48	
Unexpended budget income, Oct 1	34,748.59	168,822.47

Assets:

Cash on hand and in banks	80,114.63	
Accounts receivable	18,711.91	
Fixed deposits	63,753.57	
Bookstore	364.16	
Deferred accounts	571.17	163,515.44

Deficit expense account, Oct 1st 1924 \$ 5,307.03

The process of development in the elimination of the deficit has been as follows:

July 1st 1923 Deficit		42,268.41
Agr & For Endowment, 65,158.92	12,285.00	
Brown gift, thru J E Williams	9,904.72	
Credit from 1922 a/c, transfer	1,873.89	
Questionable 1922 income materialized	1,158.92	
Remittance covering 1922 salary from Famine Funds	808.86	
Sale of land to house appropriations	800.00	
Library, for Washington Co-Op.	940.69	
Miscellaneous Receipts	678.27	
Savings from 1923-24 budget	8,358.55	
Interest & Exchange	152.48	
		<u>36,961.38</u>
		5,307.03

MEETING OF THE EXECUTIVE-FINANCE COMMITTEE OF THE
BOARD OF MANAGERS OF THE UNIVERSITY OF NANKING - 3 November 1924

The Executive-Finance Committee of the Board of Managers of the University of Nanking met in the President's office on 3 November 1924 at 2 p. m., the following members whose names are starred being present:

- *A. J. Bowen, chairman
- *L. J. Birney
- *F. Garratt
- E. C. Lobenstine
- *L. J. Owen
- J. T. Proctor

Dean Mills of the Language School was present on invitation to present the need for an administration and classroom building for the Language School. Dean Sarvis and Dr. Rowe were present as the committee appointed June 12, 1924 (MEF-176) to bring in recommendations in regard to work outside of the University.

The meeting was opened with prayer by Bishop Birney.

Language School Administration and Classroom Building

On behalf of the Language School Committee Dean Mills presented the more urgent need of an administration and classroom building than of a second dormitory, and it was

MEF-183 VOTED: That the order of erection of buildings in the Language School plan be changed so that the administration and classroom building be placed first on the list.

MEF-184 VOTED: That the Executive-Finance Committee approve of the plans submitted for the Language School administration and classroom building and that the Building and Property Committee be authorized to proceed with its erection, in view of Mr. Small's statement that the approximate cost, including steam heat, would be Mexican \$50,000, which amount is covered by funds in hand.

Language School Fees

Inasmuch as it seems to the Language School Committee and the Executive-Finance Committee of the Board of Managers that there may be no need, at least for some time, of another dormitory, it was

MEF-185 VOTED: That the charges now being made by the Language School for building fund cease with the school year 1924-5; and also

MEF-186 VOTED: That the Executive-Finance Committee approve of increasing the Language School tuition fees beginning with the fall term of 1925, and that the Language School Committee be instructed to fix the fees at a figure which will make the Language School a self-supporting department.

West Science Building

In view of the fact that we have on file the written guarantees of Bishop L. J. Birney and Dr. A. J. Bowen covering the remaining gold \$4,000 needed to complete the required amount, \$100,000, for the west science building, it was

MEF-187 VOTED: That the Building and Property Committee be authorized to proceed with the erection of the west science building according to the plans which have been approved by cable, and that the President be authorized to call for the sums pledged by the China Famine Fund Committee and by the China Medical Board.

Building and Property Committee

MEF-188 VOTED: That Messrs. Williams, Reisner, and Wilson be added to the list of members of the present Building and Property Committee.

Temporary Gymnasium

The need of a temporary gymnasium was presented and a request made that \$2,000 from current funds be added to \$2,000 already in hand for the construction of such a temporary building. The committee fully appreciate the need for such a building, but in view of the uncertainty of receiving approximately \$8,000 of our budgeted income it was

MEF-189 VOTED: That action in regard to the request that \$2,000 be added from current funds to \$2,000 already in hand in order to erect a temporary gymnasium be deferred until the spring meeting of the Board of Managers, when the University will be in better position to know the budget situation for the present fiscal year.

Length of Terms of University-supported Foreign Workers

MEF-190 VOTED: That the term of service for University-supported foreign workers be five years for the first term, and six years for the second term and thereafter.

Allowances for University-supported Foreign Workers

After studying a comparative list of salaries and allowances of the cooperating mission boards in the University, and in harmony with M-143 and T-201, it was

MEF-191 VOTED: That we adopt the following scale of children's allowances for children of University-supported foreign workers, to take effect from September 1, 1924:

1 - 6 years of age	G.\$100	Mex.\$200	yearly
6 - 14 " " "	200	400	"
14 to college age	250	500	"
in college	300		"

Members of University Staff Receiving Private Remuneration for Work Outside of the University

After hearing and considering the recommendations of the committee appointed June 12, 1924 (MEF-176), to investigate the matter of wives of members of the University staff receiving private remuneration for work outside of the University and how it can be dealt with in a way that will cause the least embarrassment to those concerned, it was

MEF-192 VOTED: That it be understood that full-time members of the University foreign staff are required to give all their available energy to the work of the University. In no circumstances are they to undertake any regular outside work for pay unless this be previously reported to the President and the income therefrom be turned in to the University treasury. Since salaries and allowances are paid to both husbands and wives, it is further understood that both are required to conform to this regulation.

MEF-193 VOTED: That mission-supported members of the staff shall be subject to the rules of their missions in regard to outside work, but the President shall be expected to call to the attention of responsible officers of the missions any failure to conform to this regulation.

Furlough of Miss Mary N. Mills

MEF-194 VOTED: That the time when the furlough of Miss Mary N. Mills shall begin, as stated in MEF-172 (i. e., the end of January 1926), be changed to the end of the spring semester of 1925 - that is, June 1925.

Allowance for Miss Elizabeth Walker

MEF-195 VOTED: That Miss Elizabeth Walker, of the University Hospital staff, be granted regular home allowance in the United States for one year from September 1924, and that any further action necessary be referred to the Board of Trustees at the end of the year.

Outfit Allowance for Mr. Hancock

MEF-196 VOTED: That Mr. I. L. Hancock be granted an additional outfit allowance of G. \$250, in view of the fact that he became a married member of the University staff during the summer of 1924.

Request for Furniture Allowance by Miss Wixon

Upon presentation of a request from Miss Wixon for furniture allowance, it was

MEF-197 VOTED: That inasmuch as Miss Wixon is a member of the Methodist Mission in good standing we ask her to refer the matter of furniture allowance to her mission.

Expense of Promotional Office

MEF-198 VOTED: That the additional cost of the promotional office, due to Dr. Williams remaining in the United States after August 31, 1924, up to November 15, 1924, be covered from the contingent fund.

Mr. Clemons Secretary of the University

MEF-199 VOTED: That Mr. Harry Clemons be appointed Secretary of the University of Nanking.

Joint Request with Ginling College to China Medical Board to Provide a Teacher of Modern Languages

MEF-200 VOTED: That we approve of the University of Nanking uniting with Ginling College in asking the China Medical Board to provide for the support of a teacher of modern languages to meet the premedical requirements in language.

The meeting closed with prayer by Dr. Garrett.

Respectfully submitted,

L. J. Owen, Acting Secretary