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Nanking  
Administrative  
Board of Managers 1927 Apr-Jun

UNIVERSITY OF NANKING

Meeting, April 5, 1927.

*W. Bowen  
4/8/27*

A meeting of representatives of the University of Nanking was held on the afternoon of April 5, 1927, at three o'clock, at the home of Mr. Julian Arnold. The following were present: Messrs. Bowen, Hutcheson, Owen, Reisner, Thomson, Wilson, and Small.

Mr. Small was elected secretary of the meeting.

With regard to the Hospital, Middle School, Language School, College of Arts and Science, and the classroom work of the College of Agriculture and Forestry, we announce that all these be closed down indefinitely, and that arrangements be made to pay all the Chinese staff up to the end of the budget year, June 30, 1927, *subject to approval of our Administrative Com., that is the matter of closing.*

I With regard to the experimental work of the College of Agriculture and Forestry, we hope it may be possible to carry this on in the usual way.

With regard to the third dormitory, we recommend that Ing Mei-chi finish the job under the present contract, under Mr. Gee's supervision.

With regard to the Library, we suggest that sufficient staff be kept on in order to keep the Library in good shape.

With regard to the Science Department, we also suggest that sufficient staff be kept on to take care of the apparatus and materials and laboratories in Swasey Hall and Bailie Hall.

With regard to salaries of foreign members of the university supported staff, we agree that these salaries shall all be paid up to the end of August 1927, these salaries to be paid by the New York Office after the parties in question arrive in the United States.

II It is the concensus of opinion of this body that we recommend to the Board of Trustees in New York that Gold \$3,000 be given each of the following families with children: Clemons (2), B. L. Griffing (1), J. B. Griffing (3), Lowdermilk (1), Owen (3), Porter (2), Robson (3), Small (1).

We recommend that Mexican \$1,000 be given by the Hospital and Mexican \$1,000 by the University to the Hillcrest School Board, to assist them in arrangements with their teachers. If compensation is received for the losses sustained by Hillcrest this money is to be refunded to the donors. *This because the University has many children in Hillcrest & all the co-operating boards do also*

A. G. Small, Secretary *A. Bowen  
Apr 8/27*

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RECEIVED  
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APR 30 1927  
JOINT OFFICE

TWENTY-THIRD MEETING OF THE BOARD OF MANAGERS  
of  
THE UNIVERSITY OF NANKING

April 19, 20, 1927.

The Board of Managers of the University of Nanking met on April 19, 1927, at 10 A. M., and on April 20, 1927, at 9 A. M. in room 305-306 of The Missions Building, Shanghai.

Members of the Board

President \*A. J. Bowen  
Treasurer \*L. J. Owen

Elected by the Board of Managers:

\*Sanford C. C. Chen  
Hsu Yuan  
Tao Chi-hsing  
King Chu  
\*Sie Kia-shen

Elected by the Alumni:

Han Ngan  
Hwang Yung-liang

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

	<u>1927</u>	<u>1928</u>	<u>1929</u>	<u>1930</u>
Baptist	F. J. White	*J. T. Proctor	*E. H. Cressy or T. C. Wu	
Disciples	*C. A. Burch	F. Garrett	*Li Yao-tung	*Li Ming-fu
Methodist	*Li Yu-yung	J. C. Ferguson	*L. J. Birney	Tsu Yu-ho
N. Presby.	G. C. Hood	*E. C. Lobenstine	Chang Fang	*Chen Yu-gwan

The Southern Presbyterians have decided not to have a representative on the Board.

The following members of the University staff were also present at the meeting: Misses Hynds, Purcell, and Russell, and Messrs. Clemons, Ip, Kung Tsen, Kuo Tien-sien, Leng Lien-chiah, Liu Kwoh-chuin, and Reisner. Mr. Wu Tung-choh, President of the Alumni Association, and Mr. Wang Kan-ting represented the Alumni. Mr. Li Ming Hou-fu also attended the meeting; and Messrs. Yuen Peh-tsiao and Tsu Shao-ping represented the student body at the meeting on April 20.

The meeting was opened with prayer by Mr. Li Ming-fu.

Miss Purcell was made secretary for the meeting.

Report of the President

Doctor Bowen reported in regard to members of the foreign faculty. The following were home on furlough: Miss Priest,

Meeting of Board of Managers - April 19, 20, 1927 - sheet 2

Messrs. Hamilton, Ritchey, and Steward. The following members whose furloughs were due in June have already left for the United States Messrs. Brede, Gibbs, Jones, Lowdermilk, Mills, Robson, Small, and Trimmer; also Mrs. A. T. Mills and Miss Darcel. Mr. Dieterich is teaching in the Methodist boys' school in Nagasaki for the present; Mr. Clemons will be leaving for home on May 6, and I shall be leaving on April 23.

Of those whose terms have not yet expired, the following have already returned to the United States: Misses Abbott, Hedrick, Hunt, Van Vliet, Whipple, and Messrs. Daniels, B. L. Griffing, J. B. Griffing, Holroyd, Hummel, Hutcheson, Illick, Porter, Speers, and Wilson; Mr. Hancock has left for England; and Miss Munn will be leaving shortly for the United States, as will also Miss Hynds and Mr. Owen. Miss Gless, Miss Parcell, and Miss Russell will be in Shanghai for two months longer, or more, and Mr. Reisner, who is on the reserve list of the Northern Presbyterian Mission, will be in Shanghai indefinitely. Miss Bauer and Miss Mills, and Mr. Bates, Mr. Buck, and Mr. Thomson are remaining in Japan for awhile, while Miss Wixon is leaving for Korea, and Doctor Slater has gone to the Philippines.

M-273 VOTED that the action of the administration in returning to the United States all University-supported teachers, not only those whose furloughs were due this spring, be approved.

M-274 RESOLVED that the Board of Managers extend to the members of the faculty its deep sympathy for the things that they have undergone and the losses that they have suffered;

that it assures them that these events at Nanking have resulted in awakening the people of this part of China to the perils of communism, and have had a large part in bringing about the present reaction against it, and that what they have gone through has not been in vain;

that their attitude of non-resistance and their exemplification of the Christian spirit during the two days of looting have made a profound impression upon the Chinese people, both Christian and non-Christian, and have made clear to them as never before the unselfish ideals and Christian spirit of service for which the University stands;

that the Board speaks not only on behalf of itself but as representing the deep desire of the Alumni and the Chinese faculty in expressing the hope that, in spite of what they have suffered, the foreign members of the faculty may find it possible to return at some future time to resume their work.

Board of Managers - April 19, 20, 1927 - sheet 3.

Report of Dean Kuo

Dean Kuo reported on general conditions as they exist in Nanking and in the College of Agriculture and Forestry. He spoke in Chinese and Dean Chen gave a resume in English.

Dean Kuo spoke first on the reorganization of the University, which had been started when no such political changes as we are facing were in view. He said this reorganization was due to Doctor Bowen's own personal kindness in thinking that he must resign, and he wanted a few members of the University staff to take over all or part of his responsibilities and also to consider his resignation. To that end he appointed a committee of four members of the staff (Messrs. Kuo, Chen, K. C. Liu, and C. F. Liu), who got together informally to consider Doctor Bowen's proposition. They thought it was too generous of him to want to resign and did not think it right or necessary for him to do so. The University has had about seventeen years of successful development under his direction and at this stage to turn over the administration of the University to a committee of any Chinese members would perhaps mean that the University might not be run as successfully as it had been running. The committee therefore thought it would be better not to consider Doctor Bowen's resignation at all. However, they felt Doctor Bowen had something in mind which they might have to consider, in view of political changes in China and in order that they might in a way be prepared to deal with them. This question was shelved for some time, however.

When the situation became more critical Doctor Bowen insisted that the committee operate, but it assumed responsibility for dealing with the political situation only. Five members were later added to the committee and a committee of nine was formed. Meanwhile there was a big political change in Nanking and it was this committee (Dean Kuo being chairman) which took temporary charge of the University in the absence of the American members of the staff and which carried on the work.

At the same time the City Party Government of Nanking had some queer propositions to make. They suggested that they take over the properties and buildings of the University - literally 'taking them over' (tsai shih), a sort of confiscation. No doubt this City Party Government was run by the radicals (Communist Party element). There was no question between radicals and conservatives or of Left and Right Wings but a real division, very clear and sharp, between the Communist Party element and the Kuomintang element. The City Party Government was then controlled by the Communist Party element. The members of this element are not in favor of religion and not in favor of any foreigners running educational institutions in China. They are very drastic; they want to take over the University. At this time the University was facing a fight for existence - whether it could exist on its own basis or must yield entirely to others and give up. Fortunately at that time Dean Kuo

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and Mr. Li Teh-i were on the administrative committee, and, as they were very friendly with some of the Kuomintang members, they could tell them that this plan of theirs would really ruin our school and rend the University.

The Provincial Party Government next came into existence. There are some mature people in this party and the communistic element is not so strong. They suggested that the University be continued under an efficient University committee, a committee of seven. The university committee was given to understand that this was a very mild condition but that under this condition the institution could exist and run as usual without bothering very much over the organization. About that time, too, General Chiang Kai-shek came into the city and the whole city took on a different atmosphere. The plan of the Provincial Party Government was accepted and the University was opened.

Dean Kuo next reported on the opening of the University. It was felt that the question of opening the University involved the question of maintainance. It may be asked: Why was the University opened? or, Why is it kept open? The answer is that had it closed it would have involved a good deal of financial adjustment. First of all the tuition fees of the students would have had to be returned. Quite a number of students had asked for the return of these. A large majority were in favor of having the classes continue. Some said they could not come and would rather have the tuition fees refunded. So, if the University had been closed that question would have had to be faced. The second question is also financial. If the University had been closed, the salaries of the Chinese staff would have had to be paid just as though it was in session. One of the two questions could perhaps be faced but it is a bigger financial responsibility to face both. There is a third question. If the University had closed, the members of the staff would have been scattered. Finally, in an ordinary emergency it would protect an organization to close it, but in such an extraordinary emergency, by closing the opposite result would have been obtained. The only way to be sure of protecting the University was by keeping the buildings occupied. If they are occupied some resistance can be made to their being taken over and they can be better protected.

Another thing to be borne in mind is that this change is transitory. The only thing to do is to keep the University going and not let the machine run down. It is rather hard to start a machine, so the only thing to do is to keep it in motion during this emergency and when there is more light and a clearer road we can better direct the machine than if we had let it run down.

Dean Kuo mentioned the different stages in the reorganization - the committee of four, the committee of nine, and later the committee of seven. The beauty of the committee of seven is that

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it has not yet been formally made up. Possibly the Provincial Party Government will appoint one member, and three teachers and three students will make up the rest of the committee. This committee met informally without a chairman but Dean Kuo was recognized informally as chairman. No formal actions were taken but the committee gave itself a sort of name to tide over the situation and wait until times were better. In the meantime a petition was sent to General Chiang Kai-shek explaining that the University was a mission school and is run at present by a Chinese committee, and pointing out that though it was a mission school religious courses were not compulsory and attendance at religious services was voluntary. Although they were voluntary, however, they were an integral part of our education. The University had been open for a few days when a request was sent to General Chiang to send some of the soldiers away, all if possible, so that there might be a clear space for class work. This petition was sent to General Chiang, who was very courteous about it and gave it to his chief chancellor, who invited the committee to come and see him, as he wanted to talk over something with the committee. He was told what part of the school was occupied by soldiers and the committee asked him to order them away. He said they had no intention of occupying our school but in the disorder it was a little hard to control things. He stated further that they had no intention of occupying the University in the future and if there is any trouble they would try to vacate the buildings.

Dean Kuo reported about the College of Agriculture and Forestry, especially about the departure of the foreign members of the staff. Their responsibilities, so far as possible, have been taken over by our own graduates and the latter seem to be very successful and efficient in running their classes and seem to be very enthusiastic.

#### Report of Dean Chen

Dean Chen reported on the College of Arts and Science, saying that conditions were similar there to those in the College of Agriculture and Forestry, except that there were more Americans on the teaching staff and fewer of our own graduates, so when the American members departed the College was left in a very bad condition. Substitute teachers were secured for some of the courses, however - returned students on the staff and our own graduates. There are still eight advanced English courses that are unprovided for, and two courses in physics and two courses in chemistry and two in history - seventy-three credits of work to be cared for. This can probably be done because there are several members of the faculty of Southeastern University who are wanting something to do.

The difficulty of the College of Arts and Science is the need of funds. To secure substitute teachers to take these courses \$700 to \$1,000 will be needed to finish this term. The feeling in the College of Arts and Science is the same as in the College of Agriculture and Forestry, the students are enthusiastic for the



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University to keep open. The only thing that gives concern is whether the University can be run efficiently. Much will depend upon whether these courses that have to be taken by substitute teachers can be well handled, and this question can be solved by making adequate financial provision.

Doctor Bowen thanked Deans Kuo and Chen for their excellent reports.

Discussion on Problems Confronting the University

Doctor Bowen brought before the Managers the main question:- What are we to do about the future? He said students have come down from Nanking and they are very anxious to go ahead. Possibly classes can be held and in this way things kept together.

Mr. Li Ying wanted to know just what things we could yield and what we could not yield.

Doctor Bowen said that the foreign members of the staff and people in America would stand out for a very clear and definite and strong religious atmosphere and spirit in the University. If that is not possible, then we could not count on funds coming to the University, or on any foreign teacher coming unless he were free, within proper limits, to express his religion - to express Christianity. (This does not necessarily mean compulsory religion.) Also, he did not think Americans would be interested in supporting an institution that was going to be conducted in the interests of any party, nor would they be interested in an institution run partly by students. This does not mean, however, that the administrative body should not have the fullest cooperation from the students, but that there cannot be an efficient administration if students have as much authority as the faculty.

After further discussion of questions of administration the following action was taken:

M-275 VOTED that we approve of keeping open the University and that provision shall be made for the continuance of the Colleges - including \$700 to \$1,000 for the securing of extra teachers - until the end of the spring semester of 1927.

Administrative Committees

M-276 VOTED that we authorize the President and Deans Kuo and Chen to select an administrative committee of seven who, in consultation with the Board of Managers, will represent the Board of Managers in running the University.

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The committee appointed to bring in nominations for the Committee of Seven to Administer the University presented the names of Messrs. Kuo Tien-sien, Chen Yu-gwan, Liu Kwoh-chuin, Chen Yung, Li Han-seng, Li Teh-i, and Chen Chung-fang.

M-277 VOTED that we accept the appointment of Messrs. Kuo Tan-sien, Chen Yu-gwan, Liu Kwoh-chuin, Chen Yung, Li Han-seng, Li Teh-i, and Chen Chung-fang as the College Administrative Committee, with the understanding that they will elect their own chairman.

M-278 VOTED that this body elect a committee to nominate to the Executive Finance Committee and Administrative Committee for the Kan Ho Yen Schools, and a Hospital Administrative Committee, with the understanding that the actions of these two committees be subject to the approval of the College Administrative Committee.

(Messrs. Chen Yu-gwan, Kuo Tien-sien, Kung Tsen, and Liu Kwoh-chuin were appointed on this committee to bring in nominations.)

(It was understood that the College Administrative Committee will, when necessary, and in cooperation with representatives of the Kan Ho Yen and Hospital Administrative Committees, act as the Central Administrative Committee of the University.)

#### Treasurer's Office

In view of Mr. Owen's approaching departure for the United States, it was

M-~~278~~<sup>279</sup> VOTED that a committee of three from the College Administrative Committee be appointed to act in the capacity of adviser to Mr. Sie Siang in matters of financial adjustment within the current budget.

#### Mr. Reisner Appointed Adviser

M-280 VOTED that Mr. Reisner be appointed Adviser to the Administration.

(We understand by this appointment that Mr. Reisner is to represent the President of the University and is to be available for consultation with the various administrative committees and with the Board of Managers, and to perform as far as is necessary and feasible through the administrative committees and the Board of Managers the same duties and functions which the President usually performs.)

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Completion of Dormitory

M-281 VOTED that we authorize the completion of the dormitory now under construction to fit it for student occupancy, provided this can be done from funds now in hand.

Loyalty of Alumni

Doctor Bowen spoke of a most helpful meeting he and Mr. Reisner and Mr. Clemons had had some days previously with an alumni group. Their expressions of loyalty to the institution and willingness to do anything they could were very gratifying and encouraging. They have appointed a strong representative committee of the Alumni to cooperate in any possible way with the administration of the University and Doctor Bowen hoped the administrative committees would keep in touch with this alumni committee and get their help.

Loyalty of Student Body

Messrs. Yuen Peh-tsiao and Tsu Shao-ping were present to express on behalf of the student body the feelings of the students, their determination and willingness and desire to back up and cooperate with and work through the administrative committees and to strive most earnestly to maintain the Christian spirit of the University.

Mr. Sanford C. C. Chen, in response, expressed the appreciation of Doctor Bowen and the whole staff for the service rendered by the students in the difficult times they had passed through. The spirit they showed was a result of the service given by the Chinese and foreign faculty members and he hoped that the students would work and live with one another and with the administrative committees of the University.

Mr. Cressy further replying, on behalf of Doctor Bowen and the foreign members of the faculty and of the Board of Managers, said we have been concerned here in the University not with ourselves at all but in bringing to China the spirit of Jesus; and that if the students will work together with the faculty and all perpetuate that spirit for which the University has stood, all of us will feel that what has been done has not been in vain, and that even though the foreign members of the faculty are not able to be in Nanking now, their work will live and go on through the students, and that will more than repay all of us for the work and lives and sacrifice involved.

M-282 VOTED that the Board of Managers place on record its deep appreciation of the attitude of the student body in standing by the faculty at great risk to themselves, and in giving aid and protection to them. The Board feels that in this they have exemplified the best Chinese traditions of the attitude of student toward

Meeting of Board of Managers - April 19, 20, 1927 - sheet 9

teacher, and have made manifest the Christian spirit of love, for which the University stands.

The Board would also record its deep appreciation of the attitude of the University servants, and of servants and others not connected with the University, who, by their loyalty and bravery, saved the lives of a number of the faculty and protected others from great indignities. The Board cannot sufficiently express its indebtedness to all of those who have rendered these great services, as many of them are unknown to the Board, but it feels that this spirit of loyalty and goodwill is beyond price, and is one of the great assets of the University and one of the outstanding things which make the work of the University as part of the Christian movement worth while.

#### Appreciation of President Bowen

On motion presented by Mr. Sanford C. C. Chen in behalf of the Alumni and the Chinese faculty, the Board of Managers

M-283 VOTED that Doctor Bowen should be granted a year's furlough, to begin as soon as he desires.

In addition to Mr. Chen, Mr. Li Ming-fu and Mr. Yuen Peh-tsiao and others paid feeling tribute to the services of Doctor Bowen throughout the history of the University.

#### Death of Doctor Williams

In appreciation of Doctor Williams, the following resolution was made:

M-284 BE IT RESOLVED, that the Board of Managers of the University of Nanking record its profound sorrow at the death of John Elias Williams in Nanking on March twenty-fourth 1927, while responding with characteristic promptness and fearlessness to a call for help which came to him while he was on his way to the morning chapel exercises of the Colleges; and that it likewise put on record its deep sense of the far-reaching value of Doctor Williams's services to the University - of his vital share in the inception of this union missionary undertaking, of his wise counsel, devoted sacrifices, and contagious optimism in the administration of the University, of which he has been Vice President, of his manifold and successful efforts in China and the United States towards the financing of the institution, of the sustaining sympathy and friendship which Mrs. Williams and he freely and lovingly offered to Chinese and foreign associates and neighbours

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in the comforting shelter of their home, and of his unfailing insistence on the positive emphasis in this educational work of the life and teachings of Jesus Christ. It is the belief of the Board of Managers that both by the spirit of his life and by the martyrdom of his death Doctor Williams has made an outstanding contribution, alike in achievement and in inspiration, to the cause of Christ in China.

Be it further resolved, that the Board of Managers express its heartfelt sympathy with Mrs. Williams and her family in the bereavement which has come to them, which is shared by the members of the Board and by thousands of other friends; and that a copy of these resolutions be transmitted to Mrs. Williams and to the Board of Trustees in the United States.

#### Standing Committees

The following standing committees for 1927-1928 were appointed:

- M-285 VOTED that Messrs. Burch, Sanford C. C. Chen, Chang Fang, Cressy, Handel Lee, Li Ming-fu, and Reisner ex-officio be elected the EXECUTIVE FINANCE COMMITTEE of the Board of Managers for 1927-1928, and that they cooperate with the College Administrative Committee. (It is understood that Mr. Reisner will act as convener.)
- M-286 VOTED that the following be appointed on the BUILDING AND PROPERTY COMMITTEE for 1927-1928: Messrs. Charles T. Gee, chairman, Li Han-seng, Li Tung-fu, Li Yao-tung, and Kung Tsen.
- M-287 VOTED that we refer to the Executive Finance Committee the matter of asking the missions to appoint members on the HOSPITAL ADVISORY COMMITTEE and to add to that committee other Chinese of weight in the city, possibly some of the officials.

Respectfully submitted,

Minnie H. Purcell, Secretary.

TRANSFER

EXECUTIVE FINANCE COMMITTEE MEETING

April 21, 1927.

A meeting of the Executive-Finance Committee was held at 2 p.m. April 21, 1927, in Room 513, Missions Bldg., Shanghai. There were present: Rev. Handel Y. Lee, Mr. Alexander Y. Lee, Rev. C. H. Cressy, Mr. C. A. Burch and Mr. J. H. Reisner, convener. Absent: Mr. Sanford C. C. Chen and Rev. Chang Fang. Because of the necessity of calling a meeting so soon after the annual meeting, it was impossible to get word to Mr. Chang Fang to be present.

The meeting was opened with prayer by Rev. Handel Y. Lee.

Approval of Administrative Committees:

In line with the action taken by the Board of Managers, the following committees were nominated and approved. The names submitted were recommended by an informal group called together Wednesday afternoon, April 20th, by President Bowen at which were present Deans Kuo and Chen, Dr. K. C. Liu, Mr. C. F. Liu, Mr. Kung Tsen, Mr. Harry Clemons, Mr. Reisner and Miss Russell,

(a) Administrative Committee for the Kan Hoh Yien Schools:

Mr. C. F. Liu, Chairman  
Mr. Kung Tsen, Acting Chairman  
Mr. Tai Pen-shan  
Mr. Chi Kuch-ping  
Mr. Leng Lien-chai

(b) Hospital Administrative Committee:

Mr. George Lee, Acting Chairman  
Dr. Kiang Feng-i  
Dr. Tsen Shi-ping  
Dr. Chao Shih-foh

(Note: A fifth member of the Hospital Committee was to be nominated from Nanking after Deans Kuo and Chen had returned and were able to get in close touch with the hospital situation.)

Hospital Advisory Committee:

In regard to the matter referred to the Executive Committee by the Annual Meeting of asking the missions to appoint members on the Hospital Advisory Committee and to add to that advisory committee other Chinese of weight in the city, possibly some of the officials, it was voted that Mr. Reisner should take up the matter by correspondence with the missions involved and to report nominations to the Hospital Advisory Committee at the next meeting of the Executive Finance Committee.

Shanghai Office:

Approval was voted for Mr. Reisner to secure a suitable office which could be used for the headquarters of the University staff remaining in Shanghai.

Famine Funds: Budget:

Because of the uncertainties as to the future of the University and the necessity of awaiting action of the Board of Managers, it had been impossible to prepare a budget

covering the use of the Famine Funds for the year 1927-1928. Some time ago the Annual Meeting of the American Famine Fund Committee was called to meet the 25th of April. After a statement by Mr. Reisner it was voted to approve in general the Famine Fund budget for the year 1927-1928 along the same lines as the previous years, the total not to exceed last year's budget and that a sub-committee be appointed to pass on the details of the budget before it was submitted to the American Famine Fund Committee. The sub-committee appointed was: Mr. Alexander Y. Lee, Mr. C. C. Chen and Mr. C. A. Burch.

University Budgets, 1927-1928:

It was voted to ask the Administrative Committees in Nanking to make out their budgets for 1927-1928 on the basis of minimum requirements and conservative estimates as to the number of students and probable income from tuition fees, - that these budgets be submitted as soon as possible so that the Executive-Finance Committee could meet not later than May 10th, to 15th, 1927 to consider them.

1927 Spring Semester Student Tuition Fees:

It was voted to call attention of the Administrative Committees in the Middle School and Colleges to the tuition fees which it had been impossible to collect this spring and to ask them to do all they possibly could to collect full fees from all students now in the University.

Announcements: (Mr. Owen's Illness)

Mr. Reisner announced that Mr. Owen had been taken to the hospital with a nervous and physical break-down and that the sailing date had been delayed until some time after the middle of July. It was felt that after the rest in the hospital Mr. Owen will be able to carry on his work as treasurer.

Organization:

In view of the fact that there was not a full meeting of the Executive <sup>Finance</sup> Committee, it was voted to delay the matter of organization of the Committee as requested by the Annual Meeting until the May meeting in the hopes that all members of the Committee would be present.

Adjournment:

The meeting was adjourned to meet at the call of the convener.

J. H. Reisner, Convener.

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

April 21, 1927.

A meeting of the Executive-Finance Committee of the Board of Managers of the University of Nanking was held at 2 P. M. on April 21, 1927, in Room 513, The Missions Building, Shanghai.

There were present: Rev. Handel Y. Lee, Mr. Li Ming-fu, Rev. C. H. Cressy, Mr. C. A. Burch and Mr. J. H. Reisner, convener. Mr. Sanford C. C. Chen and the Rev. Chang Fang were absent. Because of the necessity of calling a meeting so soon after the annual meeting, it was impossible to get word to Mr. Chang Fang to be present.

The meeting was opened with prayer by the Rev. Handel Y. Lee.

Approval of Administrative Committees

In line with the action taken by the Board of Managers, the following committees were nominated and approved. (See M-278.) The names submitted were recommended by an informal group called together Wednesday afternoon, April 20, 1927, by President Bowen in which were Miss Russell, Deans Kuo and Chen, Dr. K. C. Liu, Mr. C. F. Liu, Mr. Kung Tsen, Mr. Harry Clemons and Mr. Reisner.

(a) Administrative Committee for the Kan Ho Yen Schools:

Mr. C. F. Liu, Chairman  
Mr. Kung Tsen, Acting Chairman  
Mr. Tai Pen-shan  
Mr. Chi Kwoh-ping  
Mr. Leng Lien-chiah

(b) Hospital Administrative Committee:

Mr. Li Tung-fu, Acting Chairman  
Dr. Chiang Feng-i  
Dr. Tsen Shi-ping  
Dr. Chao Si-fah

(NOTE: A fifth member of the Hospital Administrative Committee was to be nominated from Nanking after Deans Kuo and Chen had returned and had been able to get in close touch with the hospital situation.)

In regard to the matter referred to the Executive-Finance Committee by the Annual Meeting of the Board of Managers (M-287) of asking the Missions to appoint members on the Hospital Advisory Committee and to add to that Advisory Committee other Chinese of weight in the city, possibly some of the officials, it was voted that Mr. Reisner should take up the matter by correspondence with the Missions involved and to report nominations to the Hospital Advisory Committee at the next meeting of the Executive-Finance Committee.



Shanghai Office

MEF-288 VOTED that we approve of the securing by Mr. Reisner of a suitable office which can be used for the headquarters of the University staff remaining in Shanghai.

Famine Funds Budget

Because of the uncertainties as to the future of the University and the necessity of awaiting action of the Board of Managers, it had been impossible to prepare a budget covering the use of the Famine Funds for the year 1927-1928. Some time ago the Annual Meeting of the American Famine Fund Committee was called for April 25. After a statement by Mr. Reisner it was

MEF-289 VOTED that we approve in general <sup>of</sup> a Famine Fund budget for the year 1927-1928 which should be along the same lines as in the previous years, the total not to exceed last year's budget, and that a sub-committee be appointed to pass on the details of the budget before it was submitted to the American Famine Fund Committee.  
(The sub-committee appointed was: Mr. Li Ming-fu, Mr. Sanford C. C. Chen, and Mr. C. A. Burch.)

University Budgets, 1927-1928

MEF-290 VOTED that we ask the Administrative Committees in Nanking to make out their budgets for 1927-1928 on the basis of minimum requirements and conservative estimates as to the number of students and probable income from tuition fees; - that these budgets be submitted as soon as possible so that the Executive-Finance Committee could meet not later than May 10 to 15, 1927, to consider them.

Student Tuition Fees, Spring Semester 1927

MEF-291 VOTED that the attention of the Administrative Committees in the Kan Ho Yen Schools and the Colleges be called to the tuition fees which it had been impossible to collect this spring and to ask them to do all they possibly can to collect full fees from all students now in the University.

Announcement - Mr. Owen's Illness

Mr. Reisner announced that Mr. Owen had been taken to the hospital with a nervous and physical breakdown and that his sailing date had been delayed until some time after the middle of July. It was felt that after a rest in the hospital Mr. Owen will be able to carry on his work as Treasurer.

Organization

MEF-292 VOTED that, in view of the fact that there is not a full meeting of the Executive-Finance Committee, the matter of organization of the Committee, as requested by the Annual Meeting of the Board of Managers, be delayed until the May meeting, in the hopes that all members of the Committee would be present.

Adjournment

The meeting was adjourned to meet at the call of the convener.

J. H. Reisner, Convener.

Shanghai Office

MEM-288 VOTED that we approve of the securing by Mr. Reiner of a suitable office which can be used for the headquarters of the University staff remaining in Shanghai.

Famine Funds Budget

MEM-289 VOTED that we approve in general a Famine Fund budget for the year 1937-1938 which should be along the same lines as in the previous years, the total not to exceed last year's budget, and that a sub-committee be appointed to pass on the details of the budget before it was submitted to the American Famine Fund Committee. (The sub-committee appointed was: Mr. Li Ming-fu, Mr. Sanford G. Owen, and Mr. C. A. Burch.)

University Budgets, 1937-1938

MEM-290 VOTED that we ask the Administrative Committee in Hanking to make out their budgets for 1937-1938 on the basis of minimum requirements and conservative estimates as to the number of students and probable income from tuition fees; - that these budgets be submitted as soon as possible so that the Executive-Finance Committee could meet not later than May 10 to 15, 1937, to consider them.

Student Tuition Fees, Spring Semester 1937

MEM-291 VOTED that the attention of the Administrative Committee in the Kan Ho Yen Schools and the Colleges be called to the tuition fees which it had been impossible to collect this spring and to ask them to do all they possibly can to collect full fees from all students now in the University.

Announcement - Mr. Owen's Illness

Mr. Reiner announced that Mr. Owen had been taken to the hospital with a nervous and physical breakdown and that his sailing date had been delayed until some time after the middle of July. It was felt that after the hospital Mr. Owen will be able to carry on his work as Treasurer.

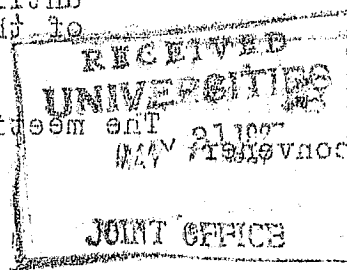
Organization

MEM-292 VOTED that, in view of the fact that there is not a full meeting of the Executive-Finance Committee, the matter of organization of the Committee, as requested by the Annual Meeting of the Board of Managers, be delayed until the May meeting, in the hope that all members of the Committee would be present.

Adjournment

The meeting was adjourned to meet at the call of the

J. H. Reiner, Governor.



MEETING OF THE EXECUTIVE FINANCE COMMITTEE  
OF THE BOARD OF MANAGERS OF THE UNIVERSITY OF NANKING  
May 20-25, 1927

The Executive-Finance Committee of the Board of Managers of the University of Nanking met all day Friday, May 20, and Saturday morning, May 21, 1927, in the Presbyterian China Council Committee Room in the Missions Building, Shanghai, and on Tuesday morning, May 24, and Wednesday afternoon, May 25, 1927, in room 307 of the Missions Building, Shanghai.

The following members of the committee were present: Messrs. Burch, Chang Fang (Friday morning only), Sanford C. C. Chen, E. H. Cressy, and J. H. Reisner. Mr. Wu Tung-choh, vice-president of the Shanghai branch of the Alumni Association, who was coopted to act in place of Pastor Handel Y. Y. Lee, and Mr. Li Hou-fu in place of Mr. Li Ming-fu were present during most of the sessions, as were also the following members of the University staff: Messrs. Y. G. Chen, Kung Tsen, T. S. Kuo, C. F. Liu, K. C. Liu, Owen, and Miss Purcell. Miss Gless acted as secretary on May 24.

The meeting on May 20 was opened with prayer by Mr. Sanford C. C. Chen; on May 21 by Mr. Burch; on May 24 by Mr. Li Hou-fu; and on May 25 by Mr. Sanford C. C. Chen.

Organization of the Executive-Finance Committee

The organization of the Executive-Finance Committee was voted as follows:

MEF 293 VOTED that Mr. Sanford C. C. Chen be elected chairman of the Executive-Finance Committee; that Mr. Cressy be elected vice-chairman of the Executive-Finance Committee; and that Miss Purcell act as secretary.

Minutes of Meeting of April 21, 1927

MEF 294 VOTED that the minutes of the Executive-Finance Committee meeting of April 21, 1927, be accepted as circulated.

Famine Funds Budget 1927-1928

MEF 295 VOTED that we accept the minute recommended by the sub-committee appointed to pass on the details of the Famine Funds budget (MEF 289) as follows:

In line with action MEF 289, the sub-committee, consisting of Messrs. Burch, Chang Fang (for Sanford C. C. Chen), and Reisner, met in Mr. Sanford C. C. Chen's office at 2 P. M. on April 27, 1927, and approved of the Famine Funds budget for 1927-1928 as submitted by the College of Agriculture and Forestry, note having been taken that the total asked for (Mex. \$85,437.00) was within the amount of the previous year's budget and that the items in the budget conformed to those of the previous budgets.

College and General Administration Budgets 1927-1928

Mr. Owen presented the budget for 1927-1928, consisting of the budgets submitted by the College Administrative Committee, which were made to conform as fully as possible with the outline of previous budgets but without any budget for the Middle School, Primary School, Language School or University Hospital. Note was made of the fact that there was no item for extraordinary repairs of the University buildings and residences, nor for the University offices in New York and Shanghai, nor for travel and allowances for return of any university-supported staff. Provision, however, was made in the budget for a year's obligations to the university-staff now in the United States on field salary basis, with the exception of those who are on furlough salary basis. This item totaled \$40,966.66. The deficit as shown by the budget submitted was about \$43,000.00 Mex. Suggestions had been made by the Administrative Committees to reduce tuition fees and to increase room rents and the library fee. Note was also made that it was necessary to add new professors for the most part to carry courses previously taught by the foreign members of the staff, making an additional expenditure necessary. After a long discussion it was

MEF 296 VOTED that a committee be appointed to meet at lunch time on May 20 and to report at the afternoon session that day on ways of meeting the amount of \$42,765.99 needed to balance the budget.

(The chairman announced later that the following would compose this committee: Messrs. Burch, Sanford C. C. Chen, Y. G. Chen, Cressy, T. S. Kuo, K. C. Liu, Owen, Reisner, and Wu Tung-choh.)

The committee that met at lunch reported on the opening of the afternoon session on May 20. A number of suggestions were made and the Treasurer was instructed to revise the budget submitted on the basis of these suggestions.

After lengthy discussion on the advisability of reducing fees for the school year 1927-1928, it was

MEF 297 VOTED that it is the strong feeling of the Executive-Finance Committee that, during the present financial difficulties in which the University finds itself, it is impossible to make any change in the tuition, dormitory rent, and all other fees in the colleges for the year 1927-1928.

MEF 298 VOTED that because of the present financial difficulties in which the University finds itself, the salary increases for the year 1927-1928 be suspended and that letters to the Dean of the College of Arts and Science and the Dean of the College of Agriculture and Forestry be written by the Chairman of the Executive-Finance Committee explaining the situation and expressing the

Executive-Finance Committee, May 20-25, 1927 (3)

regret of the Board of Managers for the necessity of taking this step, and asking the Deans to bring the matter to the attention of the faculty.

Members of the Alumni Association who were present at the meeting having expressed the desire that the Alumni help the University at this time of its need, it was

MEF 299 VOTED that in view of the present situation and on account of the difficulties facing the University an earnest request be made by the Executive-Finance Committee to the Alumni Association for the sum of \$10,000.00 to help on the current expenses of the year 1927-1928.

MEF 300 VOTED that we include under income the usual cash payments made by the respective Boards, in line with the Board of Trustees' previous actions when vacancies occur in their quotas. This involves at the present time two vacancies in the Presbyterian quota, and one additional vacancy in the quota of the United ~~States~~ <sup>Chinese</sup> Missionary Society, a total of three vacancies amounting to \$7,800.00 Mexican.

MEF 301 VOTED that we include under income the probable saving on two full professorships in the College of Arts and Science which would be made possible by the return of Mr. Bates and Mr. Thomson from Japan in the autumn. This assumes that the situation in Nanking three or four months from now will permit of foreign men being able to return. The saving on this item is \$3,600.00.

MEF 302 VOTED that the College Administrative Committee meet on the evening of May 20 to go into the matter of curriculum, to see if a curriculum along more modest lines can be worked out and money saved that way, and that they report at the session on the morning of May 21.

The committee appointed to go over the curriculum with a view to saving money brought in the following recommendations: A reduction of \$1,500.00 in the budget of the College of Agriculture and Forestry, \$300 in the budget of the Library, \$300 ~~from~~ the amount budgeted for chemistry assistants, \$1,920.00 by budgeting for one professor only for economics and sociology instead of one for each subject.

After much discussion on the merits of these reductions, the committee decided on the following reductions in the general administration and college budgets presented: A reduction of \$1,600.00 ~~from~~ <sup>in</sup> the departmental supplies and expense items of the chemistry and physics departments; \$300.00 ~~from~~ <sup>in</sup> the supplies and

Executive-Finance Committee, May 20-25, 1927 (4)

expense items of the various administrative offices; \$600 in the item "General" in the departmental supplies and expense budget of the College of Arts and Science and Subfreshman Department; \$400.00 in the budget of the Library; and \$1,500 in the budget of the College of Agriculture and Forestry. With the growing importance of the social sciences it was not considered wise to try to effect a saving by reducing the teaching staff.

The large item in the budget submitted for university-supported foreign staff, amounting to \$40,966.66, was discussed at length, and after considering all the probable changes in individual items resulting from resignations, from temporary leaves without salary, and by considering the possibility that some of the items would be carried by the Board of Trustees as emergency items and would be provided for as such by special appeal, it was felt that it would be safe to apply up to \$10,000.00 on this basis as income for the 1927-1928 budget, this sum being sufficient to balance the budget. It was noted that in case of regularly furloughed teachers whose return was expected, travel items need not be included until 1928-1929. It was therefore

MEF 303 VOTED that in revising the budget the Treasurer include the above anticipated savings on the item of university-supported personnel and that we earnestly request the Board of Trustees to provide the shortage of \$10,000.00.

At the session held on the morning of May 24, 1927, Mr. Owen presented the budget revised on the basis of the actions taken at the meetings of the Executive-Finance Committee on May 20, 21, 1927. Note was made of the inclusion of two items under expenditures: (1) Mexican \$4,000.00 for the expenses of the New York office, and (2) Mexican \$2,000 for the expenses of the Shanghai office. Note was also made of the fact that the shortage of \$15,786.99 in the revised budget was somewhat larger than had been anticipated, due to the inclusion of the \$6,000.00 for the expenses of the New York and Shanghai offices.

MEF 304 VOTED that we amend action MEF 303 to include the actual shortage as given in the revised budget, amounting to \$15,786.99.

MEF 305 VOTED that we approve the budget for the College of Arts and Science and the College of Agriculture and Forestry, the Library and general university administration for the year 1927-1928.

MEF 306 VOTED that the \$500.00 specified in the budget for "educational purposes" be divided as follows: \$350.00 for the East China Christian Educational Association, \$100.00 for the National Association for the Promotion of Education, and \$50.00 for the Council on Higher Education.

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Executive-Finance Committee, May 20-25, 1927 (5)

MEF 307 VOTED that we accept the suggestion of Mr. Cressy that in the letter to be written to the Board of Trustees mention be made of the present plans for the organization of a general foreign faculty in Shanghai who will be in a position to offer by correspondence some of the higher courses in the various colleges and universities in East China, thereby reducing the amount of expenditures that would otherwise be necessary for new teachers.

MEF 308 VOTED that we request the Presbyterian China Council to return Mr. J. Lossing Buck, now in Japan, to Shanghai, to help with the work of the College of Agriculture and Forestry.

#### University Hospital

After a short report by Mr. Reisner as to its present condition and the problems confronting the University Hospital, it was

MEF 309 VOTED that the Chairman and Mr. Reisner call a special meeting of the Executive-Finance Committee with representatives of the University Administrative Committee and Dr. Chao Si-fa, Dr. Chang Feng-i, and Mr. George Lee of Nanking, and representatives of the four missions cooperating in the Hospital in Nanking to consider the whole hospital problem.

MEF 310 VOTED that Mr. Sanford C. C. Chen be asked to go to Nanking to investigate the hospital situation and report before May salaries are paid.

MEF 311 VOTED that we instruct the Treasurer at the time he pays May salaries that he notify each one of the Hospital staff who receives May salary that the University may not be able to pay June salaries, and that under no circumstances can salaries be paid beyond June.

A statement was made by Mr. Reisner with reference to the difficulties involved in organizing the University Hospital Administrative Committee and explaining why the members referred to the Executive-Finance Committee in action M287 have not yet been appointed. It was

MEF 312 VOTED that we approve of the delay in carrying out action M-287 providing for the appointment of the Hospital Administrative Committee and refer the matter to the meeting provided for in MEF 309.

Budget for the Kan Ho Yen Schools for 1927-1928

Mr. C. F. Liu reported that all the soldiers had left the Kan Ho Yen compound, except a few wounded ones who were waiting for their pay. They did not interfere with the work of the school and there was sufficient room in the dormitories for the students. When these wounded soldiers leave we shall undoubtedly have more students. There are over two hundred students in the Kan Ho Yen Schools at present, about half of whom are middle school students. The Primary School opened May 2 and the Middle School May 10. No new teachers will be engaged till the next school year, as all the work can be carried on by the old staff.

Mr. C. F. Liu and Mr. Kung Tsen presented the budgets for the Middle School and the Primary School for the year 1927-1928. The opinion was expressed by Mr. Liu that the Middle School should be put on a sounder basis, that it should be departmentalized, and that it should follow government regulations as to curriculum and administration with the best Christian influence we can possibly have. It was noted that the senior class of the Middle School is included in the Subfreshman Department of the College of Arts and Science, and the first year of the Junior Middle School is under the administration of the Primary School. After much discussion as to ways and means of reducing the estimated shortage of receipts over expenditures, it was

MEF 313 VOTED that we ask Mr. C. F. Liu and Mr. Kung Tsen to prepare a tentative budget on the basis of two years of Higher primary, three years of junior middle school, and two years of senior middle school, eliminating the kindergarten and deleting the item of \$800.00 for repairs, increases in salaries; and making such other savings as they may be able to effect; or to bring in new budgets for each school that would balance as nearly as possible on the basis of the suggestions made.

(Note was made of a reserve balance of \$1,500.00 in the Primary School from the 1925-1926 budget, which Mr. Owen stated was in order.)

Reorganization of the Kan Ho Yen Schools

Much time was given to a discussion of the problems in connection with the Middle and Primary Schools. A careful study was made of the several budgets submitted. An attempt was made to make these schools wholly self-supporting. Middle school problems are in many ways more complex than those involving older students. It was felt also that it would be wiser to attempt some reorganization of these schools now, rather than have to face these problems all at one time. It has also long been a question whether or not the University should continue kindergarten and lower primary education. The budget of the reorganized classes could easily be made to balance by adding a few more students, but it was felt that in view of all the uncertainties and the general turbulence among middle school



## Executive-Finance Committee, May 20-25, 1927 (7)

students a conservative estimate would be best, with the understanding that should conditions appear favourable more students would be admitted and every attempt made to get the school on a self-maintaining basis at once. An item of several thousand dollars will be necessary for extraordinary repairs before school opens in the autumn. Mr. C. F. Liu was asked to prepare a final budget on the basis of the two days' discussion and actions in regard to the Kan Ho Yen Schools and to submit it to a special committee as soon as it was ready. The actions taken in regard to reorganization of these schools are as follows:

- MEF 314 VOTED that, beginning September 1927, the Kindergarten and Lower Primary classes be dropped; that we place the Higher Primary classes under the administration of the Middle School; and that one budget be prepared to cover all the remaining classes at the Kan Ho Yen.
- MEF 315 VOTED that hereafter the Kan Ho Yen Schools Administrative Committee be known as the Middle School Administrative Committee.
- MEF 316 VOTED that it is the understanding of the Executive-Finance Committee that the Chairman of the Middle School Administrative Committee shall perform the duties and have the powers of a middle school principal.
- MEF 317 VOTED that Mr. Kung Tsen be appointed vice-chairman of the Middle School Administrative Committee.
- MEF 318 VOTED that we express our deep appreciation of the very generous attitude and spirit shown by Mr. Kung Tsen during the discussion of the reorganization of the Kan Ho Yen Schools, and of the loyal service he has given during the period of emergency.
- MEF 319 VOTED that in view of the necessity of forwarding immediately to the Board of Trustees the budgets for the Colleges for 1927-1928 and the minutes of the Executive-Finance Committee meeting, and because of the time taken in discussing the reorganization of the Kan Ho Yen Schools, we ask that the Board of Trustees in considering University finances for the year 1927-1928 have in mind a possible estimated deficit (on the basis of very conservative figures on enrolment) up to \$3,500.00 for the Middle School, since it is not possible to revise the Middle School budget in time to forward it to the Trustees with the budgets for the Colleges.
- MEF 320 VOTED that we ask Mr. C. F. Liu to prepare a new budget on the basis of actions and discussions of this meeting and to submit it to the Chairman, Mr. Wu Tungchoh,

Executive-Finance Committee, May 20-25, 1927 (8)

and Mr. Reisner for final approval; note being taken that much study had already been given to the budget and the general items had been approved.

University Administrative Committee

MEF 321 VOTED that the College Administrative Committee with two members of the Middle School Administrative Committee and two members of the Hospital staff constitute the University Administrative Committee, to be responsible to the Board of Managers for the administration of the University in any matters where joint action involving the three administrative units (Colleges, Middle School and Hospital) is necessary, and in matters dealing with the government, Dean Kuo to be convener of the meeting for organization.

Administrative Committees for 1927-1928

MEF 322 VOTED that the College Administrative Committee (Messrs. Kuo Tan-sien, Chen Yu-gwan, Liu Kwch-chuin, Chen Yung, Li Han-seng, Li Teh-i and Chen Chung-fang) and the Middle School Administrative Committee (Messrs. Liu Ching-fu, Kung Tsen, Tai Pen-shan, Chi Kwoh-ping, and Leng Lien-chiah) be continued for the year 1927-1928 as the committees responsible to the Board of Managers for the administration of the Colleges and the Middle School, and that we express our appreciation of the work done by these administrative committees during the past two months.

Treasurership

MEF 323 VOTED that the Executive-Finance Committee of the Board of Managers earnestly request the Board of Trustees to have Miss Priest return as treasurer of the University, with headquarters in Shanghai until such time as it should be possible to return to Nanking, and that her return to China be made before Mr. Owen's departure. A cable is authorized.

Mr. Reisner Elected Executive Secretary of the Executive-Finance Committee

MEF 324 VOTED that Mr. Reisner be elected Executive Secretary of the Executive-Finance Committee of the Board of Managers.

Additional Members Elected on the Building and Property Committee

MEF 325 VOTED that the names of Dean Chen and Dean Kuo and Mr. C. F. Liu be added to the Building and Property Committee.

University Losses in Buildings and Equipment Due to  
the Nanking Incident of March 24, 1927

Mr. Reisner spoke of the necessity of the Board of Managers giving early consideration to the whole question of University losses in buildings and equipment due to the political situation. He reported that he was working on estimates of losses with Mr. Gee, chairman of the Building and Property Committee, and that a meeting of this committee should be called as soon as possible.

Resignation of Messrs. C. Hung and C. C. Liu

MEF 326 VOTED that the salaries of Mr. Hung Chang and Mr. Liu Ching-shen be paid to the end of the fiscal year ending June 30, 1927, since they have found it necessary, on account of local conditions, to leave the University; and that the Chairman be asked to send a letter to Mr. Hung and to Mr. Liu expressing the appreciation of the Board of Managers of the long years of service which they have rendered the University.

Prof. R. G. Wiggans - Cornell - International Education  
Board Cooperation

MEF 327 RESOLVED that the Board of Managers express to Prof. R. G. Wiggans its appreciation of his coming to China in the face of disturbed conditions, and of the services rendered by him to the College of Agriculture and Forestry through conferences with the men responsible for the crop improvement work, during the short time he was in Shanghai; and that it express its deep regret that political conditions in China were such that he could not remain to carry out further the purposes of his mission. The Board of Managers wishes to reiterate at this time its appreciation of the Cornell-International Education Board cooperation and to express the hope that the present disturbed conditions and experience of this year will in no way alter the plans for a continuation of the cooperation as soon as conditions warrant.

Be it further resolved that a copy of this resolution be sent to Professor Wiggans, to the President of Cornell University, to the President of the International Education Board, and to the Dean of the New York State College of Agriculture.

Respectfully submitted,

Minnie H. Purcell, Secretary.

BUDGET 1927-1928

EXPENDITURES

I. Administration:

Administration Office:

Salaries:			
Secretary 1/4 time		\$ 180.00	
Typist and writers		200.00	
Office expense and supplies		<u>250.00</u>	\$ 630.00

Treasurer's Office:

Salaries:			
Acting treasurer	\$720.00		
Cashier	420.00		
Assistants	<u>300.00</u>	1,440.00	
Office expense and supplies		450.00	
Audit expense		<u>300.00</u>	2,240.00

Business Office:

Salaries:			
Li Han-seng 1/2	660.00		
Tao Ming-peh 1/2	<u>228.00</u>	888.00	
Office expense and supplies		<u>200.00</u>	1,088.00

Registrar's Office:

Salaries:			
Ma Wen-hwan	1,130.00		
Tsien Tswen-tien 1/2	385.00		
Student assistant	<u>100.00</u>	1,615.00	
Office expense and supplies		<u>250.00</u>	1,865.00

Admissions Office:

Salaries:			
Chairman 30 per cent	621.00		
Tsien Tswen-tien 1/2	<u>385.00</u>	1,006.00	
Office expense and supplies		<u>175.00</u>	1,181.00

General:

Catalogues, reports and bulletins		200.00	
Commencement and public occasions		200.00	
<del>XXXXXXXXXXXXXXXXXXXX</del> Travel of Bd. of Mgrs.		400.00	
Travel of officers		200.00	
Educational contributions		500.00	
Entertainment of guests		100.00	
Sundry		<u>100.00</u>	1,700.00

Total Administration Expenditures \$8,654.00

II. Operation and Maintenance:

Wages of servants	1,250.00	
Repairs (College proper)	500.00	
Fuel	1,000.00	
Light	1,000.00	
Insurance	77 5.00	
Materials, supplies and expense	275.00	
Rent for Chinese staff	7,000.00	
Campus	<u>300.00</u>	\$12,100.00

II Continued.

Faculty Reisdneces

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III. Instructional:

Bd. Support    Un. support

College of Arts and Science  
and Subfreshman Department:

Dean's office:

Salary of Dean 40 p.c.		\$880.00	
" " Secretary		540.00	
Office expense and supplies		200.00	\$1,620.00

Salaries of Instructors:

Chemistry:

J.C. Thomson	\$4,080.00		
Y.G. Chen 60 per cent		1,520.00	
1 full-time Professor		2,400.00	
1 half-time Professor		1,080.00	
Assistants		7,285.00	16,365.00

Chinese:

Chen Chuh-hsien		2,400.00	
Hu Siao-shih		2,400.00	
Hu Tsiang-tung)			
Li Shu-chwan)		2,700.00	
Shuh Shi-chen)			7,500.00

Economics:

1 full-time Professor			2,400.00
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English:

B. Holroyd	3,300.00		
1 full-time Professor		2,160.00	
1 half-time Professor		1,080.00	
1 Lecturer		1,080.00	7,620.00

Education:

1 full-time Professor 70 per cent		1,449.00	
1 half-time Professor		1,200.00	
W. F. Hummel	2,795.00		5,444.00

History and Political Science:

M.S. Bates	3,300.00		
Liu Tsong-pen		2,280.00	
Tsai Wei-fan		1,080.00	
1 half-time professor		1,200.00	
1 lecturer (San Ming-Chu-I)		300.00	8,160.00

Mathematics:

Chang Tsi-hwa		1,180.00	
Wu Yui-hwai		940.00	
Pan Ting-kwan		770.00	2,890.00

Physics:

1 full-time Professor		2,160.00	
Liu Chen-yu		1,180.00	
Wu Ru-ling		820.00	
Swen Shu-fang $\frac{1}{2}$		420.00	
Chen Yu-kan $\frac{1}{2}$		390.00	
Mao Teh -en		528.00	
Assistants		955.00	6,453.00

III continued.

Bd. support Univ. support Total

Instructional (continued)  
Salaries of Instructors (cont)

	Bd. support	Univ. support	Total
<b>Philosophy and Psychology:</b>			
C. H. Hamilton	\$4,000.00		
Liu Kwok-chuin 1/3		680.00	
1 full-time Professor		2,400.00	
Wang Chwan-yong 1/3		620.00	7,700.00
<b>Library Science:</b>			
Li Siao-yuen 1/3		680.00	
1 assistant		360.00	1,040.00
<b>Physical Education:</b>			
Chang Sing-fu			1,900.00
<b>Religious Education:</b>			
Wang Chwan-yong 2/3		1,240.00	
1 full-time Professor		1,800.00	
W. F. Hummel	\$1,505.00		4,545.00
<b>Sociology:</b>			
1 full-time Professor		750.00	
		390.00	1,920.00
<b>Applied Education:</b>			\$75,557.00
<b>Departmental Supplies and Expense:</b>			
College of Arts and Science and		120.00	500.00
<b>Subfreshman Department:</b>			
General		500.00	
Physics		1,233.00	762.00
Chemistry (A and F incl.)		3,683.00	
Gas		550.00	
Chinese		1,000.00	
Mathematics		350.00	7,316.33
<b>Departmental Supplies and Expense:</b>			
<b>Departmental Equipment:</b>			
College of Arts and Science and		300.00	
<b>Subfreshman Department:</b>			
General		100.00	
Physics		1,234.00	
Chemistry (A and F incl.)		480.00	
Mathematics		50.00	1,864.00
<b>Total Instructional, College of A&amp;S &amp; Subfr.</b>			\$84,737.33
<b>College of Agriculture and Forestry:</b>			
<b>Dean's Office:</b>			
J. H. Reisner	\$4,080.00		
T.S. Kuo		2,400.00	
Secretary 1/2		1,800.00	
Cheo Tih		385.00	
Typists		200.00	580.00
Office expense and supplies		400.00	
Printing		400.00	202.55
Travel - local		250.00	
Entertainment of guests		100.00	9,015.00

III. Instructional (cont.)

-4-

Pd. by Bds. Pd. by Un. Total

College of Agriculture and Forestry (cont.)

Salaries of Instructors:

<b>Agronomy:</b>			
G.E. Ritchey	\$3,600.00		
Heh Ching-ming 5/90, 7/100		\$1,150.00	
T. H. Shen		1,530.00	\$6,280.00
<b>Biology:</b>			
Returned student		2,000.00	
<b>Bacteriology:</b>			
C.S. Gibbs	2,700.00		
<b>Botany:</b>			
A. N. Steward	3,400.00		
Chiao Chi-yuen 2/80, 10/90		1,060.00	
Plant collector		142.00	
<b>Zoology:</b>			
J.T. Illick	3,600.00		
C.C. Wu 6/60, 6/70		780.00	
Kwoh Yu-ming 12.25		300.00	
Fan Teh-shen 6/60, 6/70		780.00	14,762.00
<b>Physical Education:</b>			
Chang Sing-fu		380.00	
Assistant		120.00	1,500.00
<b>Rural Economics:</b>			
J. L. Buck	3,680.00		
Chiao Chi-ming 12/90		1,088.00	4,768.00
<b>Horticulture:</b>			
M. L. Hancock		933.33	
Chang Wen-tsai		720.00	1,653.33

Departmental Supplies and Expense:

<b>Agronomy</b>		300.00	
<b>Biology:</b>			
Bacteriology		100.00	
Botany		150.00	
Zoology		200.00	
Chemistry (Chem \$300, Am. \$300) Covered in A&S			
Rural Economics		200.00	
Herbarium		250.00	
Upkeep Gas Plant for Sciences (Bology)		175.00	1,375.00

Departmental Equipment:

<b>Agronomy</b>		300.00	
<b>Biology:</b>			
Bacteriology		150.00	
Botany		100.00	
Zoology		200.00	
Rural Economics		100.00	850.00

Labors: Total Instructional, College of A. and F. \$39,203.33

Labors open account 1,500.00

Labors supplies and expense 1,000.00

Buildings and repairs 500.00

Animals and feed 400.00

IV. Library (cont.)

Regular Staff: (cont.):

Liu Kwoh-chuin 2/3	\$1,360.00	
Li Siao-yuen 2/3	1,360.00	
Chen Chang-wei	1,200.00	
Tsao Tsu-ping	720.00	
Ho Han-san	420.00	
3 half-time assistants	720.00	\$18,311.67
Secretarial assistants ?		
Janitor Chang		
Janitor Sung	114.00	
Student assistants	108.00	
	<u>1,100.00</u>	\$7,102.00
Office expense and supplies		150.00
Binding		400.00
Cataloguing and repairs		400.00
Supplies		300.00
Equipment		200.00
Chinese periodicals		400.00
Chinese books - general		200.00
Chinese books - college departmental		300.00
Foreign periodicals		800.00
Foreign books - general		300.00
Foreign books - college departmental		<u>900.00</u>

Salaries of Staff:

V. Non-instructional: \$11,552.00

Dormitories:		
Wages of servants	700.00	
Repairs	500.00	
Lighting	2,000.00	
Insurance	200.00	
Materials, supplies and expense	200.00	
Hot water	<u>1,500.00</u>	5,100.00
Student Items:		
Medical clinics	480.00	
Athletics	2,000.00	
Physical education equipment	<u>880.00</u>	3,360.00

Proctor's Office:

Salaries:		
Li Han-seng 1/2	660.00	
Tao Ming-peh 1/2	228.00	
Office expense and supplies	<u>100.00</u>	988.00

Agricultural Gardens:

Tree seed collections	4,000.00	
Seed from	4,000.00	
Nursery	3,000.00	
Labor:		
Labor open account	1,000.00	
Labor supplies and expense	1,000.00	
Buildings and repairs	500.00	
Animals and feed	400.00	



V. Non-instructional (cont.)

Agricultural Gardens (cont.):

Foreign Staff - University supported

Salaries of Staff:

Mr. M. L. Hancock (Berlough)	\$1,866.67	
Mr. Shih Ping-shi " resigned (Tang Tho Mar. 1st)	1,200.00	
Mr. Teng Ting-chang	770.00	
	<u>3,836.67</u>	\$18,311.67

Experiment Station and Farm:

Headok, Marion

Salaries of Staff:

Mr. Shan Wei-chang	475.00	
Mr. Rent, taxes, protection	750.00	
Mr. Tools, and repairs	300.00	
Mr. Animals and feed	300.00	
Mr. Supplies and expense	200.00	
Mr. Buildings and repairs	1100.00	
Mr. Improvements (supplies)	300.00	
Mr. Labor open account	5,000.00	
Fertilizer	800.00	8,225.00

Contingent

Sericulture:

Travel, etc. for the above staff

Salaries of Staff:

Kuh Ying 2,140, 10/150	1,780.00	
Li Ying 12/38	456.00	
Ma Chen 12/50	600.00	
Tai, C. K. 9/35, 3/40	435.00	
Maou, S.T. 2/30, 10.35	410.00	
Ching Feng-chen 2/30, 10/35	410.00	
Yen Yng-lung 12/30	240.00	
Egg production, 1927	5,000.00	
Egg production, 1928	1,000.00	
Mulberry orchard, inside city	600.00	
Mulberry orchard, outside city	600.00	
Mulberry production	500.00	
Extension	1,000.00	
Supplies and expense	600.00	
Labor open account	1,000.00	14,631.00

Construction Department:

Chas. T. Gee	2,580.00	
Assistant	550.00	
Electrician	300.00	
Servants	144.00	
Supplies	450.00	4,024.00

Total non-instructional 54,639.67

Foreign Staff - University supported

Bowen, A. J. (furlough)	\$4,200.00
Brede, Alex. " resigned (Salary to Mar. 1st)	2,666.66
Clemons, Harry	3,800.00
Gless, E. M.	1,600.00
Griffing, B.	2,800.00
Hedrick, Marion	1,600.00
Jones, E. V. (Furlough)	3,600.00
Mills, Mary N.	1,600.00
Munn, Jane	1,600.00
Owen, L.J.	4,000.00
Priest, E. M.	1,700.00
Purcell, M. H.	1,800.00
Robson, H. G. (furlough)	4,400.00
Small, A. G. (furlough)	4,000.00
Whipple, Maude	<u>1,600.00</u> \$40,966.66
Contingent	1,800.00
Travel, etc. for the above staff	<u>?</u>
Total	257,852.66
Famine Funds	<u>85,437.00</u>
GRAND TOTAL	\$343,669.66

UNIVERSITY OF NANKING  
COLLEGE OF AGRICULTURE AND FORESTRY  
FAMINE FUNDS

Budget for the year July 1, 1927 - June 30, 1928

F1. Famine Prevention Work:

F11. Administration and Publicity:

F111. Salaries of Staff:

J. H. Reisner	\$2,500.00
E. M. Priest	425.00
Secretary (½)	800.00
Writers and Assistants (Wang \$255)	255.00

112. Printing 400.00

113. Office Expense and Supplies 200.00

115. Travel (Committee, etc.) 400.00 \$4,980.00

FF12. Agricultural Education

121. Salaries of Staff:

J. B. Griffing	1,000.00
Li Ying-hwei, 7/90, 5/100	1,243.00
Chang Yuen-hwei, 4/80, 8/90	1,144.00
3rd Associate	792.00
Tsu Kai-guan, 2/30, 10/35	410.00
Writer	240.00
Li Chi-chiai	360.00
Mrs. Li Chi-chiai	216.00
Hwang Twen-liu	252.00
Tsao Meng-chi	252.00

122. Printing 400.00

123. Materials supplies and expense 400.00

126. Rural Demonstration Schools:

Wukiang	\$296.00
City Boys School	50.00
T.P.M. Boys School	<u>50.00</u>
	396.00

128. Normal School:  
Expenses 200.00

129. Short Course:  
Expenses 200.00 7,505.00

F13. Agricultural Extension:

131. Salaries of Staff:

Chow Ming-I	1,452.00
Chen Yen-shan	1,320.00
2nd Associate	792.00
Tang Hsi-hsien, 1/25, 11/30	<del>390.</del>
Two Assistants (field work)	660.00
Writers and Assistants	300.00

F31. Agricultural Extension (cont)

132. Printing Staff:		\$1,000.00	
133. Office Supplies and Expense		500.00	
		1,500.00	
134. Equipment		300.00	
		400.00	
135. Travel		500.00	
		1,000.00	
135. Films and supplies		300.00	
		500.00	
138. Newspaper:			
Li Tsi-hsing, 6/90, 3/100	\$924.00		
Printing	1,200.00		
Postage	160.00		
Labor	120.00		
Supplies	225.00		
		2,629.00	\$10,943.00
F14. Bacteriology Research:			
141. Salaries of Staff:			
Chen Ken, 1/80, 11/90		1,177.00	
Assistants		120.00	
143. Materials supplies and expense		200.00	13,091.00
146. Equipment		200.00	1,697.00
F15. Cooperative Extension:			
Nanhschow Agricultural Department		1,000.00	
Kaifeng Baptist College		1,000.00	
Weihsien Agricultural Department		400.00	
Yih sien Industrial School		600.00	
Tsangchow (London Missionary Society)		200.00	
Tunghsien (A.B.C.F.M.) Jefferson Academy		200.00	
Travel		350.00	
Cooperative Scholarships		1,000.00	4,750.00
F16. Economics and Farm Management:			
161. Salaries of Staff:			
J. L. Buck		2,500.00	
Hsu Chen		1,452.00	
S wen Wen-yu		1,120.00	
B. M. Gless		320.00	
Regular Assistants		1,800.00	
162. Printing		500.00	
163. Supplies and Expense		500.00	
165. Travel		500.00	8,692.00
Travel		300.00	
Meteorological Observatory		200.00	17,780.00

## F17. Farm C crops:

## 171. Salaries of Staff:

1 Foreigner	\$5,000.00	
Wang Sheo, 12/90	1,188.00	
B. M. Gless	320.00	
Ong Teh-chi, 8/70, 4/80	968.00	
Kwan Chia-chi	847.00	
Hsu Loh-shan, 2/25, 10/30	384.00	
Tai Sung-en, 2/25, 10/30	384.00	
Assistants	300.00	
172. Printing	300.00	
173. Materials and supplies	700.00	
Expenses	500.00	
174. Equipment	400.00	
175. Travel	500.00	
176. Labor	1,000.00	
Fertilizers	<u>300.00</u>	\$13,091.00

## F18. Forestry:

## 181. Salaries of Staff:

N.K. Ip	2,640.00	
W. C. Lowdermilk	2,800.00	
Chen Yung	2,343.00	
Li Teh-i	1,298.00	
Ling Kan	1,320.00	
Shen Hsieh-li	1,243.00	
Ren Chen-tung	1,243.00	
Cheo Kuoh-hua	847.00	
Lu Sheo-shen	372.00	
B. M. Gless	320.00	
Dendrology Assistant	240.00	
182. Printing	500.00	
183. Supplies and Expense	400.00	
184. Equipment	300.00	
185. Travel and Extension	600.00	
187. Research:		
Projects	640.00	
Supplies and Expenses	250.00	
Travel	350.00	
Meteorological Observatory	<u>50.00</u>	17,756.00

F20. Plant Disease Control:		
201. Salaries of Staff:		
R. H. Porter	\$1,500.00	
Yu Ta-fuh, 5/40, 7/45	567.00	
H. K. Chen	924.00	
Assoc. from Febr. 1, 1928	330.00	
Laboratory and Field man	132.00	
Assistants	330.00	
202. Printing	300.00	
203. Materials Supplies and Expense	800.00	
204. Equipment	300.00	
205. Travel	350.00	
206. Labor	<u>400.00</u>	\$5,933.00
F21. Research Library:		
211. Salaries of Staff:		
Wan Kwoh-ting	1,320.00	
Chen Tsu-kwei, 4/80, 8/90	1,144.00	
Liu Shen-pu	600.00	
Fan Yin-kang, 2/28, 10/23	386.00	
Sung Tsai-chen	100.00	
Hang Hsu-yuan, 2/20	240.00	
Ho Inp-u, 12/20	240.00	
212. Supplies	300.00	
213. Travel and Expense	200.00	
214. Chinese Books	1,500.00	
215. Foreign Books	<u>1,000.00</u>	7,090.00
F22. Scholarships for Agriculture and Forestry students		500.00
31. Allowances, furloughs, contingents.		
311. Furloughs	\$4,000.00	
312 Allowances, contingent	<u>3,000.00</u>	<u>7,000.00</u>
	Total	\$89,937.00
<u>RECEIPTS:</u>		
Forestry Fund Committee	3,000.00	
Newspaper	1,000.00	
Forestry Correspondence Schools	250.00	
Interest on Loans	<u>250.00</u>	<u>4,500.00</u>
		\$85,437.00

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TWENTY-FOURTH MEETING OF THE BOARD OF MANAGERS OF  
THE UNIVERSITY OF NANKING  
June 16, 1927

The twenty-fourth meeting of the Board of Managers of the University of Nanking was held in room 305 of The Missions Building, Shanghai, beginning at 9.30 A. M., June 16, 1927.

Members of the Board

President (ex-officio) A. J. Bowen  
Treasurer L. J. Owen

Elected by the Board of Managers:

\*Sanford C. C. Chen  
Hsu Yuan  
Tao Chi-hsing  
\*King Chu  
Sié Kia-shen

Elected by the Alumni:

Han Ngan  
\*Hwang Yung-liang (represented by Kao Luen-king)

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

Baptist \*T. C. Wu J. T. Proctor \*E. H. Cressy  
Disciples \*C. A. Burch \*E. Marx (proxy for F. Garrett) \*Li Yao-tung \*Li Ming-fu  
Methodist \*Li Yu-yung \*L. L. Hale (proxy for J. C. Ferguson) \*L. J. Birney Tsu Yu-ho  
N. Presby. G. C. Hood \*W. J. Drummond (proxy for E. C. Lobenstine) \*Wen Shih-tsen \*Chen Yu-gwan  
(proxy for Chang Fang)

Excuses were received from Mr. Tsu Yu-ho and Mr. Han Ngan. Dr. King Chu and Mr. Kao Luen-king asked to be excused early in the meeting.

In addition, there were present Messrs. Chang Feng-i, Chang Tsi-chien, Chao Si-fa, Li Tung-fu and Miss V. F. Russell, on behalf of the University Hospital; J. H. Reisner, Executive Secretary of the Executive-Finance Committee of the Board of Managers; Mr. Woo Tung-choh, chairman of the Shanghai branch of the Alumni Association; and Dean T. S. Kuo, Mr. Charles T. Gee, and Miss M. H. Purcell. The following members of the Disciples Church were present on invitation: Miss Chen Hsi-ren, and Messrs. Li Hou-fu, Chen Tao-seng, Cheo Yu-wen, Li Chow-wu, Cheo Hsiao-chen, and Yang Shao-nan.

The meeting was opened with prayer by Mr. Li Ming-fu.

Appointment of Officers

Owing to the President of the Board being now in the United States, Mr. Sanford C. C. Chen was elected to act in his place, and other officers of the Board were elected as follows:

M-328 VOTED that the officers of the Executive-Finance Committee serve also as the officers of the Board of Managers:

- |                     |                    |
|---------------------|--------------------|
| President           | Sanford C. C. Chen |
| Vice-President      | E. H. Cressy       |
| Executive Secretary | J. H. Reisner      |
| Secretary           | Miss M. H. Purcell |

Approval of Minutes

The minutes of the meeting of the Board of Managers of April 19, 20, 1927, and of the Executive-Finance Committee of April 21, 1927, and of May 20-25, 1927, were approved as circulated.

Report of Dean Kuo

Dean Kuo reported that since the last meeting of the Board of Managers there had been no new developments in Nanking that needed the attention of the Board, but he wished to say that during the last two weeks problems had arisen which he wanted to make known to the Board. One problem was in connection with the political situation, which was somewhat disturbed again in Nanking owing to the arrival of Japanese soldiers in Shantung. This had affected the situation educationally as well as politically, in that it distracted the attention of the students. Another problem was the new system promulgated by the Kiangsu Educational Association, under which there is to be only one government university in each province. This, no doubt, will affect the status of mission schools, which will thus be controlled by the central university. For instance, if Southeastern University is to be the central university for Kiangsu province, then it will control all the institutions in the province, not only in Nanking, and this will probably affect the University of Nanking very considerably. So in this connection it seems advisable to consider the question of registration as soon as possible in order to meet the emergency.

The Primary and Middle Schools have both been running smoothly and there is nothing to report about them. The Hospital is well represented at this meeting so a full report will be given by these representatives.

The Language School has been occupied by the Whampoa Academy alumni. At first they wrote asking that they be allowed to use the Language School buildings, but a reply was sent telling them that the University was preparing for summer school and was planning to use these buildings as dormitories and they had to be repaired for permanent use. Instead of accepting this reply, they occupied the buildings and are still there.



The plan for the summer school was discussed at the last meeting of the Executive-Finance Committee. The University has quite a long summer vacation extending from the end of June to the middle of September, and the buildings will be vacated towards the end of June. These empty buildings will be quite a problem and the best way to protect them is to have them occupied. The University Administrative Committee therefore thought it would be a good thing to have a summer institute. There are two advantages in this. It will give some of the students who were not able to attend the regular session to make up their studies during the summer, and it will help save the buildings from being taken over by the military. Of course a large enrolment cannot be expected at a time like this, but if 200 students attend all expenses could be covered. In case there are not so many students, possibly a sum will have to be provided as a sort of emergency fund.

University Hospital

Dr. Chao Si-fa, an alumnus and one of the leading medical men in Nanking, reported that the Hospital was occupied by the military authorities, who were using it as a sort of military hospital, so the University Hospital Administrative Committee was very much handicapped in doing any work there. One reason why the hospital had been taken over was because there were so few hospitals in Nanking and this was the best available.

Dr. Chang Feng-i spoke of how he tried to carry on the work of the Hospital after the foreign staff were forced to leave. After a week or two the hospital staff asked him for three months' salary. They would not believe him when he told them he had no funds and made things very hard for him. At the same time wounded soldiers were coming into the Hospital and had to be cared for. At first a few hundred came and they seemed reasonable, but gradually more came in and they began to disregard all rules, so it was quite impossible to carry out what Dr. Chang had in mind - keeping the property from being destroyed. Finally he was not able to remain longer in Nanking on account of the attitude of the staff and he was very sorry to have to leave the hospital.

Mr. Sanford C. C. Chen told of how the Surgeon-General of General Chiang Kai-shek's army had forced two members of the Hospital Administrative Committee to sign a document providing that the University Hospital be turned over to the military, since Nanking had become the capital and the government wanted to do all it could for the welfare of the people. The Medical Department of the Army needed a big hospital to care for its wounded. Mr. Chen also told of what the Surgeon-General, Dr. Chen Sung-tang, had said were the conditions on which the Hospital would be returned: (1) that the foreigners turned the property over to a group of Chinese to run it, in which case he would do everything he could to help them and possibly provide some money and even give his own time and attention to it, or (2) that the Board of Managers of the University and the Medical Department of the Army ran it in cooperation. If the Board were not willing to accept one or the other of these conditions they would have to wait until

Twenty-fourth meeting of the Board of Managers - page 4

the problem of foreign property in China is solved in a wholesale way as a result of diplomatic discussion. Dr. Chen did not intimate that any force would be used to keep the hospital, and he seemed to be a man quite able to run the hospital efficiently.

Mr. Reisner reported very briefly on hospital matters from the Shanghai end. March and April salaries had been paid, but before May salaries were paid, in accordance with action MEF-311, the Treasurer was instructed at the time he paid May salaries to notify each one of the hospital staff that the University might not be able to pay beyond June. All the foreign staff of the hospital had already left China, with the exception of Miss Russell, who was leaving June 18. Miss Russell had worked hard to clear up various matters connected with the hospital, particularly paying bills and disposing of large quantities of supplies received in Shanghai about the end of March. An attempt has been made to make as careful a list of losses as possible after going through each item in the hospital. A very conservative estimate places the hospital losses in equipment and necessary repairs at \$75,000.00, so that item must be kept in mind in considering this whole problem.

A discussion followed these reports. It was suggested that if the hospital were reopened it should be operated on a smaller scale to begin with, and that it would be advisable to reorganize with a committee in charge, to take over immediately, possibly having some one in authority in the government to be at the head. It was reported that the Surgeon-General was using the whole of the property on the west side (the best part) for ordinary patients, and the east side for badly wounded patients. The hospital was opened to the public on May 20. If it is reopened by us we shall not be able to take in soldiers as they would probably destroy everything and we would have no control over them. Mr. Sanford C. C. Chen said that different persons had told him that we could get back the hospital on two conditions: (1) by continuing to render service to the community, and (2) by cooperating with the local government (head of the police or city government). Also we must have an organized board with some prominent Chinese Christians on it. An organized group with public men in it might secure the cooperation of the city government and very likely we could run the hospital in that way.

The question was raised as to recognition of ownership of property. The known policy of missions is to transfer the ownership to Chinese. If the missions are ready to do this now, then it was thought the matter of ownership of property might be discussed, but if the right of ownership is to be retained by the different missions, the Chinese members of the Board thought it would not be wise for them to discuss it, because it was still a diplomatic question. It was suggested that a gradual transfer to the Chinese was advisable and not an abrupt transfer. A transfer through a committee seemed preferable to a diplomatic transfer, which might mean a wholesale transfer in which those now responsible would be entirely out of control.

It was suggested that a committee be organized and that a letter be written stating explicitly and unequivocally the purposes for which the hospital was opened and the circumstances in which it is now placed. This letter should be handed in person by this committee to the government in Nanking, pointing out that because the mission boards and foreigners had suffered so many losses recently they had no money to spend on the University, so this committee had been organized to present this letter to those in authority; and pointing out also that a hospital is somewhat different from an educational institution and that at this time when medical service is so much needed the University is willing to cooperate with the government in running the hospital with men (missionaries cannot do anything at present) if the municipal government will supply money and doctors. The question of ownership of property should also be mentioned, with the suggestion that the matter be reserved for later diplomatic consideration.

After further discussion, a committee consisting of Messrs. Chao Si-fa, Chang Feng-i, Chen Yu-gwan, Li Ming-fu, Li Tung-fu, Woo Tung-choh, Birney, and Burch was appointed to meet at lunch to bring in resolutions in regard to the Hospital. On resuming at the afternoon session, this committee presented a resolution which was accepted by the Board of Managers, as follows:

M-329 VOTED that a University Hospital Committee of seven members, consisting of Dr. Chao Si-fa, Dr. Chang Feng-i, Mr. Sanford C. C. Chen, Mr. Li Han-seng, Mr. Li Tung-fu, Dr. Yen Fu-ching and one other to be elected by these six members, write a letter to the government in Nanking and present it in person, explaining the desire of the Board of Managers to reopen the Hospital and asking that the government cooperate in running it and in removing the military from it. Dr. Chao Si-fa was appointed convener of the meetings.

(It is understood that this committee will draw up a working plan by which the University Hospital may be run and submit it to the Board of Managers for their consideration.)

M-330 VOTED that the University Hospital Committee appointed under M-329 supersede the old University Hospital Administrative Committee and that its relation to the University Administrative Committee be the same as that of the College administrative Committee and the Middle School Administrative Committee to the University Administrative Committee.

(These actions clear the way for the new administrative committee to reorganize the Hospital and include only such members of the previous staff as they feel are wanted and can work together, and to leave out such as might later on make trouble.)

M-331 VOTED that June salaries be paid to the Hospital staff, and that when these are paid individual notices be handed to each one receiving salary or wages expressing the Board's

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appreciation of the former services of each member of the staff, explaining our present difficulty, and stating that the Hospital had been closed and that no more salaries would be paid, so that members of the staff would no longer be held responsible to the Hospital.

(This notice in Chinese was to be prepared by Dr. Chao Si-fa and Dr. Chang Feng-i.)

Property and Equipment Losses

Mr. Charles T. Gee, chairman of the Building and Property Committee, gave a report on the condition of the University buildings and residences. In some houses the doors and windows were all torn out so that the houses were exposed to the elements, and if left in this state for some time to come deterioration would be very rapid and cost of repairing them would be greatly increased. The house recently occupied by Dr. Daniels is in the worst condition, even the floors being torn up. The Bates, Owen, and Holroyd houses were also in very bad condition (i. e., worse than the rest, all of which were badly damaged). The dining room in the Buck house had been burnt and it would be difficult to repair the house without rebuilding. The Hummel house had also been partly burnt. The Hutcheson, Wilson, Mills, Dieterich, and Mrs. Keen's houses had been burnt down. Soldiers were still in the Reisner, Thomson, Williams, Bowen, Speers, and Clemons houses, and the Language School buildings were occupied by the alumni of the Whampoa Academy. Mr. Gee presented a list of estimated cost of repairs to houses and buildings to date, as follows:

Residences - repairs		\$44,281.00
Middle School		14,435.00
Language School:		
Buildings only:		
Meigs Hall	\$1,936.00	
Keen Hall	2,580.00	
East Cottage	666.00	
West Cottage	442.00	
Servants' quarters	298.00	5,922.00
Equipment, furniture, electric lights, etc.		35,000.00
Hospital		75,000.00
5 Residences, burned, at \$15,000.00		75,000.00
		<u>\$249,638.00</u>

Mr. Gee suggested renting the houses and thus helping to meet the expense of repairs as well as keeping the soldiers from occupying them. After some discussion as to the advisability of going ahead with repairs at the present time, with the likelihood that the houses might be again destroyed, in view of the fact that there have been many requests for houses by members of the faculty and others and that Nanking will probably be the capital and the demand for houses will increase, it was

- M-332 VOTED that we authorize the Building and Property Committee to rent University residences on the following conditions:
- (1) that the lease be for one year only, with a strong clause to ensure that the tenant will vacate the house if the University wants the use of same, and that the lease be renewable on consent of the University.
  - (2) that repairs be made at the cost of the tenant, by the Building and Property Committee, repairs for each house not to exceed \$1,500.00 and to apply on the rent.
  - (3) that the University be not held responsible for loss to the tenant due to looting, etc., of any amount of repairs in excess of the rent to date.

- M-333 VOTED that we authorize Mr. Gee and Mr. C. F. Liu to make a minimum estimate of repairs needed at the Middle School so that it may open in the autumn.

Assignment of University House No. 1

- M-334 VOTED that the house known as University House No. 1, located in the present Middle School compound, be considered part of the Middle School property and be assigned to the use of the Middle School.

Language School Buildings to be Used as Dormitories

- M-335 VOTED that we approve of the suggestion of the College Administrative Committee at the suggestion of the Building and Property Committee, that Keen Hall and Meigs Hall be used for student dormitories beginning September 1927.

Language School Fees for Spring Term 1927

Since the University has been obligated for the salaries of the Language School staff to the end of the fiscal year, their salaries having been paid by the University, it was

- M-336 VOTED that the Treasurer be asked to determine what will be a fair obligation of the Language School students for the spring term and to report to the Executive-Finance Committee at once.

Registration

A discussion on the matter of registration brought out the fact that one of the officials in Nanking had stated that if the University were not registered before September 1, 1927, it was going to be very hard for it to open. Immediate registration was deemed advisable as delay only served to complicate matters.

Mr. Cressy said that registering Shanghai College involved more than they at first expected. He believed the first step was to ask permission to register, and the next to proceed with registration. He could not say how long it would take before the institution was actually registered. Questions regarding property, etc., are involved. The Board in China must have definite powers so that matters do not have to be referred back to New York or some other place outside of China. This Board makes a legal agreement with the Board in America, which agreement includes items as to:

(1) Property. In Lingnan and Shanghai a lease of property was arranged, in Lingnan at a rental of \$1.00 a year, in Shanghai at a rental of \$100,000.00 a year, and during the term of the lease the Board in China is in complete control of the use of the property. There is a distinction between ownership of property in use and in the right to sell. These two institutions have complete use of the properties during the year, so long as they keep them up, but they do not have the right to sell the properties.

(2) Staff. The Board of Founders of Shanghai College agrees to furnish as much of a missionary staff as it can, but only on request of the Board of Directors in China, and when a missionary or appointee of the Board of Founders comes to the end of his term of service, the Board must make a request for his reappointment. It cannot send out any one who is not approved by the Board of Directors.

(3) Finance. The Founders agree to make a certain cash appropriation, a certain amount of which is to be applied to the upkeep of property, a certain amount for the upkeep of residences occupied by the missionaries, and a certain amount to be used in any way that the Board of Directors sees fit for the College. The matter of securing a Chinese president will be difficult until his duties are defined, because no man who has ability will be willing to accept the position until he finds out what he is getting into.

After discussion it was

- M-337 VOTED that the Board of Managers is in favour of taking steps towards registration.
- M-338 VOTED that the Board of Managers appoint a committee to present to the Board a plan for the reorganization of the University, the same to be submitted to the Trustees for their approval.
- M-339 VOTED that we authorize the Committee on Reorganization of the University to make preparation for registration, it being understood that the Board of Managers and the Board of Trustees shall give their approval before actual registration takes place.
- M-340 VOTED that a committee of five and one ex-officio member be appointed to make preparation for registering the University of Nanking. The following were appointed on

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this committee: Messrs. Sanford C. C. Chen, Y. G. Chen (alternate C. Stanley Smith), E. H. Cressy, Li Ming-fu (alternate C. A. Burch), Woo Tung-choh (alternate L. J. Birney), and J. H. Keisner, ex-officio (alternate T. S. Kuo), Mr. Keisner to be convener of the meeting and Mr. Sanford C. C. Chen to set the date for same.

Funds for Summer School

M-341 VOTED that the Board of Managers approve the guarantee of \$1,000.00 to the University Administrative Committee for the Summer School, funds to be taken out of funds remaining from previous summer schools.

Greetings to Students, Faculty, and Alumni

M-342 VOTED that we ask the Chairman to convey the greetings of the Board of Managers to students, faculty, and alumni when he attends the commencement exercises June 18 and the meeting of the Alumni following.

Adjournment

The meeting adjourned at 6.30 P. M. June 16, 1927.

Respectfully submitted,

Minnie H. Purcell, Secretary.

MEETING OF COMMITTEE ON REORGANIZATION AND REGISTRATION,  
BOARD OF MANAGERS OF THE UNIVERSITY OF NANKING  
June 29, 1927

Members: Messrs. Sanford C. C. Chen, Y. G. Chen (alternate C. Stanley Smith), E. H. Cressy, Li Ming-fu (alternate G. A. Burch), T. C. Woo (alternate L. J. Birney), and J. H. Reisner, ex officio (alternate T. S. Kuo).

The Committee on Reorganization and Registration met at 9.30 A. M. on June 29, 1927, in room 307 of The Missions Building, Shanghai. There were present Messrs. Sanford C. C. Chen, Y. G. Chen, Cressy, Reisner, and T. C. Woo, and Mr. Burch, alternate for Li Ming-fu.

The Committee was organized as follows: E. H. Cressy, chairman; T. C. Woo, vice chairman; and J. H. Reisner, secretary.

The meeting first discussed some of the problems which confronted the University in the matter of reorganization. Mr. Reisner suggested that there had been recent changes in the by-laws of the University which made possible a Chinese majority on the Board of Managers, and that we should try to use the present constitution and by-laws of the University as a basis for any changes in reorganization rather than try to write an entirely new instrument. He indicated also that the constitution and the by-laws had from the very beginning provided for an increased measure of control in the affairs of the University by the Chinese.

Mr. T. C. Woo said that he felt the Board of Managers should be enlarged, that its scope of power should be increased, that it should have larger responsibilities, and that some of the rights now inherent in the Board of Trustees should be transferred to the field Board of Managers. He suggested that we must have a Chinese president who would be in close touch with the government and who was, at the same time, an outstanding Christian. (Attention was called to the fact that at the present time the Board of Managers has on it seventeen Chinese and seven foreigners - or there was a place provided for such a ratio.)

Mr. Sanford C. C. Chen said he agreed with what Messrs. Woo and Reisner had said. He felt, however, that there was entirely too much pressure being placed on Chinese Christians at the present time by the Political Bureau of the Army as well as by the party councils. As an illustration in point, he reported that Hu Han-min had ordered the Propaganda Bureau to make slogans to break down the University of Nanking. He said that the lower grade of officials, students, and propagandists were by far the most difficult to deal with and that registration would eliminate much of this trouble. He therefore urged immediate registration.

Dr. Y. G. Chen said that as a citizen of the Republic he was more concerned with registration than organization and that the former was the most important problem immediately before us. He recounted a recent experience indicating interest on the part of quite a few Chinese as well as a growing public opinion among cer-



tain people that the government should take over the University of Nanking. Last Sunday, he said, the daughter of Mr. Nu Tze-sen, who is Executive Secretary of the Central Committee and chairman of the Provincial Civil Government (practically Civil Governor), came to the University to call on the administrators. As it was Sunday she was unable to see anybody but gave word to a student, who carried it to Dr. Chen, that the government was thinking of taking back the University of Nanking. (The Father is a Christian.) She wanted to talk over the terms of transition. On Monday afternoon, the father came and said that he understood the University could be taken over. The Administrative Committee told him that there was no such understanding, to which he replied, "If that is the case, I shall refrain from any remarks." Dr. Chen used this illustration to show the necessity of registering and of taking immediate steps to do so.

Mr. Burch asked what steps it would be necessary to take with the Trustees to enable the Board of Managers to proceed with registration. After discussion it was felt that a few points where the rights of the Trustees might be transferred to the Board of Managers might be decided upon and the Trustees cabled for their consent to these rights being transferred. It was felt that most of the powers of the Trustees should be transferred to the Board of Managers. The Trustees would, however, still retain the ownership of property and the obligation to supply funds.

The question was raised whether the Board of Managers could elect a president.

It was felt that in applying for registration the first step would be to register the Board in China, and then this Board would make a legal agreement with the Trustees as to lease of property, etc., as in the case of Lingnan and Shanghai College. If the Trustees granted the lease it would be sufficient to allow the Board in China to go ahead with registration before the lease was actually signed. It was very urgent that the Board of Trustees be notified of the necessity to register the University before August 1, 1927.

To meet the regulations for registration it was felt that it would be necessary, instead of having the missions elect two Chinese and two foreign members to the Board of Managers, to have the missions appoint the two foreign members and the various church organizations elect the two Chinese members. After considerable discussion it was

VOTED that we ask the Board of Managers to cable the Board of Trustees asking for their official sanction of the following changes, the legal details to be worked out later:

- (1) That the name of the Board of Managers be changed to Board of Directors.
- (2) That the Board of Directors have authority to elect a Chinese president.
- (3) That the Board of Trustees lease the University property for a period of five years to the Board of Directors.
- (4) That the Board of Trustees transfer all matters of internal control to the Board of Directors.

VOTED that a subcommittee of two or three be appointed to work out the details of the regulations that would be necessitated by the preceding action. (Messrs. Sanford C. C. Chen, Cressy, and T. C. Woo were appointed on this committee.)

VOTED that a special meeting of the full Board of Managers be called for Tuesday, July 12, 1927, to consider the report of the subcommittee of the Committee on Reorganization and Registration.

After considerable discussion the Committee voted to ask Mr. Sanford C. C. Chen to send to the educational authorities, both provincial and national, for their information, a statement containing (1) news of the appointment of a Committee on Reorganization and Registration, (2) notification that a committee was now at work preparing to carry out the terms of registration as promulgated by the Nationalist government, and (3) notification that a special meeting of the Board of Managers was being called to act on the recommendations of the subcommittee of the Committee on Reorganization and Registration.

The question of granting of degrees by the Regents of the University of the State of New York under the reorganization anticipated was raised, but it was felt that this was a matter that the Trustees must decide.

VOTED that we refer to the Board of Managers at the meeting to be held July 12, 1927, the matter of protest over the taking over of the University Hospital, a notice of which appeared in the Republican Daily News of June 27, 1927, as follows:

"The Kuleo Hospital was registered as a result of a union meeting of representatives of the Hanking Municipality, the Commissioner of Foreign Affairs, the Medical Department of the Headquarters of the Nationalist Army, the Hanking Police Office, together with the Chinese members of the Hospital Board, who petitioned the Nationalist Government through the Headquarters of the Nationalist Army. Regarding the debts and obligation incurred by the former American administration the present administration is not responsible hereafter.

(Signed) Kuleo Hospital,  
June 16, 1927."

Respectfully submitted,

John H. Reisner, Secretary.

TRANSFER

1st draft of: China Abroad

MEETING OF COMMITTEE ON REORGANIZATION AND REGISTRATION,  
BOARD OF MANAGERS OF THE UNIVERSITY OF NANKING  
June 29, 1927

Members: Messrs. Sanford C. C. Chen, Y. G. Chen (alternate C. Stanley Smith), E. H. Cressy, Li Ming-fu (alternate C. A. Burch), T. C. Woo (alternate L. J. Birney), and J. H. Reisner, ex officio (alternate T. S. Kuo).

The Committee on Reorganization and Registration met at 9.30 A. M. on June 29, 1927, in room 307 of The Missions Building, Shanghai. There were present Messrs. Sanford C. C. Chen, Y. G. Chen, Cressy, Reisner and T. C. Woo, and Mr. Burch, alternate for Li Ming-fu.

The Committee was organized as follows: Mr. E. H. Cressy, chairman; Mr. T. C. Woo, vice chairman; and Mr. Reisner, secretary.

The meeting first discussed some of the problems which confronted the University in the matter of reorganization. Mr. Reisner suggested that there had been recent changes in the by-laws of the University which made possible a Chinese majority on the Board of Managers, and that we should try to use the present constitution and by-laws of the University as a basis for any changes in reorganization rather than try to write an entirely new instrument. He indicated also that the constitution and the by-laws had from the very beginning provided for an increased measure of control in the affairs of the University by the Chinese.

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To meet the regulations for registration it was felt that it would be necessary, instead of having the missions elect two Chinese and two foreign members to the Board of Managers, to have the missions appoint the two foreign members and the various church organizations elect the two Chinese members. After considerable discussion it was

VOSES that we ask the Board of Managers to cable the Board of Trustees asking for their official sanction of the following changes, the legal details to be worked out later:

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(2) That the Board of Directors have authority to elect a Chinese president.

(3) That the Board of Trustees lease the University property for a period of five years to the Board of Directors.

(4) That the Board of Trustees transfer all matters of internal control to the Board of Directors.

VOTED that a subcommittee of two or three be appointed to work out the details of the regulations that would be necessitated by the preceding action. (Messrs. T. C. Woo, Sanford C. C. Chen and Cressy were appointed on this committee.)

VOTED that ~~the~~ a special meeting of the full Board of Managers be called for Tuesday, July 12, to consider the report of the subcommittee of the Committee on Reorganization and Registration.

After considerable discussion the Committee voted to ask Mr. Sanford C. C. Chen to send to the educational authorities, both provincial and national, for their information, a statement containing (1) news of the appointment of a Committee on Reorganization and Registration, (2) notification that a committee was now at work preparing to carry out the terms of registration as promulgated by the Nationalist government, and (3) notification that a special meeting of the Board of Managers was being called to act on the recommendations of the subcommittee of the Committee on Reorganization and Registration.

The question of granting of degrees by the Regents of the University of the State of New York under the reorganization anticipated was raised, but it was felt that this was a matter that the Trustees must decide.

VOTED that we refer to the Board of Managers at the meeting to be held July 12 the matter of protest over the taking over of the University Hospital, an account of which is found below:

Notice regarding the University Hospital appearing in The Republican Daily News, June 27, 1927.

*See special meeting report*

"The Kuleo Hospital was registered as a result of a union meeting of representatives of the Nanking Municipality, the Commissioner of Foreign Affairs, the Medical Department of the Headquarters of the Nationalist Army, the Nanking Police Office, together with the Chinese members of the Hospital Board, who petitioned the Nationalist Government through the Headquarters of the Nationalist Army. Regarding the debts and obligations incurred by the former American administration the present administration is not responsible hereafter.

(Signed) Kuleo Hospital,  
June 16, 1927."

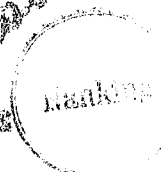
Respectfully submitted,

John H. Reisner, Secretary.

RECEIVED  
JUL 12 1927  
SECRETARY'S OFFICE

TRANSFER

*W. H. H. H.*



MINUTES OF INFORMAL LUNCH DISCUSSION REGARDING THE  
UNIVERSITY HOSPITAL - June 28, 1927.

Present:- Messrs. Sanford C. C. Chen, Chao, L. J.  
Birney, T. C. ~~Wop~~ Stanley Smith, P. H. Hwa, C. A. Surch,  
E. Marx, and J. H. Reiser.

After a long discussion it was the consensus of opinion that an immediate protest should be made against the occupation of the University Hospital as indicated in the public advertisement quoted below, and that the form and method of the protest should be referred to the Committee on Reorganization and Registration at its meeting June 29. The notice regarding the University Hospital appeared in the Republican Daily News, June 27, 1927, as follows:

"The Kuleo Hospital was registered as a result of a union meeting of representatives of the Ranking Municipality, the Commissioner of Foreign Affairs, the Medical Department of the Headquarters of the Nationalist Army, the Ranking Police Office, together with the Chinese members of the Hospital Board, who petitioned the Nationalist Government through the Headquarters of the Nationalist Army. Regarding the debts and obligations incurred by the former American administration the present administration is not responsible hereafter.

(Signed) Kuleo Hospital,  
June 18, 1927."

*[Faint, illegible text and stamps at the bottom of the page]*

TRANSFER

MINISTRY OF HEALTH AND WELFARE  
UNIVERSITY HOSPITAL - JUNE 28, 1957

Present: - Messrs. ...  
Messrs. ...

After a long discussion it was the consensus of opinion that an immediate proposal should be made regarding the construction of the University Hospital as indicated in the minutes to be held on ... and that the ... should be referred to the Committee on ... The notice ... in the ... is as follows:

The ... was registered as a result of a ... of the ... to ... the ... of the ... and ... the ... of the ... together with the ... of the ... through the ... of the ... by the ... in the ... of the ...

RECEIVED  
UNIVERSITY  
JUL 28 1957  
JOINT OFFICE