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Nanking  
Admin.  
Board of Directors 1929

MINUTES OF THE FIFTH MEETING OF THE EXECUTIVE-FINANCE  
COMMITTEE HELD AT NANKING, THURSDAY March 28th, 1929.

The fifth meeting of the Executive-finance committee of the Board of Directors of the University of Nanking was called to order by Mr. Li Han-toh, Vice-chairman at 10:00 A.M. on March 28th, 1929. The members whose names are starred below were present:

Members of the Committee

T. C. Woo, Chairman	Li Yao-tung
*Li Han-toh, Vice-chairman	Sie Kia-shen
*C. H. Flopper, proxy for	*Y. G. Chen, ex-officio
C. A. Burch	*A. J. Bowen "
*E. H. Cressy	*E. M. Priest "

Messrs. F. C. Garrett and R. Y. Lo were also present.

The meeting was opened by prayer by Dr. Flopper.

In view of the fact that there was not a quorum present at the meeting, the committee presented the following recommendations to the Board of Directors:-

1. The budget for 1929-1930 was presented and after discussion it was:  
C. H. Flopper, Acting Secretary.
  1. Recommended that Mr. Cressy, Mr. Li Han-toh and Dr. Y. G. Chen be appointed a sub-committee to survey the faculty positions and report at the afternoon session of the meeting.
  2. Recommended that no part time member of the faculty or staff should receive an increase in salary.
  3. Recommended that the upper limit of salaries be changed from \$210 00- \$300 00 to \$210 00 - \$250 00. Each case of increase above \$250 00 should be treated as a special case to be recommended by the faculty committee.
  4. Recommended that as a principle the first charge against the increased income for the next year shall be the deficit, as far as possible.
2. Recommended that three months salary be paid to the family of Dean T. S. Kuo.
3. Recommended that the matter of mission scholarships be referred to a committee from the churches to work out a plan for their administration and distribution.
4. Recommended that a nominating committee be appointed by the Board for the purpose of electing officers and committees for the coming year.
5. Recommended that we appoint Dr. R. Y. Lo as alternate for Mr. Chang Fang and Mr. C. A. Burch for Mr. E. C. Lobenstine on the Board of Trustees of the Federated University.

Minutes of the Executive-finance meeting,  
March 23th, 1929 - 2

2.

6. Recommended that we authorize a 40th anniversary celebration during Commencement week, the program to include the following:

1. Review of the past ;
  - (a) History
  - (b) Ideals of the Founders
  - (c) Special recognition of services of  
Dr. Ferguson  
Dr. Bowen  
Dr. Williams

2. Transfer to Chinese basis;
  - (a) Reorganization
  - (b) Registration
  - (c) Inauguration of President.

It was further recommended that a committee be appointed and instructed to make full arrangements and that an appropriation be made of four hundred dollars to cover the expenses.

C. H. Plopper, Acting Secretary.

MINUTES OF THE FIFTH MEETING OF THE BOARD OF DIRECTORS  
OF THE UNIVERSITY OF NANKING  
March 29th and 30th, 1929

The fifth meeting of the Board of Directors of the University of Nanking was held in B-10, Severance Hall at Nanking on March 29th and 30th, 1929.

Members of the Board of Directors:

By whom elected;

Chokiang-Shanghai Baptist Convention  
(Dzin Li I Hwei)  
Central China Conference of the Mei  
I Mei Hwei (Methodist)

\*T. C. Wu  
T. K. Van

\*Li Han-toh  
Tsu Yu-ho  
\*R. Y. Lo

East China Divisional Council of the  
Church of Christ in China (Chung Hwa  
Cai Tuh Chiao Hwei Hwa Tung Ta Hwei)  
Elected by the Ning Chen Chu Hwei  
(Presbytery)

Chang Fang  
S. T. Wen

\*Sheng Hsi-an

Elected by the Wang Peh Chu Hwei (Presbytery)  
Chung Hwa Cai Tuh Chiao Hwei  
(Connected with the China Christian Mission)

\*Li Yao-tung  
\*Shao Ching-san for  
Li Hou-fu  
Li Ming-fu

\*Han Ngan  
Hsu Yuan

\*Chen Chong-shen for  
Sia Kja-shen  
Sanford C.C.Chen

Alumni of the University

Central China Mission of the Methodist  
Episcopal Church

\*L. J. Birney  
\*H. F. Rowe for  
J. C. Ferguson

Kiangnan Mission of the Presbyterian Church

\*C. Stanley Smith for  
F. S. Niles

China Christian Mission

\*E. C. Lobenstine  
\*G. H. Plomber for  
A. A. Birch  
\*F. C. Garrett

East China Mission of the American  
Baptist Foreign Mission Society

\*E. H. Crassy  
\*Victor Hanson for  
J. W. Decker

Coopted

King Chu  
K. P. Chen  
Cheng Chang-yi  
Ting Tso-chen

\*Hsu Chen-chai for  
T. C. Woo

Ex-officio

\*Y. G. Chen, Pres.  
\*A. J. Bowen, Adviser

The members whose names are starred above were present as were also Dean K. C. Liu, Mr. C. F. Liu, Mr. J. I. Buck and Miss E.M. Priest. Written or telegraphic excuses were received from the following members: Messrs. C. Y. Chen, S. C. Wen, T. K. Van and K. P. Chen.

Fifth Meeting of Board of Directors, March 29th, 30th, page 2

Mr. Li Han-toh, Vice-chairman presided at the meeting which was opened with prayer by Mr. Sheng Hsi-nan.

Minutes of previous meetings

D-189 VOTED to approve the minutes of the meeting of the Board of Directors, held in Nanking on November 9th and 10th, 1923, as circulated.

Report of the President.

In many ways the general administration of the past semester and the prospect for the present semester have been more encouraging than any time during the last two years. We have had continually a more or less unsettled condition on account of the political situation and also on account of the transfer of administration which has been entirely too abrupt. The situation has greatly improved and especially so with the return and help of Dr. Bowen. He does not wish to take any active part in the administration of the University but his long experience with the problems and his many years connection as head of the institution adds great strength and gives most desired help in the management of the University.

We regret to have to report to the Board the recent death of Mr. T. S. Kuo, co-dean of the College of Agriculture and Forestry. After an illness of about two weeks, he died on March 23d. Dean Kuo has not been well during the past year and this illness was fatal on account of his low resistance to meet it. He has been a very important factor in the development of the College of Agriculture and Forestry and has done some wonderful publicity work for agriculture and forestry throughout China. His death means a great loss to the College and to the University.

I am very glad to report to the board the good news, which many of you know already, concerning the recent gift from the Estate of the late Charles M. Hall. The contribution to our University is six hundred thousand dollars, United States currency, of which three hundred thousand was given for unrestricted purposes and the remaining three hundred thousand for the purpose of maintaining and strengthening our departments of Chinese Cultural Studies. Our College of Arts budget has been operated on a very slight margin for a number of years and this timely aid will greatly help to build up the different phases of the work.

It is also a pleasure to report to you the very welcome gift of ten thousand dollars from Dr. John C. Ferguson. Dr. Ferguson has very generously contributed this sum to clear the old deficit of the Nanking Association of the Boston University. At his request we are using the money to replace capital funds which we were obliged to borrow during the past few years.

We are deeply grateful to both Bishop Birney and Dr. Bowen for their gifts toward the deficit or shortage in the grant from the Methodist Board.

Fifth Meeting of the Board of Directors, March 29th, 30th page 3

We have been advised that the Institute of Pacific Relations has definitely given us a substantial amount for a study of the land utilization problem by our department of Rural Economics in the College of Agriculture and Forestry.

The second semester opened on February 22d with a good enrolment. The prospects for a full enrolment were so hopeful at the close of the first semester, we decided it would be best not to hold entrance examinations for new students as has been our custom. However, there were a few who graduated from the Middle School and some who transferred from other schools, so although twenty-two completed their college work the number has been made up by these students. As a matter of interest I shall give you the comparison of the enrolment for the two semesters:

	1928 fall	1929 spring
Subfreshman year	109	125
Freshman	131	143
Sophomore	120	123
Junior	92	85
Senior (Graduating class)	72	42
Special student	2	16
Graduate student	1	3
Visitors	3	14
Special - Chinese dept.	14	33
Special - rural normal	37	33
	<u>588</u>	<u>584</u>

There have been a few changes in personnel for the spring semester and I have the pleasure of reporting to you the following new staff members:

Wang Chuin, B.A. Chicago Univ. B. D. McCormick Seminary  
 Heo Yai-chang  
 Mrs. Chu Shi-ming, M.A. Mt. Holyoke (part time)  
 Cheo Chen-shen, M.A. Columbia, B.A. Wisconsin  
 Tong Wei-chi, B. S. Tokyo Imperial University (part time)  
 Hs Tsih-hsien, B.A. Hongkong University (part time)  
 Teng Shu-chuin, M. A. Cornell.

Associates and assistants:

Tsui Ru-tsun, B. A. Nanking Li Ching-long, Short course Nanking  
 Wang Ying-hwai, Grad. Ag. Mid. Sch. - editor "Ag. Weekly".  
 Yen Hsing, Assistant.

D-190 VOTED to accept the report of the President with appreciation.

Death of Mr. T. S. Kuo

D-191 VOTED that we ask Dr. R. Y. Lo to write a suitable expression of condolence to send to the family of Dean T. S. Kuo.

D-192 VOTED that in recognition of the service rendered to the University by Dean T.S. Kuo, that we authorize the treasurer to pay to his family the equivalent of salary for three months.

Report of the Treasurer

The report of the treasurer is affixed to these minutes. It was  
 D-193 VOTED to accept the report of the treasurer.

Fifth meeting of the Board of Directors, March 2<sup>nd</sup>, 3<sup>rd</sup>, 30<sup>th</sup>, page 4  
Reports of the departments

Dr. K. C. Liu, Dean of the College of Arts and Science, gave the report of the college which is affixed to these minutes.

D-194 VOTED to accept the report of the College of Arts and Science.

Mr. J. L. Buck presented the report for the College of Agriculture and Forestry which is affixed to these minutes.

D-195 VOTED to accept the report of the College of Agriculture & Forestry.

Mr. C. F. Liu, principal of the Middle School, presented the report for the Middle School which is affixed to these minutes.

D-196 VOTED to accept the report of the Middle School.

Dr. Chen presented the report for the University Hospital and the same is affixed to these minutes.

D-197 VOTED to accept the report of the University Hospital.

Report of the Hospital Committee

Mr. Li Han-toh, chairman of the Hospital committee, gave a report of the last meeting of the committee and after hearing their recommendations it was:

D-198 VOTED to authorize that a cable be sent in the name of the Board of Directors invited Dr. Allan C. Hutcheson to return to the University Hospital at the earliest possible date.

D-199 VOTED to invite Dr. Allan C. Hutcheson to become the Vice-superintendent of the University Hospital and to incorporate the message in the cable authorized in action D-198.

Report of the Property Committee

Dr. Chen presented the report of the Property Committee as prepared by the superintendent of buildings. After discussion it was

D-200 VOTED to accept the report of the Property Committee.

D-201 VOTED to ask Dr. Chen Chong-shen to represent the Board of Directors in an interview with Mr. Wang in relation to the matter of asking Mr. Wan to vacate the residence No. 32 formerly occupied by Mr. N. K. Ip of the Forestry Department.

Dr. Chen Chong-shen reported during the afternoon session that he had called on Mr. Wang who recognized the ownership of the University but that he had made his arrangement to occupy the house entirely with Mr. Ip. It was

D-202 VOTED to ask the administration to take whatever steps are necessary to take possession of Residence No. 32, formerly occupied by Mr. Ip.

Report of the Promotional Committee

The report of the promotional Committee was presented by Dr. Y. G. Chen.

The Promotional Committee has held two meetings, the first one being

Fifth meeting of Board of Directors, March 29th, 30th, page 5--

held on November 16th in Shanghai. There were present Messrs. Chen, T. C. Ting, T. C. Woo, C. A. Burch, J. C. Ferguson and Y. Chen. The possibility of starting a campaign for current funds was thoroughly discussed and plans for a campaign for capital and endowment funds to be started somewhat later. It was the decision of the committee at this meeting that we start the campaign for current funds as soon as a suitable person to act as executive secretary can be found.

The second meeting of the committee was held on March 11th. There were present Messrs. T. C. Woo, T. C. Ting, C. A. Burch, E. H. Cressy and Y. G. Chen, Bishop L. J. Birney and Dr. Gamewell were also asked to be present. The whole question of a campaign was thoroughly discussed and it was the unanimous opinion of the committee that although a portion of the funds for current expenses had been already realized, the organized campaign should be postponed for the present in view of the following considerations:- that a current fund campaign is for a relatively small amount while the organization involved would be rather extensive; the psychology of people being asked to give to clear a deficit would be a difficult factor and might injure future plans for a larger campaign; it might be difficult to realize sufficient funds to cover our immediate needs with this type campaign. It was felt that we should look ahead to a larger campaign for capital purposes, and should use our available funds to clear the present deficit and continue to make plans to start a larger campaign to cover such needs as the library building or other buildings, endowment, etc.

D-203 VOTED to accept the report of the Promotional Committee.

Charles M. Hall Estate Endowment

D-204 The Board of Directors of the University of Nanking has been greatly heartened by learning from the administrative officers of the University that the trustees of the Charles M. Hall Estate have made a grant of six hundred thousand dollars, United States currency, to this institution. It is understood that one-half of this amount is for unrestricted endowment, while the other half is designated for endowment for the departments of Chinese Cultural Studies.

The Board desires to express its sincere gratitude for this generous gift. There is deep appreciation of the far reaching benefits which this fund will bring to the University. Much of the work of the University will be improved as a result of the increased income, while the instruction in the departments of Chinese Cultural Studies will be definitely enlarged and strengthened. This Board wishes to convey to the trustees of the Hall Estate its sincere thanks.

Gift from Dr. John C. Ferguson

D-205 In recognition of the generous contribution by Dr. John C. Ferguson of the sum of M\$10,089.11 to cancel the debt due from the Boston University Nanking Association, the Board of Directors expresses its sincere thanks to Dr. Ferguson for this gift. the gift has enabled the University to clear a serious deficit from our accounts.



Minutes of the Board of Directors, March 29th, 30th, page 6

Gifts from Bishop Pirney and Dr. Bowen

- D-206 The thanks of this board is due to Bishop L. J. Pirney and Dr. A. J. Bowen for a generous gift which they made to cover a deficit in the contribution due from the Methodist Board. We recognize the deep interest in the University which this gift represents.

Gift from the Institute of Pacific Relations

- D-207 The Board of Directors acknowledge with deep appreciation the recent grants of five hundred dollars, U.S. currency for analyses of data; of eighteen hundred dollars, U.S. currency; for the printing of data; and of ten thousand dollars, U.S. currency, as the first installment for the undertaking of a land utilization project; all made to the Department of Agricultural Economics of the College of Agriculture and Forestry. The Board welcomes this opportunity of cooperation with the Institute of Pacific Relations through its China Committee and desires to offer such facilities as it can for the interests of the institute.
- D-208 VOTED to place on record our appreciation of the distinguished work of Professor J. L. Buck and his colleagues in the department of Agricultural Economics along the lines of research, and our gratification at the recognition of this in the liberal grants made by the Institute of Pacific Relations to this department for further work along this line.

Promotions and increases.

- D-209 VOTED that we reconsider paragraph VII of the new salary scale adopted by the Board of Directors at their second meeting held March 30th and 31st, 1928.

- D-210 VOTED to approve the following paragraph to be substituted in place of paragraph VII recorded on page 17 of the minutes of the meeting held March 30th and 31st, 1928:

"Voted that the Board of Directors appoint a committee of its own members to make recommendations to the Board for the promotion or increase of salary of faculty members. This committee shall make a detailed report of the work accomplished by each one recommended for promotion or increase and will make recommendation to the Board of Directors whose decision shall be final. In making investigation the following points will be considered:

1. Graduate study or equivalent study and research.
2. Success in teaching and nature of courses given.
3. Administrative duties and extra-curriculum activities.
4. Number of absences from work and amount of vacation taken.
5. Publications.
6. Social work."

Minutes of the meeting of the Board of Directors, March 29, 30 page 7

Religious Department

D-211 Voted that we refer the question of strengthening the Department of Religious Work to the executive-finance committee for favorable action.

Mission Scholarship grants

D-212 VOTED that a sub-committee from the Board representing members of the various missions be asked to work out a plan for the administration and distribution of mission scholarships. The committee appointed was: Messrs. Li Han-toh, Li Hou-fu, T. C. Bao and Djang Fang.

Budget for 1929-1930

D-213 VOTED to appoint a special finance budget committee to study the budget as presented, the committee to report at the session on Saturday morning. The committee appointed was Messrs. E.H. Cressy, Victor Hanson and Hsu Chen-chi.

The special finance committee on budget revision recommended that the budget as presented should be reduced ten thousand dollars, eight thousand of which will be applied against the deficit and two thousand used to provide for administrative staff salaries and to increase the contingent fund for next year. The following items were suggested:

College of Arts and Science budget:		
Economics Dept.	2,400 00	
Education dept.	2,200 00	
Mathematics dept.	1,000 00	
Physics dept.	1,200 00	
Sociology dept.	840 00	
Physics equipment	2,000 00	9,640 00
Library:		
Salaries	800 00	
Books	1,500 00	2,300 00
All salaries		1,000 00
		<u>12,940 00</u>

It was recommended that ten thousand dollars should be cut from the above items.

D-214 VOTED to refer the budget for 1929-1930 together with the question of promotions and increases in salaries to the special finance committee on budget with power to act in accordance with the report given to the Board at this time.

D-215 VOTED to refer to the Special finance committee on budget revision the matter of salaries for administrative officers for the coming year.

D-216 VOTED to refer to the special finance committee on budget revision the Middle School budget with power to act.

D-217 VOTED that Mr. Li Han-toh be appointed to take the place of Mr. Hanson on the special finance committee. The members appointed were Messrs. E. H. Cressy, Hsu Chen-chi and Li Han-toh.

Minutes of the meeting Board of Directors March 29, 30 page 8

D-218 VOTED that the administration prepare an exhibit to be attached to these minutes showing the proposed budget for the Chinese Cultural Studies section of the College of Arts and Science budget.

D-219 VOTED that any additional and unexpected funds that may be received during this year shall be used to apply against our present deficit.

Agricultural Experiment Station Work

D-220 VOTED that in view of the fact that the experiment station work and especially the Department of Sericulture is carrying a heavy deficit that we appoint a committee to make a study of this work with an aim of placing the department on a self-supporting basis. The committee appointed was Messrs. Hsu Chen-chi, Chen Chong-shen and Han Ngan.

Share of Administration by Middle School and Hospital

D-221 VOTED that we authorize that one thousand dollars shall be charged against the hospital budget annually as a proportional share of the cost of administration and operating expenses for the University and that two thousand dollars shall be charged against the Middle School budget for the same purpose.

Middle School

The Middle School Committee composed of Messrs. Li Yao-tung, F. C. Garrett, Chen Chong-shen and Li Han-toh made the following report:

(A) Recommended that the present rule regarding full time members of the staff of the University taking outside work with remuneration should be strictly enforced in the Middle School.

(B) Recommended that this committee should meet twice during each semester at which time the president of the University and the principal of the Middle School are invited to make reports and to present any problems for discussion.

D-222 VOTED to adopt the report of the Middle School Committee.

Secretary for College of Agr. and For.

D-223 VOTED that we authorize Mr. J. H. Keisner to secure an English secretary for the College of Agriculture and Forestry at the earliest possible date.

Wu Tai Shan Property

It is the concensus opinion of this Board that we defer action regarding sale of the Wu Tai Shan property.

Minutes of meeting of Board of Directors, March 29, 30, page 9

Report of the Nominating Committee

The Nominating Committee recommends that there shall be no change in the officers of the Board for the coming year. Therefore it was

D-224 VOTED to re-elect the following to serve for one year:

Mr. T. C. Woo	Chairman
Mr. Li Han-toh	Vice-chairman
Mr. C. A. Burch	Secretary
Miss E.M. Priest	Treasurer

Trustees of the Federated University

D-225 VOTED that we appoint Dr. R. Y. Lo as alternate for Mr. Chang Fang and Mr. C. A. Burch as alterante for Mr. E. C. Lobenstine on the Board of Trustees of the Federated Universities.

East China Federated University

On January 7th, 1929 an informal meeting of the members of the Board of Directors was called in Shanghai to meet with Dr. Paul Monroe and discuss a plan which he was proposing for the East China University. There were present: Mr. T. C. Woo, Chairman, Messrs. J. C. Ferguson, E. H. Cressy, E. C. Lobenstine, T. K. Van, R. Y. Lo, C. Y. Cheng, C. A. Burch, A. J. Bowen and President Y. G. Chen, ex officio. There were also present S. J. Mills, H. C. Tsao, R. C. Wells and Dr. Fulkerson of Japan.

Mr. T. C. Woo called the meeting to order and Mr. E. H. Cressy announced the purpose for which the meeting was called after which he introduced Dr. Monroe with the request that he present a detailed explanation of the proposition concerning the East China Christian University. As a matter of record the detailed plan as presented by Dr. Munroe is attached to these minutes.

After prolonged discussion the following action was taken:

Voted to extend a hearty vote of thanks to Dr. Munroe for the interest he has shown in the projected University and for his careful presentation of the matter and to request that the entire question be brought before the next meeting of the Board of Directors for detailed consideration.

D-226 VOTED to refer Dr. Munroe's proposition to the Trustees and senate of the East China Federated University soon to be organized and to request them to study the whole problem and make recommendations to the institutions concerned.

D-227 VOTED to state that the University of Nanking is ready to consider on its merits any plan that is to the clear advantage of Christian higher education in East China and in which the other institutions concerned are prepared to participate.

Expression of Appreciation

D-228 VOTED that we record our appreciation of the work done during the past year by the faculty and staff of the University and that

Minutes of meeting Board of Directors, March 29, 30, page 10.

special recognition be given to the valuable services rendered by Dr. Y. G. Chen. We would also express our congratulations and confidence in the officers and faculty of the whole University.

Celebration of the 40th Anniversary

D-229 VOTED that we wuthorize a celebration of the 40th anniversary during Commencement week, the program to include the following:

1. Review of the past:
  - (a) History
  - (b) Ideals of the Founders
  - (c) Special recognition of services of  
Dr. Ferguson, Dr. Stewart, Mr. Meigs,  
Dr. Bowen, Dr. Williams, Mr. Kuo
2. Transfer to Chinese basis:
  - (a) Reorganization
  - (b) Registration
  - (c) Inauguration of President

and that Mr. Li Hau-toh be appointed to serve on the committee to make full arrangements, and that an appropriation of four hundred dollars be made to cover expenses.

There being no further business the meeting was closed with prayer by Mr. C. Stanley Smith.

C. H. Plopper Acting Secretary.

University of Nanking  
Meeting of the Board of Directors, March 29th, 30th, 1939.

EXHIBIT OF ESTIMATED BUDGET FOR THE CHINESE  
CULTURAL STUDIES DEPTS.

(Included in College of Arts and Sc. budget)

Administration:

Secretary	840 00	
Printing	1000 00	
Supplies and expense	551 00	
Projects	600 00	
Books - to be purchased by library	<u>1500 00</u>	4,491 00

To maintain and strengthen Instruction:

Chinese department Staff	7,000 00	
Economics department; Staff	4,560 00	
Education department; Staff	4,340 00	
History (Chinese) Dept; Staff	1,940 00	
Library Science: Staff	1,891 00	
Philosophy Department: Staff	2,802 00	
Political Science Dept.; Staff	4,830 00	
Sociology Department: Staff	<u>2,340 00</u>	<u>29,703 00</u>

Total for Chinese Cultural Studies \$ 34,194 00

1929

Meeting of the Board of Directors, March 29, 30 - report  
Report of the College of Agriculture and Forestry

I cannot make a report for the College of Agriculture and Forestry without first again referring to Dean Kuo's death, about which you have already heard from Dr. Chen. The loss is not only a great one for the College of Agriculture and Forestry, but also to China, since Dean Kuo was an active leader in the improvement of agriculture in his many connections outside the College.

One of the outstanding things that has affected the College during the past year or so is the increasing number of requests in person or by letter for information and advice in regard to various methods and schemes for agricultural improvement. These requests even go to the extent of asking for some time from our men to go out and help to initiate various projects. With Nanking becoming the capital, the number of visitors has also very greatly increased. These additional demands have drawn upon the time of the members of the faculty so that it is becoming increasingly difficult for faculty members to handle the teaching and research work which they are primarily supposed to do.

Another factor in the situation is the increasing opportunity for our men to take positions in Government bureaus or other organizations. The College has such a reputation that when any bureau wants a man for agricultural work, they try to obtain a man from the College. Since the salaries are higher, the temptation is becoming increasingly great for our men to leave. In this connection, it was Dean Kuo's policy to send men from the College as much as possible and it was this policy that evidently developed some misunderstanding. Individual members of the faculty began to feel that perhaps their services might not be wanted and this created an uneasy feeling. However, in general, there has been no question of the loyalty of the men and now in the present new situation, this last factor has been removed.

To meet the increasing demands a larger staff is unquestionably needed but in order even to keep our present staff, something must be done to meet the very greatly increased cost of living in Nanking, and unless this need is recognized at this meeting of the Board of Directors, the problem of administration of the College will be most difficult this coming year.

You will all be interested to know that Dr. H. H. Love is arriving this spring in connection with the triangular arrangement with Cornell University, the International Education Board, and the University of Nanking, for the conducting of the plant breeding improvement program of the College.

Respectfully submitted,

REPORT OF THE UNIVERSITY HOSPITAL TO THE BOARD OF DIRECTORS -- March 29th and 30th, 1929.

As you know the Hospital was opened in August 1928. It took us several months to put the plant in order so it would be used to the best advantage. Although the first plan was to open the hospital on a very small scale with perhaps sixty beds, the demand has been so great that we were obliged to open about one hundred and twenty beds from the very beginning and there has been constant demand for them.

Clinics. We continue to have a large daily clinic. Many patients come from long distances to secure treatment. About the middle of February Dr. Margaret Smythe opened a gynecology clinic which is held twice a week. This was a much needed work and is being well attended. We are very grateful to Dr. Smythe for her help in this and other phases of the hospital work. In addition to the service she is rendering to the hospital, she is acting as school physician for both Ginling College and the Chung Hwa Girls' School.

Departments. We have the three departments running in good order now; Surgical with doctors Chang, Wang and Wei; Medical with doctors Trimmer, Chang, and Kiang; Eye with Doctors Yang and Wu. We have an increasing number of patients and demands for service to the people of the city. Miss Bauer has returned to the Laboratory and is very busy with her work. We are glad to have her here again.

Statistics; In order to give you definite information in relation to the work we have done I will give you the following records:

Since opening August 20, 1928;

New out-patients	about	9,700
Number return visits		<u>12,292</u>
Total number treatments in clinics...21,992		
In-patients (120 beds)		1,373
Number of operations		730

The treasurer's report showing our financial condition will be presented by the treasurer of the University.

Personnel. Dr. Slater is acting as school physician for the University but spending most of his time studying Chinese. We expect that he will spend full time in the hospital beginning April 1st. We are very anxious to have Dr. Hutcheson and Dr. Daniels return to the hospital. Everyone is kept busy and with only seven Chinese doctors and three American doctors on the staff, we find it is hard to do the work adequately.

There are a number of things that we would like to do in connection with the development of our work, but owing to the present conditions in the city we are not attempting to carry out any plans, but just to quietly carry on the daily work. At the present time we are not buying any large amount of new equipment or supplies, but managing the work with the present supply.



April, 1929

Report of the University Hospital  
to  
The Board of Directors of the University of Nanking.  
From April 1 to October 30, 1929

There have been many changes, several of them very important, since April 1929. In April, Dr. Yang resigned from our Eye Department to go into more general practice in another hospital. I regret to say we have not yet been able to get a good eye, ear, nose and throat specialist to be the head of this much needed work here. At present this work is being carried on in connection with the Surgical Department, but we hope this unsatisfactory method can soon be remedied.

No further change of note in our staff occurred until August 1. At that time our Superintendent, Dr. Chang Feng-i, resigned to go into private practice. He has done a great deal for the work here and we have felt his loss very much. We certainly wish him success in his private practice. We have no Superintendent of the Hospital as yet. At present that place is supplied by a committee composed of Dr. C. B. Chang, our senior Chinese doctor; Miss Helena Van Vliet, acting superintendent of the Nurses Training School; Mr. Sin Song-ling, our senior men's nurse; and myself. Another loss in staff on August 1 was that of our surgical resident. As two internes' contracts had expired about August 1, one left to be married early in August, and the other later in August to take a fellowship at the P. U. M. C., Peking. This left us rather understaffed. Another interne left us September 1, so that September found us much under our usual number of doctors - that is, we had two of the old staff of Chinese doctors, one new interne, and two foreign doctors trying to do the full work. It seemed advisable to cut down a bit, but we knew this was only a temporary setback. At present we have a surgical staff consisting of Dr. Slater, Dr. Wang Yung-jen, resident, and Dr. Chang Yu-sz; and Dr. James Cheng expects to be here this week to share with Dr. Slater the heading up of the Surgical Department. Dr. Vera Hsiung (Mrs. Nye), for five years in the Obstetrical and Gynecological Department of the Margaret Williamson Hospital, Shanghai, joined our staff the last week in September. She holds a clinic daily for gynecological and obstetrical patients. There has been a noted increase in this work and in the inpatients since she came. Dr. Margaret Smythe has continued to give her good services in the out-patients' gynecological and obstetrical clinic with Dr. Hsiung three days a week. Together they are helping this department very much. In the Medical Department, we have Dr. C. B. Chang, Dr. Liu, Dr. Wang Keh-ren, interne, and myself. (Dr. C. B. Chang is out for two months now with typhoid fever, and Dr. Tsong, interne, is temporarily assigned to surgical duty.)

Our Nurses' Training School for Women will open about November 1 with twelve women student nurses. Miss Van Vliet has worked hard to get a capable corps of men and women nurses in the Hospital. We expect and shall heartily welcome back Miss Margaret D. Jeffrey, R. N., in November. We suffered some loss in nursing staff on August 1, but this was quickly made up and now we are ready to open our school. Adequate accommodation for nurses and students has been rather difficult but we have provided for them in some way. Repeated requests that we tear down the remaining two-thirds of the Peden Nurses Home on the east side in order to widen the Chung Shan Lu have been received and we were at a loss to know where

Hospital Report (cont.)

to house our office men, our male nurses, and our technicians in training. However, the Department of Industry, Commerce and Labour has now practically moved out of the Hospital compound near the Kuleo and we hope to be able to use one of the houses there soon for our office men, male nurses and technicians in training.

Our laboratory has been doing its usual good work. It seems a good plan to do more laboratory examinations on patients and thus aid in the intelligent diagnosis of their diseases. In order to do this it will be necessary to charge a laboratory fee to both inpatients and dispensary patients, such fees, especially on the dispensary patients, to be lessened or made free for poorer patients. We now have Miss Bauer in charge; Mr. Yeh Ku, a graduate, as assistant; and six two-year and two six-month students in training. Two of the two-year students started in April and the others about October 1. The breakdown of our Delco plant the end of June has handicapped us greatly in the laboratory, and, of course, no X-ray work can be done until the engine is replaced. At present we have purchased a new crude oil, semi-Diesel engine and it is now being installed. We are also having our heating system thoroughly overhauled and much needed repair work done.

The Memorial Unit is increasingly becoming popular with Chinese patients in Nanking. We are gradually opening more beds in this department.

Housing has been a great deal of trouble. We expect to house our new surgeon, Dr. James Cheng, and Dr. Hsiung in apartments in the most northern house of the Kuleo compound. The house next to the University of Nanking dormitories will be for the office staff, male nurses, and technicians in training, in all nearly twenty men.

We need an eye, ear, nose and throat man badly, and, of course, several other men before we shall be running in good condition.

We thank all those who have helped us in the past, and especially those good ladies in America who have year after year sent us boxes of much-needed hospital clothing and supplies. We also thank our Board of Directors and the President of the University and other friends who unceasingly are doing things for us. We take these so much as a matter of course that perhaps they seem almost unnoticed, but we appreciate them just the same.

Our chapel services are held daily. Every Monday there is a patriotic service; every Tuesday, Thursday, and Saturday the service is a religious one; and the services on Wednesday and Friday may be religious or otherwise, at the discretion of the speaker. On Sunday afternoons, services are held in all the wards and tracts are widely distributed to patients, relatives and friends present. During the week several volunteer workers, more especially among the women, come to the Hospital. Pastor Ding is at the Hospital daily working with the men and we hope soon to have a daily worker for the women also. Finally, we need your earnest prayers that we may do our work in no selfish, proud spirit, but only in a way to help others and to do our Father's will.

Yours respectfully,

C. S. Trimmer, Chairman,  
Hospital Executive Committee  
of the University Hospital.

## REPORT OF THE UNIVERSITY MIDDLE SCHOOL.

The Staff. We have at present twenty-one full time teachers, ten part time teachers, five office assistants and one nurse making a total of thirty-seven members. Excellent spirit of cooperation and responsibility has been manifested in administration and in instruction. Every member on the staff has the ambition of making the school the best middle school in China and works toward the realization of making the school a "home" instead of a hotel.

Students. There are one hundred and thirty-five students in the Senior Middle School, two hundred eighteen in the Junior Middle School and sixty in the Preparatory Department making a total of four hundred and thirteen students. Strict entrance examinations and proper guarantors together with father's or guardian's written request or trust are required and enforced for admission thus laying great stress on selection rather than elimination. Monthly reports are sent to the parents stating the grades, absences, and demerits with the causes for giving such, if any. The parents have been very much pleased with this reminder, but of course it means added work to the office assistants.

The students have their organization called "Hsioh Seng Hwei" which is a branch unit of the National Student Union. Fortunately our Hsioh Seng Hwei in the Middle School assumes a subordinate rather than a coordinate position and has never come into the play as dictator as is the case in many other schools. The student organization is in charge of students board, the proctor being their adviser in dealing with the cook. The publication of the Middle School paper is also a part of their work.

Discipline. Strict discipline is our custom. Every student is required to read a printed set of regulations called "What every student should know." before they are admitted. Increased enrollment is mainly due to the marked difference in this respect between our school and other middle schools in the city in spite of the fact that we charge the highest tuition.

Curriculum. The aim before us in the curriculum making is practical use and preparation for higher education, elective courses being adopted in the third year of the Junior Middle School and in all the grades of the Senior Middle School.

Physical education. Aside from the regular "Ti Chao" classes and all forms of athletics, military science and drill have been introduced into the senior middle school as required by the Government and Boy Scouts for the Junior and preparatory school students. The music band, which was originated twenty years ago when the American visitors to the Nanyang Industrial Exposition made a gift of two hundred gold to the students who acted as their guides, has been again restored this spring.

Religious activities. Mr. Wang Chi-asing, who has had special training in Religious education is in charge of all religious activities. On Tuesdays and Thursdays we have voluntary chapel

Report of the Middle School.

exercises which attract a fairly large audience. The students who come really attend the meeting. On Friday evenings Christian teachers and students meet together in a social and prayer group and non-Christian teachers and students are invited by their friends in the group. The School Y.M.C.A. has been doing good work among the students.

The attitude of the Bureau of Education. Since the registration of our school in June last year the Bureau of Education has always been friendly and useful to us. A conference of all the registered middle school principals is held once a month in the Bureau; the director being the chairman of the conference. Many a constructive measure has been adopted by this conference.

Our needs. Three damaged houses for teachers, of which is to be used as clinic and sanatorium need immediate repairs. Equipment for general and elementary science are in great demand. Desks, chairs and beds have not been properly provided. A gymnasium or at least a shed of brick and tile is needed particularly during rainy days thus avoiding the abused use of classrooms and dormitory hallways for ball playing. The decayed east compound wall should be rebuilt. Directions, help and support from the Board of Directors will be highly appreciated.

Respectfully submitted,

March 29, 1939.

C. F. Liu, Principal.

Meeting of the Board of Directors, March 29, 1929 - report

Report of the Property Committee

The residences have been gradually repaired and rented to our own staff members. Recently the residences Nos. 15, 27 and 35 have been released and re-occupied by our own faculty. Messrs. Nelson Chen and C. C. Hu are to occupy House No. 27 as soon as the house is repaired. They are both of the Agriculture and Forestry staff, and are temporarily in residence No. 35.

At the present time we are renting to people other than our own staff members the following residences:

- |              |                                 |
|--------------|---------------------------------|
| House No. 20 | House No. 21                    |
| House No. 19 | House No. 23                    |
| House No. 29 | House No. 12 - 1 apartment only |
| House No. 31 | House No. 3                     |
| House No. 26 | House No. 4                     |
| House No. 16 | House No. 22                    |

House No. 14 belonging to the hospital is now being repaired and is being made into a two apartment house.

The contract for the new deep well was given January 11, 1929 to Wu Tsin-hwa who was the same contractor as dug the hospital well a few years ago. He hopes to finish the first stage of the well by June.

We are rapidly completing the gas plant and expect it will be ready for use early in June.

C. T. Gee, Superintendent.

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Statement by Dr. Paul Monroe  
March 1929

Proposition concerning the East China Christian University.

1. That Nanking University be declared the contemplated East China Christian University.
2. That this University then be moved to Shanghai. That is, the charter, the Board of Trustees, the assets, the faculty be removed to a new site, leaving the Agricultural School at Nanking, and leaving the use or disposal of the present campus and buildings to be determined later. It would be quite feasible to maintain a preparatory school and junior college, if it was so desired without interfering with the university scheme.
3. That in time the name be changed to meet the actual situation. Some such name as the East China Christian University, or East China University, or better some simple Chinese form such as Yen-ching, Chesloo, Ginling. This, however, is a detail which can be determined later.
4. That Soochow University be requested to contribute its property in Shanghai as the essential campus of the new institution, and turn over its Law School as a component part of it. I understand that the income from this property constitutes part of the support of the work at Soochow. Whatever recompense should be made for this, either directly or through inclusion of an item in a general campaign, could be determined later and by negotiations.
5. That negotiations be immediately undertaken to secure the other mission properties in that immediate vicinity. These transfers might be effected by contribution, by exchange, or by purchase. Should there be remaining corners of the ground desirable for a campus, arrangements should be immediately made for their purchase, and if sufficient funds were available for any additional ground which might look forward into the future I understand that there is a considerable lot, almost a block, in the immediate vicinity which is not yet built on.
6. The buildings of the plant should be planned so as to run up into the air six or eight or ten storeys, consequently there would be abundant room on the plant to house the work of the contemplated university for a long time to come. This campus has the advantage of being very near the heart of the city, not more than ten minutes away; five minutes walk from the Astor House. This gives a location in the center of the city, where any modern university must be placed. If it seems too expensive a ground it might be sold and suburban property obtained, but in doing so it loses the great advantage of moving the university to the city.
7. St. John's should be invited to take the responsibility for the Medical School to form a part of the university on a federated plan; that is, with its separate board of trustees carrying the

financial responsibility. The university would accept the federated relationship on three conditions:

- (1) That the foreign medical interest in Shanghai be united into one organization.
- (2) That the school maintained would be of university grade; standards as to number of staff, number of full time instructors, and so on, would be determined by the university in conference.
- (3) That the financial responsibility be carried by St. John's or the medical school organization.

Under this scheme naturally the pre-medical work of the junior-senior rank would be done by the university, but this work might be allotted to St. John's if they still desired it without any great injury to the general plan.

One additional feature is that St. Luke's hospital is within a few rods of this site; - I think not over two blocks - so that whatever medical school was developed by St. John's, at least for the clinical part of the work, would be almost a part of the physical plant of the university.

- 8. The plan so far outlined would care for the special interests of Nanking, Ginling, St. John's and Soochow. I assume that Hangchow does not form any problem. There remains Shanghai. The most obvious solution there is to invite Shanghai to participate also on the federated plan by contributing a school of commerce, school of journalism, school of education, or whatever other related work they may have of a professional character that they are willing to put into the common scheme. If they are not willing, all well and good. Time and the logic of the situation would force them into some kind of relationship when the university got under way. The federated scheme is entirely possible because the campus of Shanghai is not more than ten or fifteen minutes distant by autobus. Their students might live and do considerable part of their work on the Shanghai campus. They could still do their university and professional work at the university plant. In fact, the Shanghai campus might well furnish a place for the social and extra curricula activities of the student body, although there would be, no doubt, abundant room at the university center for the necessary gymnasium facilities.
- 9. One or two additional advantages of this plan I would mention briefly.
  - First: In place of adding one additional institution to the already complicated situation, it practically reduces the number by one.
  - Second: You have no problem of getting an additional charter. I think it would be extremely difficult to get a charter for

an additional institution either granted in America or in China, particularly when it is nothing more than a paper scheme without assets of its own.

Third: It is my firm conviction that a university at Nanking, under the aegis of the government will never succeed. It arouses too much hostility on the part of government officials, especially those of non-Christian sympathy. It would always remain as a source of irritation. I am and have always been much more sensitive to this critical element in the situation than have the missionary educators, but I know from the critical comment over years the attitude of the Chinese to an institution which has something of a foreign character, even if that foreign character now disappears the present temper of the governmental secretaries is to maintain the same attitude toward a private institution. They look upon it as a challenge to their authority. Whether rightly or wrongly, this is, in my judgment, one of the great difficulties between the Chinese and American psychology, and we are operating in China.

Fourth: One direct outcome of this I believe would be the fact that it is difficult to regulate the proper kind of staff at Nanking. I understand that a large per cent of the faculty is non-Christian. Now the Christian influence of a university is to be exerted entirely through the character and personality of its teaching staff. It cannot be done through the subjects nor through the organization nor through religious instruction or exercises. So what is the use of maintaining a Christian institution for missionary purposes if so large a percentage of its staff is non-Christian? I believe this situation would be entirely changed if the institution was located at Shanghai.

10. The initial step is to get the consent and the interest and the active cooperation of the Nanking authorities. To my knowledge we have been discussing this plan now for fifteen or eighteen years. In my judgment, action can be had if there is any desire for action.

Respectfully submitted,

Paul Monroe.

March 1929.



MEETING OF THE SPECIAL FINANCE COMMITTEE FOR BUDGET-REVISION  
Held in Nanking, April 13, 1929.

The meeting of the special finance committee for budget revision which was appointed at the Fifth meeting of the Board of Directors held March 29th and 30th, 1929 met in Nanking on Saturday, April 13th, 1929.

There were present Messrs. E. H. Cressy, Li Han-toh, Chen Chong-shen and Dr. Y.G. Chen and Miss E.M. Priest, ex-officio. Dr. Hsu Chen-chi found it was impossible to be present and asked Dr. Chen Chong-shen to act as his proxy on the committee.

The meeting was opened by prayer.

The budget which had been revised in accordance with instructions from the Board of Directors was presented to the committee. After discussion it was

SF-1 VOTED that we ask the Executive-finance committee to make a comparative study of the salaries now paid to single missionaries by the mission boards now cooperating in the University of Nanking with a view to revising our present scale before July 1st, of this year.

SF-2 VOTED that we provide M\$2,160 00 per year for all single women now supported by the University of Nanking with the understanding that this is a tentative arrangement pending the decision of the Executive-finance committee after the study of the salaries and allowances paid by cooperating missions is made. It is understood that this new salary basis is effective September 1, 1929.

SF-3 VOTED that the President's entertainment account be increased from 400.00 to 600 00 with the understanding that monthly payments be made without accounts being rendered.

SF-4 VOTED to approve the recommendations for salaries for the Administrative Staff for the year 1929-1930 as effective September 1st, 1929 as follows:

Liu Kwoh-chuin, Dean of College of Arts and Sc.	\$240 00 per mo.
Li Siao-yuen, Librarian	220 00
Wei Hsioh-ren, Registrar	220 00
Chas. T. Gee, Superintendent of Bldgs.	240 00
Liu Ching-fu, Principal of Middle School	230 00

SF-5 VOTED to approve the increases in salary as recommended for the Administrative staff, Library staff, College of Arts and Science staff and College of Agriculture and Forestry staff.

SF-6 VOTED that all recommendations for increases in salaries should be presented by the president to the Board of Directors each year, and that the President shall be asked to prepare a statement which will give full information regarding each individual staff member. In the future increases in salary shall be made exclusively as merited in accordance with work done during the year.

SF-7 This committee understands that the additional funds referred to in Action D-219 refers to unrestricted funds only and therefore directs that any additional funds received this year from the Hall Endowment, restricted for Chinese Cultural Studies, shall be used to strengthen the Cultural Studies Departments.

SF-8 VOTED that we assign \$2,700 00 to the Economics and Education Departments of the Cultural Studies Section when we receive authorization of additional income from the restricted funds for this purpose.

SF-9 VOTED to approve and authorize the salary increases in the special cases as presented by the President which are as follows:

Wu Ching Chao                    210 00 per month - in recognition of unusual ability, faithful service and literary contributions.

Wan Kwoh-ting                    135 00 per month  
Chow Ming I                      145 00  
Li Teh I                          125 00  
Heh Ching Ming                  125 00  
Hsu Chen                         145 00

In recognition of special responsibilities in connection with being either head or acting head of their departments.

Chiao Chi ming                  115 00 - new teaching responsibility.

Chu Pei tsiang                  55 00  
Teng Ting chang                65 00  
in recognition of faithful work in administrative offices

Chen Sheo An                    48 00  
Li Shih Chieh                  45 00  
Chen Chi                         80 00  
Swen Chong I                    80 00

To equalize salaries and correct errors as above men were started at salaries lower than the present schedule.

SF-10 In view of the fact that certain departments would be reduced below the level for this year it was voted to authorize the president and treasurer to make equal cuts in such other items as they find desirable.

SF-11 VOTED to refer the budget of the Middle School to the president to confer with the principal, final decision to be submitted to this committee by correspondence.

SF-12 VOTED to adopt the budget for the year July 1, 1929 to June 30, 1930 as revised.



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~~MINUTES OF THE SIXTH MEETING OF THE EXECUTIVE-FINANCE~~ **TRANSFER**  
 COMMITTEE OF THE BOARD OF DIRECTORS -- meeting jointly  
 with the  
**HOSPITAL COMMITTEE AND THE MIDDLE SCHOOL COMMITTEE**  
 Held in Shanghai, on Wednesday, July 3, 1929 at 9:30 A.M.

Members of the executive-finance committee;

- |                                   |                          |
|-----------------------------------|--------------------------|
| *T. C. Woo, Chairman              | *Djang Fang              |
| *Li Han-toh, Vice-chairman        | *A. J. Bowen, ex-officio |
| *E. H. Cressy                     | *Y. G. Chen "            |
| C. A. Burch                       | *E. M. Priest "          |
| *Ting Tso-chen (for Sie Kia-shen) |                          |

Members of the Hospital Committee:

- |                       |                         |
|-----------------------|-------------------------|
| *Li Han-toh, Chairman | *R. Y. Lo               |
| *A. J. Bowen          | C. A. Burch             |
| *Chao Si-fah          | *Y. G. Chen, ex-officio |
|                       | *T. C. Woo "            |

Members of the Middle School Committee:

- |                                  |                        |
|----------------------------------|------------------------|
| *Djang Fang                      | C. A. Burch            |
| *F.E. Gamewell (for L.J. Birney) | *T. C. Woo, ex-officio |
| *Li Han-toh                      | *Y. G. Chen "          |
| *Chen Chung-sheng                |                        |

The members whose names are starred were present.

The meeting was opened by prayer by Mr. Djang Fang.

Report of the President

Dr. Y. G. Chen gave a brief report of conditions in the University and the purpose for which this meeting had been called.

Speers' Residence Fund

During 1926 the Presbyterian Board of Foreign Missions in the U.S.A. gave the University a fund amounting to M\$10,515 78 for the purpose of constructing a residence for the James M. Speers family. Owing to disturbed conditions the house was not built and it has been felt that we have a sufficient number of residences to care for the Mission Board supported staff. Accordingly the Board of Founders were requested to give permission to have this fund used for the construction of smaller houses to provide accommodations for some of our Chinese faculty members. Inasmuch as word has been received from the Board of Founders authorizing the use of this fund for this purpose with the understanding that if and when the Speers or a substitute for the Speers should be sent to Nanking, a house shall be provided for them. It was therefore

Minutes of July 3, 1929 meeting - 2

DEF-230 VOTED to authorize the Building and Property Committee to proceed with the plans for the construction of small houses to provide satisfactory accommodations for members of the Chinese faculty, the total cost not to exceed \$10,515 78; Chinese currency.

Salary Basis for University Supported Missionaries

DEF-213 VOTED that a small committee be appointed to re-study the whole question of the salary basis for foreign staff members supported by the University of Nanking with instructions that they make a report at the fall meeting of the Board of Directors. (It is understood that the provisional action of the special committee is tentatively effective as of September 1st.) The committee appointed was; Messrs. A. J. Bowen, E. H. Cressy and E. C. Lobenstine with Mr. T. C. Woo and Dr. Y. G. Chen, ex-officio.

Middle School Problems.

Dr. Y. G. Chen presented the resignation of Mr. C. F. Liu as principal of the University Middle School. After consideration it was

DEF-232 VOTED that the resignation of Mr. C. F. Liu as principal of the University Middle School be accepted, effective July 1, 1929 and that a letter of appreciation be sent to Mr. Liu for his effort and work in behalf of the University during these years of service.

DEF-233 VOTED that a committee be appointed by the president to function in administering the Middle School until such time as a successor shall be appointed to take over the work of the principal. It is understood that Dr. Y. G. Chen shall be chairman of this Middle School Administrating Committee and that the committee shall be responsible to the Middle School standing committee of the Board of Directors.

The Middle School Committee held a sub-committee meeting during the luncheon hour and at the afternoon session made the recommendation that the following persons should be considered for the position of principal of the University Middle School; Messrs. Djang Fang, Tung Tsi-tao and Wei Hsioh-ren. After due consideration and discussion it was

DEF-234 VOTED that the Executive-finance committee of the Board of Directors most unanimously and enthusiastically appoints Mr. Djang Fang as the principal of the University Middle School, all further arrangements and details to be made by Dr. Y. G. Chen and Mr. Li Han-toh.

University Hospital

Dr. Y. G. Chen reported to the committee the various problems connected with the University Hospital, and it was decided to adjourn to allow the members of the Hospital Committee to meet and make definite recommendations.

The following recommendations were made and presented to the members of the Executive-finance committee at the afternoon session;

1. Dr. Chen presented the resignation of Dr. Chang Fong-I as superintendent of the University Hospital. After due consideration it was voted that we accept the resignation of Dr. Chang Fong-I as superintendent of the University Hospital, effective July 31st, 1929, with a letter of our appreciation of his work and efforts for the hospital during the past year.
2. It was voted that a committee be appointed by Dr. Chen, President of the University, to administer the Hospital until such time as a successor to Dr. Chang Fong-i could be secured.
3. It was voted that Dr. Chen, President of the University be authorized by the Executive-finance committee to exert his best efforts to secure a successor to Dr. Chang as superintendent of the University Hospital.
4. Dr. Chen presented the need for some solution for providing electricity for the hospital and it was voted that Dr. Y. G. Chen, Mr. T. C. Woo and Mr. Ting Tso-chen, be asked to form a committee to look into the matter with power to take such action as may seem to them necessary and desirable.
5. In view of the fact that Dr. J. H. Daniels, the Presbyterian representative on the Mission Board quota for the hospital, is delayed in the United States for another year on account of ill health, we request the Presbyterian Mission through the Nanking station to provide a doctor who will temporarily fill the Presbyterian vacancy on the hospital staff, and would request that this vacancy be filled if at all possible not later than September 1st of this year.

After hearing the report of the Hospital Committee it was;

DEF-235 VOTED that the recommendations made by the hospital Committee be adopted.

Orphanage Claims for Famine Funds

The claim for help for orphanages from the Famine Funds allocated to the University of Nanking and Yenching University was presented together with a letter from Mr. Patton, Secretary of the China Famine Fund Committee and a letter from Pres. J. Leighton Stuart of Yenching University. After due consideration of the matter it was:

Minutes of the July 3, 1929 meeting - 4.

DEF-236 VOTED that the University of Nanking does not have the authority to allocate any portion of the Famine Funds held in trust for them, except as directed by the China Famine Fund Committee. Inasmuch as this whole matter will need to be considered by the ones in direct control of the funds in the United States, it is our opinion that the whole question should be referred to the Committee of Reference and Counsel, with the understanding that the University of Nanking will abide by any decision made by the authorities in charge of the funds.

Authorization to borrow Funds

DEF237 VOTED to authorize the Chairman of the Board of Directors, the President of the University and the Treasurer of the Board of Directors to arrange with the Shanghai Commercial and Savings Bank for an overdraft not to exceed fifteen thousand dollars (M\$15,000 00) for the current running expenses of the University during the months of July and August, the same to be repaid not later than the end of September 1929.

East China Federated University

The proposed constitution of the East China Federated University was presented and after discussion it was decided that in consideration of previous actions taken by the Board of Directors, and in view of the limited time between this meeting and July 10th, the date of the meeting of the Board of Trustees of the East China Federated University - which does not allow sufficient time to call a meeting of the members of the Board of Directors for action of this matter - it was not thought necessary for this committee to take further action in the matter.

DEF-238 VOTED to appoint Mr. Ting Tso-chen to serve as alternate for Mr. E. C. Lobenstine at the meeting of the Board of Trustees of the East China Federated University scheduled to be held July 10, 1929.

Changes in Salaries as adopted by the Board of Directors

In view of various changes, additional responsibility, corrections, etc. the following salaries were presented for the year beginning September 1st, 1929;

Nelson S. Chen	200 00	- increase of 30 00 per month
Tang Ih	95 00	- increase of 15 00 per month
Chen Sheo an	53 00	- increase of 15 00 per month
Chen Chang-wei	125 00	- increase of 15 00 per month
Tao Ming peh	60 00	- increase of 10 00 per month
L. D. Duan	35 00	- increase of 10 00 per month
Chang Chi-wen	115 00	- increase of 15 00 per month

minutes of July 3, 1929 meeting - 5

In the case of Mr. N. S. Chen the increase is 20 00 more than was recommended in the spring on account of added responsibility in relation to the Biology Department which is made up of five divisions. In all other cases the increase is 5.00 more than was recommended because of additional work, in recognition of their responsibility as heads of departments, etc.

DEF-239 VOTED to approve the changes in salaries as presented by Dr. Chen effective September 1, 1929.

DEF-239 VOTED Sabbatical year leave for study

DEF-240 VOTED that the president should appoint a committee to make a careful study of the problem of sabbatical year leave for further study for staff members with instructions that this committee shall bring in definite recommendations at the next meeting of the Board of Directors.

There being no further business the meeting adjourned.

Translation of the Agreement between the Ming Feng Silk Works, Wusih and the Department of Sericulture, University of Nanking, Nanking.

Purpose:- To improve silk and the production of silkworm eggs through the cooperation of both parties.

- Article I. The University of Nanking agrees to supply to the Ming Feng Silk Works a total of forty-five thousand sheets of spring and autumn silkworm eggs annually.
- (a) If the production of the University Department of Sericulture proves to be more than this amount, the University reserves the right to use the eggs for extension and research projects, but agrees not to sell to any other factory or silk works.
  - (b) If because of unsuitable weather conditions or some other reasonable incident the University is unable to produce a total of forty-five thousand sheets of eggs, the Silk Works will accept whatever proportion is produced with a proportionate reduction in the amount of support given to the University, this reduction to be mutually agreed upon by both parties.
  - (c) If the University production is greater than forty-five thousand sheets and the amount required for extension and research projects, the Ming Feng Silk Works agree to take the extra production, paying the market cost of any additional eggs supplied over the contract amount of forty-five thousand cards annually.
- Article 2. The Ming Feng Silk Works will pay twenty thousand dollars (M\$20,000 00) Chinese currency to the University of Nanking for the silkworm eggs as agreed upon in Article I every year. The payments will be made in two instalments: January and July of each year. The University of Nanking will issue their official receipt for these payments.
- Article 3. In order to make this agreement effective, the University of Nanking agrees to construct a new building for the production of silkworm eggs, especially for extension purposes. It is understood that the University of Nanking will pay for this building.
- Article 4. The Ming Feng Silk Works will contribute fifteen thousand dollars (Chinese currency) (M\$15,000 00) to construct a refrigeration plant for the storage of silkworm eggs. This capital expenditure will be a gift from the Ming Feng Silk Works, but the University of Nanking agrees to provide for the current running expenses of the plant.



Agreement with Ming Feng Silk Works - 2

- Article 5. The University of Nanking agrees to employ an additional man with special training in Sericulture. His work shall be in connection with special work with the silkworm eggs, testing eggs, mulberry orchards and training of students.
- Article 6. The best kinds of eggs to be produced shall be decided by the head of the department of Sericulture of the University of Nanking and the agent from the Ming Feng Silk Works.
- Article 7. The University of Nanking will offer a training course for ten (10) Junior Middle School graduates who are studying to become directors in the Ming Feng Silk Works. This course shall be offered each year. It is agreed that the University of Nanking will provide suitable lodging and the Ming Feng Silk Works will provide ten dollars chinese currency (M\$10.00) for each student each month. The students will provide their own board and incidentals.
- Article 8. The University of Nanking agrees to allow the Ming Feng Silk Works to store their eggs in the refrigerator up to sixty thousand sheets. For this privilege the Ming Feng Silk Works agrees to pay to the University one hundred dollars per ten thousand sheets for rent and two hundred dollars per ten ~~sheet~~ thousand sheets for the cost of acids. If the Ming Feng Silk Works sends more than sixty thousand sheets to be stored in the refrigeration plant they agree to pay double the charges mentioned above; that is, two hundred dollars per ten thousand sheets for rent and four hundred dollars per ten thousand sheets for the charge for acids.
- When
- Article 9. The silkworm eggs are ready it is agreed that the University of Nanking will notify the Ming Feng Silk Works of the date of shipment to the Silk Works. The Ming Feng Silk Works agrees to receive the eggs according to the date they are thus notified. The University of Nanking agrees to pay the packing costs and the Ming Feng Silk Works agrees to pay the freight and other charges for the shipment.
- Article 10. This agreement will be effective for ten years beginning July 1st, 1929 and ending June 30th, 1939, but after five years if the cost of living has continued to advance and other expenses are correspondingly higher, the current allowance each year may be increased by mutually agreement by both parties. After ten years if the arrangement has been mutually satisfactory, the Ming Feng Silk Works reserves the right to ask the University of Nanking to extend the contract for another period of ten years. (Note: It is understood

Agreement with Ming Feng Silk Works - 3

that the Ming Feng Silk Works will receive the silkworm eggs beginning the autumn of 1930 and ending with the autumn of 1939.)

Article 11. This agreement is made in duplicate; one copy for the Ming Feng Silk Works and the other copy for the University of Nanking. If any corrections or changes need to be made, it is understood that the University and the Silk Works have the privilege of making such changes or corrections as are mutually agreed upon.

Agreement signed:

University of Nanking,  
Y. G. Chen, President (seal)  
C. W. Chang, Acting for the dean of  
College of Agr. and For.  
Koo Ying, Head of Dept. of Sericulture.

Ming Feng Silk Works,  
Chu Ih Sheo, Agent (seal)

Dated; August 21, 1929.

SEVENTH MEETING OF THE EXECUTIVE-FINANCE COMMITTEE OF  
THE BOARD OF DIRECTORS OF THE UNIVERSITY OF NANKING  
October 25, 1929

The Executive-Finance Committee of the Board of Directors of the University of Nanking met in room 303 of The Missions Building, Shanghai, at 9 A. M. on October 25, 1929.

Members of the Committee

*T. C. Woo, chairman	*E. C. Lobenstine (for Djang Fang)
*Li Han-toh, vice-chairman	*A. J. Bowen, ex officio
*E. H. Cressy	*Y. G. Chen " "
*F. C. Garrett	*Miss E. M. Priest "

The members whose names are starred were present. There were also present, by invitation, Mr. Alexander Paul and Dr. E. W. Wallace. The meeting was opened with prayer by Dr. F. C. Garrett.

Dr. Garrett was elected secretary for the meeting.

Budget for 1929-1930

DEF-241 VOTED that the revised budget for current expense for the year July 1, 1929, to June 30, 1930, as presented by the Treasurer be approved and recommended to the Board of Directors.

DEF-242 VOTED that the budget for Chinese Cultural Studies as presented be approved and recommended to the Board of Directors, with the understanding that the cost of cataloguing books, cost of insurance on books, etc., be considered part of the total appropriation made for the purpose of securing additional library books.

DEF-243 VOTED that the plan proposed for the use of the funds for Chinese Cultural Studies be adopted and recommended to the Board of Directors.

DEF-244 VOTED that it be recommended to the Board of Directors that the budget of each college shall include an item of ten per cent of its total budget each year, to cover administration and operation of the plant, it being understood that the Chinese Cultural Studies section and the Famine Prevention Work section are to be excepted from this request.

DEF-245 VOTED that the report of the Treasurer in regard to deficit and contingent items be accepted.

Seventh meeting of Executive-Finance Com., Oct. 25, 1929 - page 2

East China Federated University

DEF-246 VOTED that recommendation be made to the Board of Directors that they approve of the constitution of the East China Federated University as adopted by the Board of Trustees on July 10, 1929, with the understanding that it shall be made more specific and detailed before presentation is made to the Boards in the United States.

DEF-247 VOTED that recommendation be made to the Board of Directors that they ask the Board of Founders to accede to the request of the Board of Trustees of the East China Federated University as follows:

"That the Board of Founders in America of the University of Nanking be requested to act for the East China Federated University in receiving, transmitting, holding and investing funds until such time as the Board of Founders of the East China Federated University shall be incorporated under the laws of the State of New York."

Salary Scale

DEF-248 VOTED that the adjustments in salaries of teachers in special cases, as recommended by President Chen, be approved and recommended to the Board of Directors.

(See schedule attached showing additional list.)

DEF-249 VOTED that the report of the special committee concerning University employed foreign staff be approved in general and recommended to the Board of Directors. (See schedule attached to minutes.)

DEF-250 VOTED that the Board of Directors be asked to approve of the recommendations of the special committee concerning university employed foreign staff, that foreigners employed by the University, other than those allocated by Missions, shall be known as missionaries of the Board of Founders and shall be supported by the Board of Founders.

Sabbatical Study for University Staff

DEF-251 VOTED that the general proposal for sabbatical study be referred to the President and the Treasurer to bring in recommendations to the next meeting of the Board of Directors.

DEF-252 VOTED that in view of the fact that we have just learned that Dean Kuo made a definite promise to Mr. N. K. Ip to the effect that Mr. Ip be allowed to go to Wuchang and then take his sabbatical study leave, we recommend to the Board of Directors that, providing the house formerly

Seventh meeting of Executive-Finance Com., Oct. 25, 1929 - page 3

occupied by Mr. Ip and which he has rented personally is vacated and returned to the University of Nanking by December 1, 1929, the Board authorize payment to Mr. Ip of salary amounting to two thousand six hundred and forty dollars (\$2,640.00) after deductions have been made for the amount due the University of Nanking as follows:

Salary \$2,640.00  
 Less amount due:

Cotton seeds \$422.26

Wheat seeds 21.25 \$443.51

Rent of house:

1928, 6 mos. @ \$40 240.00

1929, 11 mos. @ 60 660.00

Electric light to Dec. 1 112.90

1,456.41

Balance to be given to Mr. Ip . . . \$1,183.59

Division of the College of Arts and Science

DEF-253 VOTED that the proposed division of the College of Arts and Science into a College of Arts and a College of Science be recommended to the Board of Directors, with the understanding that the President with the special committee appointed by the Executive Committee of the College of Arts and Science (consisting of Messrs. Bates, H. R. Wei, N. C. Liu and T. B. Liu) to study this question prepare for the next meeting of the Board of Directors a statement showing exactly how it will be possible to meet the government requirements for three colleges.

Department of Sericulture

DEF-254 VOTED that the proposed agreement between the University and the Ming Feng Silk Works be approved and recommended to the Board of Directors.

Gain in Exchange

DEF-255 VOTED that recommendation be made to the Board of Directors that they request the Board of Founders to allow the University to use the gain in exchange during the year 1929-1930 for the purpose of residence repairs to an amount not exceeding \$12,000.00, and, if finances permit, to provide for sabbatical salary for one member of the staff for one year.

Seventh meeting of Executive-Finance Com., Oct. 25, 1929 - page 4

Quota Vacancies  
American Baptist Foreign Mission Society

DEF-256 VOTED that recommendation be made to the Board of Directors that the American Baptist Foreign Mission Society be urged to appoint two representatives as soon as possible to fill vacancies on the faculty.

Financial Statement for 1928-1929

DEF-257 VOTED that the financial statement of the Treasurer for the year 1928-1929 as audited be approved and recommended to the Board of Directors.

Language School Building Fund

DEF-258 VOTED that the following in regard to the Language School Building Fund be approved and recommended to the Board of Directors:

1. That the entire amount of the Language School Building Fund amounting to \$18,455.66 be placed in a special bank account, \$15,000.00 to be placed on fixed deposit for the period of one year.
2. That the Board of Founders be requested to secure permission from the cooperating Boards to use \$15,000.00 of the Language School Building Fund, if it seem feasible, for the purpose of building some additional residences for university staff members.
3. That the balance of the fund, or \$3,455.66 be reserved for necessary repairs on the Language School buildings.

Adjournment

There being no further business, the meeting was adjourned at five o'clock.

Frank C. Garrett,  
Secretary pro tem.

Report of the Special Committee Concerning University Employed Staff  
UNIVERSITY OF NANKING  
October 25, 1929

- 1. Salary for single women:
  - First five years      Gold \$1,080.00
  - Second five years     "    1,150.00
  - After ten years       "    1,200.00

Exchange shall be at the current rate except that the University shall guarantee a minimum of two to one.

2. Medical care shall be provided by the University. Extraordinary items shall be provided, each being considered on its merits.

3. Furlough salary and travel shall be provided by the University, including Gold \$100.00 for re-outfit.

4. Retirement. The University shall provide for the retirement of the present staff in accordance with the following:

(a) The cases of Miss Jeffrey and Miss Hynds shall be dealt with on their merits.

(b) In the case of the other four single women now employed by the University, the University shall take a share in purchasing an annuity of Gold \$1,000.00 at the age of sixty-five, on condition that the beneficiary assume a share along the general lines of the Teachers' Insurance and Annuity Association of America, located in New York. The upper limit of the amount assumed annually by the University shall not exceed \$75.00 gold for those who have served less than five years, and \$120.00 gold for those who have served more than five years, except in the case of Miss Purcell. Because of her longer term of service and the correspondingly higher cost of the annuity, Miss Purcell shall pay 10% of her salary or Gold \$120.00 each year, and the University shall assume the payment of the balance each year. This retirement provision shall ordinarily be put into operation at the beginning of the third year of service. In case of the resignation of the beneficiary, the amount of annuity purchased by the funds set aside by the University and the beneficiary shall belong to the beneficiary. In case of the death of the beneficiary, the amount of the annuity purchased by the funds set aside by the University and the beneficiary shall belong to the heirs of the beneficiary. This arrangement for retirement provision would work out approximately in accordance with the following table:

	Age	Years in Univ.	Salary	Annual cost of annuity	Percentage and cost to beneficiary	Cost to University
Miss Van Vliet	30	6	G\$1,150	G\$133	5% G\$57.50	G\$ 75.50
Miss Priest	35	9	1,150	176	5% 57.50	118.50
Miss Bauer	34	10	1,200	163	5% 60.00	105.50
Miss Purcell	47	15	1,200	384	10% 120.00	264.00

(c) The method of administration shall be that the Board of Founders in the United States shall deduct annually from endowment income a sufficient amount to provide for the purchase of annuity or other form of retiring allowance. They shall also deduct the percent agreed upon from the salary of the beneficiary, applying both to the annual payments as provided.

SIXTH MEETING OF THE BOARD OF DIRECTORS OF  
THE UNIVERSITY OF NANKING

November 1, 1929

The sixth meeting of the Board of Directors of the University of Nanking was held in the University Guest Room, Severance Hall, beginning at nine o'clock on the morning of November 1, 1929. The meeting was opened with prayer by Mr. Li Hou-fu.

Members of the Board

	1929	1930	1931
Elected by the Chekiang-Shanghai Baptist Convention	*T. K. Van	*T. C. Wu	
East China Mission of the American Baptist Foreign Mission Society	*E. H. Cressy		*J. W. Decker
Central China Conference of the Mei I Mei Hwei	*Li Han-toh	Tsu Yu-ho	R. Y. Lo
Central China Mission of the Methodist Episcopal Church	*F. D. Gamewell (proxy for L. J. Birney)		*H. F. Rowe (proxy for J. C. Ferguson)
East China Divisional Council of the Church of Christ in China: Ning Chen Chu Hwei:	Vacancy (Pao Chung, alternate)	S. T. Wen	G. C. Hood
Wang Peh Chu Hwei Kiangnan Mission of the Presbyterian Church in the U. S. A.		*S. J. Mills (alternate for F.S. Niles)	*E. C. Lobenstine
Chung Hwa Chi Tuh Chiao Hwei (connected with the China Christian Mission)	*Tung Teh-fu (proxy for Cheo Hsiao-chen 1933)	*Li Ming-fu	*Li Hou-fu (1932)
China Christian Mission			*F. C. Garrett *C. H. Plopper (1933)
Alumni	Hsu Yuan	*Chao Si-fa (proxy for Han Ngan)	*Chen Chung-shen (to fill a vacancy) Vacancy
Co-opted	King Chu *T. C. Woo	K. P. Chen Ting Tso-chen	Vacancy
Ex officio	*Y. G. Chen *A. J. Bowen		



Sixth meeting of Board of Directors, Nov. 1, 1929 - page 2

The members whose names are starred were present, \* by invitation, Dr. Thomas J. Cross of Atlantic City, Mr. Djang Fang, Principal of the Middle School, and Mr. M. S. Bates of the College of Arts and Science, Miss E. M. Priest, Treasurer; and the Secretary.

Election of Secretary

D-259 VOTED that Miss Purcell be elected Secretary of the Board.

Approval of Minutes

The following minutes have been circulated since the spring meeting of the Board:

- Minutes of the meeting of the Board of Directors of March 29, 30, 1929.
- Minutes of a meeting of the Special Finance Committee for Budget Revision, April 13, 1929.
- Minutes of a meeting of the Executive-Finance Committee with the Hospital Committee and Middle School Committee, July 3, 1929.

Report of the President

In general, educational problems in Nanking have been less pressing since I last reported to you, though there are still many to face.. The contention between government and private schools is less marked, except in the matter of teachers. Teachers in the higher ranks in government schools sometimes receive twice as much salary as those in our institution, and this has given us a good deal of concern, as we are losing some of our staff members on this account, and some good ones, too. Many are attracted by the higher salaries; and others, because of financial difficulties, are forced to leave us for more remunerative positions. In general, however, a splendid spirit prevails and most of the teachers have a genuine desire to be of service.

If, in spite of the problems that confront us, we can succeed in maintaining in the new capital of China a Christian institution of the standard that has been attained, it will mean a great deal to Christian education and the Christian movement in general.

We have been in a better position, financially, the past year, owing largely to the receipt of funds from the Hall Estate and to favourable exchange. Without this assistance we should have had a difficult time. And we are glad to report that we have hope of receiving several gifts for new buildings in the near future.

It is gratifying to learn that the Government has a high opinion of our educational standard and has expressed its confidence in us through the Minister of Education and other Ministers. Recently the Minister of Foreign Affairs, knowing that we had waived our claim for indemnity for the March 1927 incident, made it definitely known, through correspondence and verbally, that \$300,000 would be given the University

Sixth meeting of Board of Directors, Nov. 1, 1929 - page 3

to show the good will of the Government towards our institution. Among those who were instrumental in seeing that this money was contributed to the University were Dr. Alfred Sze, former Chinese Minister to Washington, and Dr. C. T. Wang, Minister of Foreign Affairs. Just three weeks ago the latter invited me to his office and told me the Executive Yuan had passed a resolution granting permission for the donation of this sum to the University. While the Government did not want to make any specific suggestion as to how it should be used, some members of the Government had expressed the desire that it be devoted to a concrete purpose, such as a library building and the endowment of a chair for a Department of International Law. They did not, however, want to restrict the use of the money.

We are grateful for the great interest shown in our University by one of our Board members, Dr. J. C. Ferguson, the first President of the former Nanking University which afterwards became incorporated into the University of Nanking. He has expressed regret at being unable to attend this meeting but has written that he is very much in favour of erecting a monument to commemorate the Fortieth Anniversary of the University, though he thought our plan for the monument was too small and wanted to help in providing a larger one, so we are submitting a plan to him. He is also interested in the dividing of the College of Arts and Science into two colleges and says he will be glad to see what he can do in the matter of providing funds for an Arts Building. The administration has asked a committee of the College of Arts and Science to suggest a plan for dividing the College and has also asked the chairman of the committee to report on the proposed division.

We are also deeply grateful for the good will of friends of Dr. Williams, and I have been in indirect communication with some of these friends in America who have expressed their desire to contribute half the sum needed for the erection of a Williams Hall. At first it was thought this would be used as a library building, but since the Library will cost a great deal more than we anticipated, we shall probably use the government contribution for the library, if the Board of Directors approve of this use of the funds, and shall use Williams Hall for some other purpose to be designated by the Board. Half of the sum needed for its erection will be raised in this country.

The plans under way for the erection of faculty houses have helped very much in solving the difficulty of accommodating teachers and students. Because of recent developments in the city and the high cost of living, all students flock to the University for dormitory accommodation, so every place is congested. Likewise, teachers try to secure accommodation in the University, as it is hard to find a place outside.

In the College of Agriculture and Forestry, we are trying hard to secure a suitable Co-Dean to head up the work of that College.

Sixth meeting of Board of Directors, Nov. 1, 1929 - page 4

Dr. H. H. Love gave in all about a hundred lectures at the University and in the city, as well as in Peking and Honan, and he has done a great deal to help in the practical breeding of new strains of wheat which will result in 20% more wheat production than by the older methods. He has been instrumental in bringing about closer cooperation between the University and Cornell University and the International Education Board, and we value that cooperation very much and appreciate Dr. Love's contribution to agriculture in China. He has not only brought about cooperation between colleges in the East and in the West, but has been instrumental in putting into operation a cooperative plan for the National Central University and our College of Agriculture and Forestry.

The enrolment in all departments is good - 573 in the Colleges and 515 in the Middle School. In the Colleges there are fourteen more students than last term and we cannot receive more.

We are still looking for a Superintendent of the Hospital but so far without success. A Hospital Executive Committee has been appointed with Dr. Trimmer as chairman, to carry on the work of administration, and the Hospital is running much more smoothly now. The Nurses' Training School is being opened today with twelve students under the direction of Miss Van Vliet. For the last two years it has been felt that nurses should be more highly trained than they have been in the past.

Formerly, when we had a Medical School, the Hospital was adequately cared for, but now, those of us engaged in school work, being laymen, do not know enough about the running of a hospital to administer it efficiently, and, personally, I would recommend the forming of a Hospital Committee with power to investigate the situation and to recommend a solution of its administrative problems. I would suggest that this committee be appointed by the Missions to care for the Hospital independently, so that it be no longer a subsidiary organization of the University of Nanking. These suggestions are made entirely on my own initiative, without my having had opportunity to discuss the matter with Dr. Bowen or members of the Hospital Committee.

The Department of Religion has been considerably strengthened during the past two years. The services are on a cooperative plan. In the first place, the Ginling faculty and students join with us in these services and a cooperative committee is in charge of them. Although the attendance at the Sunday services has not been as large as under the compulsory system, the spirit has been very good and we are moving in the right direction. If we continue to give more energy and thought and time to it, maybe a church on that basis would be justified and would have more lasting results. Formerly, the head of the Department of Religion was in charge of the religious life of the students, but mainly in an academic capacity. Now we have Mr. Wang, Chuin acting as director of religious activities besides. Since the days of the union we have, I understand, never had a student pastor, as there would really have been some drawback in a person having the prestige of a pastor working among the students. Now Mr. Wang can do all that a student pastor could do

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and in many ways can do more in this informal manner. Mrs. Twinem is interested in providing a professorship in the Department and has in mind a Mr. Zia, a well-known writer on religious problems. During the last two years the Department has been strengthened by the coming of Dr. Lewis S. C. Smythe and Dr. M. R. Schafer, representatives of the United Christian Missionary Society. We are hoping that one or two more representatives of the co-operating Mission Boards will come for work in this Department also.

D-260 VOTED that the report of the President be received with appreciation.

Actions D-261 to D-270 grew out of discussions following the report of the President.

#### Administration of University Hospital

D-261 VOTED that the suggestion made by the President in his report, for the independent administration of the University Hospital, be referred to the Executive-Finance Committee for study, with instructions to report to the next meeting of the Board in the spring of 1930, bringing in nominations for a committee and suggestions as to the duties of such a committee.

#### Gifts

D-262 VOTED that we place upon the minutes our appreciation of the gifts mentioned by the President in his report (namely, \$300,000 from the Government, money for a proposed Williams Hall, and gift from Dr. J. C. Ferguson for an Arts College Building); and that we ask the President to write to the donors on behalf of the Board of Directors expressing our thanks.

D-263 VOTED that we authorize the Executive-Finance Committee to appoint a Subcommittee on Student Life and Activities and to report to the next meeting of the Board; that the President and others be thinking about the matter and suggest names for the subcommittee, to include members of the Board and of the faculty; and that this subcommittee consider the whole problem of the relation of student life to the general organization of the University, such as board arrangements, disposition of faculty houses, student activities building, and different phases of student life.

D-264 VOTED that a committee be formed to make a study of the use of the gifts from the Government, from Dr. Ferguson, and friends of Dr. Williams, and all further gifts that may come in, and report back to the Board of Directors concerning their use, after considering the report of the Subcommittee on Student Life and Activities authorized in D-263.

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- D-265 VOTED that the erection of proposed buildings be delayed until the report of the Subcommittee on Student Life and Activities has been received.
- D-266 VOTED that we approve of the use of the donation of \$300,000 from the Government for the erection of a library building, with the understanding that this fund include purchase of books, equipment, and endowment for upkeep of building.
- D-267 VOTED that since the gift of \$300,000 from the Government will cover part of the losses of the original gift of the Founders, one of the matters to be taken up by the committee authorized in D-264 to make a study of the use of gifts be to consider the relation of property contributed in China to the property owned by the Board of Founders.

C. T. Wang Memorial to Dr. Williams

Copies of the booklet issued by Dr. C. T. Wang in memory of Dr. Williams, giving a translation in English of the inscription on the memorial tablet erected by him at Dr. Williams' grave having been distributed to the members present at the meeting, it was

- D-268 VOTED that the appreciation of the Board of Directors of the memorial erected by Dr. C. T. Wang to Dr. Williams be placed on our minutes.

Dr. H. H. Love

- D-269 VOTED that the President be asked to write a letter to Dr. H. H. Love embodying the following vote of thanks to him for his work:
- D-270 VOTED that the Board of Directors of the University of Nanking express to Dr. H. H. Love their deep appreciation of the services rendered by him not only in the plant improvement work of the College of Agriculture and Forestry but also in strengthening the bonds of cooperation between colleges in China as well as between Cornell University, the International Education Board, and the University of Nanking.

Appointment of Teachers

The President reported that the names he was listing did not all represent members of the staff who had begun work in the University since his last report. Some had returned after leave of absence or further study, or had been specially requested to help in the work. Last summer eighteen of our graduates and college students went to the United States for further study. This is the largest group that has gone so far, and while it is a very good sign to have so many continue

Sixth meeting of Board of Directors, Nov. 1, 1929 - page 7

their studies, it has had considerable effect on our work, for many of the graduates were members of our staff.

(a) The following representatives of cooperating missions or other cooperating bodies have either returned to the University or joined us since the last meeting of the Board: Dr. J. T. Illick, Miss A. M. Wixon, and Miss M. H. Purcell have returned after leave of absence; Marvin R. Schafer, Ph. D. (Chicago), has joined the faculty as a representative of the United Christian Missionary Society and is giving courses in education and the social sciences. Mr. W. Sorrel, also of the United Christian Missionary Society, is teaching a subfreshman course in English; Mrs. Bates and Mrs. Schafer are each teaching a course in college English; and Miss T. Neufeld is teaching a course in German. We expect Prof. R. G. Wiggins to return in the spring to continue the good work done by Dr. H. H. Love in plant improvement, under the cooperative arrangement we have with Cornell University and the International Education Board.

(b) The following professors and associate professors are now members of our faculty, those whose names are starred being part-time workers only:

*An Si-long, Imperial University, Tokio . . . . .	Japanese
*Chao Ming-heng, M. A. Missouri and Columbia . . . . .	English
*Cheng Long-hwa, B. A. St. John's, M.A. Chicago . . . . .	Chemistry
*Fang Tong-mei, B. A. Nanking, M. A. Wisconsin . . . . .	Philosophy
*Ho Hao-yoh, M. A., Ph. D. Wisconsin . . . . .	Economics
*Hwang Kwoh-cheng, M. A. Chicago . . . . .	Agric. Economics
Liu Chi-hsuen, Imperial University, Tokio . . . . .	Chinese, History
Pan Zen-heu, B. A. Soochow, M. A. Columbia . . . . .	Chemistry
*Ren Ying-chong, B. A. Nanking, M. A. Ohio State . . . . .	Economics
*Tsu Yang-chiu, B. A. Nanking, M. A. Columbia . . . . .	History
Wu Shi-shui, B. A. Nanking, M. A. Northwestern . . . . .	Economics
Yu Kwan-lan, M. A. Chicago . . . . .	Mathematics

(c) The following associates are also now members of our staff, all being graduates of the University of Nanking:

Chu Shui-tan, B. S. . . . .	Library
Ho Sih-ku, B. A. . . . .	English
Hu Chen, B. A. . . . .	Library
Hwang Liang, B. S. . . . .	Biology
Ku Hsioh-tsen, B. A. . . . .	College of Arts & Science
Mei Ping-fu, B. S. . . . .	Chemistry
Sha Feng-hu, B. S. . . . .	Biology
Tien Sih-chuen, B. A. . . . .	Chinese
Tsien Pao-chuin, B. S. . . . .	Physics
Wang Chao-yong, B. A. . . . .	Library
Wang Pei-ran, B. A. . . . .	Chinese
Wang Sheng-tsu . . . . .	History
Wang Ying-lai, B. S. . . . .	Chemistry

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D-271 VOTED that the appointment of teachers as listed by the President be approved.

### Reports

The reports in Chinese of the College of Arts and Science, the College of Agriculture and Forestry, the Subfreshman Department, and the Registrar having been circulated in mimeographed form, they were taken as read. The report of the University Hospital is attached to these minutes.

### Middle School

Mr. Djang Fang, Principal of the Middle School, reported on the efforts being made for the better organization of the administration of the Middle School. After discussion it was

D-272 VOTED that the report of the Principal of the Middle School be received with appreciation.

D-273 VOTED that a small committee of the Board be appointed to talk over with Mr. Djang his pressing problems during the lunch hour and to bring in a report in the afternoon.

(The following committee was appointed: Messrs. Li Han-toh, Chen Chung-shen, E. H. Cressy, and F. C. Garrett.)

The committee reported at the afternoon session as follows: It came to unanimous conclusion on two questions in particular, (1) the salary of the Registrar, and (2) the general scale of salaries. It was considered better to base salaries on full-time work rather than on the hour basis - either full-time teaching or teaching with other duties or activities. The committee recommended a beginning salary of \$60.00 for the Senior Middle School, rising through the years, on the recommendation of the Principal, to a maximum of \$110.00; a beginning salary of \$50.00 for the Junior Middle School, to be raised through the years, on the recommendation of the Principal, to a maximum of \$80.00; and for the Preparatory School, a beginning salary of \$35.00, to rise through the years, on the recommendation of the Principal, to \$60.00. It was recommended that this scale come into operation next year. The school can live within its income and pay these salaries and house rent in addition. Those who live on university property have free rent, those who live outside have a rent allowance amounting to 10% of salary.

D-274 VOTED that the report of the committee be adopted.

D-275 VOTED that the recommendations of the Principal for increases in salary be presented to the President and by him to the Board.



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Division of College of Arts and Science

The report of the committee appointed by the Executive Committee of the College of Arts and Science (and not directly by the President as stated in the minutes of the meeting of the Executive-Finance Committee of October 25, 1929, DEF-253, which were circulated at the meeting) was presented by the chairman of the committee, Mr. Bates. Mr. Bates said that in order to bring the University into line with government requirements, it must have at least three colleges to be called a university and must, a standing, with student body, budget, and equipment, designated by the government, the purpose being to eliminate some institutions which had been set up for political or other reasons. So far as organization and distribution of teachers were concerned, the University at present meets the government requirements, but financially it does not meet their standards, except in the College of Agriculture and Forestry. The result of the committee's work is attached to these minutes. After hearing the report, it was

- D-276 VOTED that the report on the division of the College of Arts and Science into a College of Arts and a College of Science be accepted in principle as read, with the understanding that details will be worked out later.
- D-277 VOTED that the Chairman, in consultation with the President, be asked to appoint a committee to carry forward details of the division of the College of Arts and Science into two colleges, this committee to decide on the methods of procedure, in cooperation with the President.

Report of the Building and Property Committee

The report of the Building and Property Committee is attached to these minutes, and actions D-278 to 284, and D-291 and D-292 grew out of the report.

Chung Shan Road and Chinese Nurses' Home

- D-278 VOTED that representation be made to the authorities as to the losses incident to the widening of the Chung Shan Road, stating that while we believe the owners will be willing to accept the regular compensation along with all others for the loss of the land, we are under the necessity of replacing the Peden Nurses' Home at a cost of \$40,000.00 and ask what financial assistance the authorities might be able to give us in consideration of the nature of our institution.

Additional Accommodation for Staff

- D-279 VOTED that the request of the Building and Property Committee that means be found to provide a block of three double houses



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costing altogether \$15,000, and a combination building for five instructors and associates, costing altogether \$6,000, be approved; also the request that \$1,200 be provided for urgently needed toilet facilities in the east dormitory compound, in addition to \$600 already in hand.

#### Equipment for Utilizing Well

D-280 VOTED that authority be given for the use of \$2,800 to \$3,000 from the earnings of the Construction Department to supply a pump-head, pump, and tank (4,000 gals.), with installation, the minimum equipment necessary for utilizing the satisfactory deep well drilled in the spring of 1929 near the Gymnasium, which has been thoroughly tested.

#### Registration of University Land

- D-281 VOTED that we approve of the request of the Building and Property Committee that the Board of Directors appoint an efficient committee of its own members who will validate the titles to University land, with the cooperation of the Building and Property Committee; and that steps be taken to register the property with the Ministry of Foreign Affairs and to register the deeds.
- D-282 VOTED that Messrs. Bowen, Cressy and Handel Lee, with the Chairman and President form a committee to work, in cooperation with the Building and Property Committee, on validating the titles to University property and the registering of deeds, with the understanding that they employ whatever clerical help <sup>that</sup> might be needed.
- D-283 VOTED that the President be asked to take all possible steps to have the fee for registration of deeds remitted, and that the Board ask Mr. Cressy in the meantime to find out from educational institutions in China what precedents there are for this procedure.
- D-284 VOTED that the committee on registration of deeds (D-282), in cooperation with the President and the Building and Property Committee, have these deeds registered at the earliest possible moment.

#### Report of the Treasurer

The Treasurer stated that inasmuch as her report had been given in detail to the Executive-Finance Committee and many of their actions had been taken as a result, it might save time if the main items are deferred until the Executive-Finance Committee minutes were taken up and discussed.

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Miss Priest said that as a matter of general interest the Board would be glad to know that we received over \$80,000 in fees during the first month of the semester. In the autumn of 1927 only \$24,000 was received during the same period. At present we have less than \$3,000 unpaid fees. Our monthly pay roll is approximately \$18,000 with 260 members on the staff.

The financial statement for the year 1928-1929 is presented with the statement of the auditor indicating that all the University books have been certified as correct. We closed the year with a deficit of \$20,934.91, but have recently received special funds from the Board of Founders which have reduced our deficit to \$6,064.16. We anticipate that we shall be able to clear this account during this year.

All other matters will be reported in connection with actions taken by the Executive-Finance Committee.

#### Report of the Executive-Finance Committee

The minutes of the meeting of the Executive-Finance Committee of October 25, 1929, were presented. Actions D-285 to D-302 grew out of these minutes. (Since one item of the amount due the University by Mr. Ip, under action DEF-252, had been omitted on page 3 of the minutes circulated at this meeting of the Board, and there was an error in DEF-253 as regards the method of appointment of the special committee of the faculty on division of the College of Arts and Science, page 3 of the minutes of the meeting of the Executive-Finance Committee of October 25, 1929, has been rewritten and this error and omission rectified in copy of the minutes distributed with these minutes of the Board.)

#### Budget for 1929-1930

D-285 VOTED that we approve action DEF-241 of the Executive-Finance Committee that the revised budget for current expense for the year July 1, 1929, to June 30, 1930, as presented by the Treasurer be approved.

D-286 VOTED that we approve the recommendation of the Executive-Finance Committee (DEF-242) that the budget for Chinese Cultural Studies as presented be approved, with the understanding that the cost of cataloguing books, cost of insurance on books, etc., be considered part of the total appropriation made for the purpose of securing additional library books.

87 VOTED that we approve action DEF-243 of the Executive-Finance Committee that the plan proposed for the use of the funds for Chinese Cultural Studies be approved; and that recommendations be made to the Board of Founders that any additional income this year be reserved for the purchase of books with special reference to the purchase and binding of technical books.

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D-288 VOTED that we approve the recommendation of the Executive-Finance Committee (DEF-244) that the budget of each College shall include an item of ten per cent. of its total budget each year, to cover administration and operation of the plant, it being understood that the Chinese Cultural Studies section and the Famine Prevention Work section are to be excepted from this request.

Financial Statement:

D-289 VOTED that we approve of the recommendation of the Executive-Finance Committee (DEF-257) that the financial statement of the Treasurer for the year 1928-1929 as audited be approved; and that the report of the Treasurer be accepted.

Dr. Gamewell expressed appreciation of the remarkable piece of work that Miss Priest had done in presenting the financial statement and was much impressed with the clarity of her work.

Department of Sericulture

D-290 VOTED that we adopt the recommendation of the Executive-Finance Committee (DEF-254) that the proposed agreement between the University and the Ming Feng Silk Works be approved. (The Agreement is attached to these minutes.)

D-291 VOTED that we approve of the request of the Building and Property Committee that authority be given for the construction of a cold storage plant north of the present Sericulture Building, the cost not to exceed \$15,000, to be covered by a gift of \$15,000 from the Ming Feng Silk Works.

D-292 VOTED that we approve the request of the Building and Property Committee that authority be given for the construction of an additional sericulture building for the production of silkworm eggs to be used in extension and research work, the total cost not to exceed \$11,000, to be distributed over a period of years in the budget of the Department of Sericulture.

Gain in Exchange

D-293 VOTED that we approve the recommendation of the Executive-Finance Committee (DEF-255) that the Board of Founders be requested to allow the University to use the gain in exchange during the year 1929-1930 for the purpose of repairing residences up to an amount not exceeding \$12,000, and, if finances permit, to provide for leave for study for one member of the staff for one year.

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Salary Scale

D-294 VOTED that we approve action DEF-248 of the Executive-Finance Committee and adopt the following adjustments in salaries in special cases, in order to equalize the salaries paid to staff members:

Chen Kung-luh	from \$80.00	to \$90.00	per month
Wu Kwan-tsing	" 80.00	" 85.00	" "
Tsu Sing-fu	" 90.00	" 95.00	" "
Li Shu-hsien	" 80.00	" 90.00	" "

and for additional responsibility and duties, as follows:

Wu Ru-ling	from \$90.00	to \$95.00	per month
Li Shi-king	" 75.00	" 80.00	" "
Ling Kan	" 130.00	" 135.00	" "
Ching Foun-chen	" 43.00	" 48.00	" "

The report of the special committee appointed to consider remuneration of university employed staff was presented by Mr. Cressy as attached to these minutes. It was

D-295 VOTED that we approve action DEF-249 of the Executive-Finance Committee and adopt the report of the special committee concerning university employed foreign staff and recommend it to the Board of Founders.

D-296 VOTED that we adopt the recommendation of the Executive-Finance Committee (DEF-250) that foreigners employed by the University, other than those allocated by Missions, shall be known as missionaries of the Board of Founders and shall be supported by the Board of Founders; and that we recommend this plan to the Board of Founders, with the understanding that it will begin as soon as it is approved by the Board of Founders.

Leave for Study for University Faculty

D-297 VOTED that the recommendation of the Executive-Finance Committee (DEF-252) be approved, that, providing the house occupied by Mr. Ip and which he has rented personally is vacated and returned to the University of Nanking by December 1, 1929, the Board authorize payment to Mr. N. K. Ip of salary amounting to two thousand six hundred and forty dollars (\$2,640.00) after deductions have been made for the amount due the University of Nanking as follows:

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Salary			\$2,640.00
Less amount due:			
Cotton seeds	\$422.26		
Wheat seeds	<u>21.25</u>	\$443.51	
Rent of house:			
1928, 6 mos. @ \$40		240.00	
1929, 11 mos. @ 60		660.00	
Electric light to Dec. 1	<u>112.90</u>		<u>1,456.41</u>
Balance to be given to Mr. Ip . . .			\$1,183.59

D-298 VOTED that the statement in regard to leave for study for faculty members, prepared by the President and the Treasurer, be approved in general, after the term "sabbatical study" has been changed to "leave for study;" and that any changes that need to be made on this matter be referred to the Executive-Finance Committee.

(The recommendations of the President and the Treasurer are attached to these minutes.)

Language School Building Fund

D-299 VOTED that we adopt action DEF-258 of the Executive-Finance Committee with the addition of the following clause to item 2, "it being understood that should it be deemed necessary at any time to reopen the Language School the University would be responsible for capital funds used if required for another building, to the extent of \$15,000," so that the action as amended would read:

1. That the entire amount of the Language School Building Fund, amounting to \$18,455.66, be placed in a special bank account, \$15,000 to be placed on fixed deposit for the period of one year.
2. That the Board of Founders be requested to secure permission from the cooperating Boards to use \$15,000 of the Language School Building Fund, if it seem feasible, for the purpose of building some additional residences for university staff members, it being understood that should it be deemed necessary at any time to reopen the Language School the University would be responsible for capital funds used if required for another building, to the extent of \$15,000.
3. That the balance of the fund, or \$3,455.66, be reserved for necessary repairs on the Language School buildings.

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East China Federated University

D-300 VOTED that the Constitution of the East China Federated University be adopted as it reads (i. e., we do not adopt the recommendation of the Executive-Finance Committee as contained in DEF-246).

D-301 VOTED that we adopt the recommendation of the Executive-Finance Committee, as follows:

That the Board of Founders be asked to accede to the request of the Board of Trustees of the East China Federated University as follows:

"That the Board of Founders in America of the University of Nanking be requested to act for the East China Federated University in receiving, transmitting, holding and investing funds until such time as the Board of Founders of the East China Federated University shall be incorporated under the laws of the State of New York."

D-302 VOTED that Messrs. T. C. Woo, Handel Lee and Lobenstine be the three representatives of the Board of Directors on the Board of Trustees of the East China Federated University.

Expiration of Terms of Members of Board and  
Vacancies on Committees

D-303 VOTED that the President and the Secretary of the Board, with the approval of the Chairman, take steps to fill the vacancies on the Board of Directors and on the Committees.

Recommendation of Graduates of 1929

D-304 VOTED that the following graduates of the autumn semester of 1928 be approved and recommended to the Regents of the University of the State of New York, through the Board of Founders, for the Bachelor's degree:

Bachelor of Arts:

Hong Chen-tao  
Ku Hsioh-tsen  
Liu I-kong  
Liu Sheo-kao  
Sie Ching-siu  
Swen Wei-sing  
Tsu Ran  
Wang Pei-ran  
Wu Meo-kwoh

Bachelor of Science:

Cheo Si-ping

Bachelor of Science in Agriculture:

Cheo Ming-tsang  
Hsueh Shu-hsuein  
Liu Chi-ying  
Ma Pao-chi  
Moh Kan-lin  
Siao Fu  
Tao Hwan-fen  
Tsu Shao-hwa  
Wei Chi Siu-tsao  
Yu Sih-chang

Bachelor of Science in Forestry:

Yuen I-seng

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and the following graduates of the spring semester 1929:

Bachelor of Arts:

Cha Fu-ching  
 Chang Chao-chih  
 Chang Si-meng  
 Chang Shui-pao  
 Chiang Chao-long  
 Hô Si-yuen  
 Hu Chen  
 Kwoh Si-nien  
 Lieh Ru-chien  
 Liu En-yong  
 Liu Hsiao-teh  
 Liu I-yong  
 Liu Tsu-ren  
 Pao Pih-yong  
 Tsai Ru-lin  
 Wang Chang-cheo  
 Wang Chao-yong  
 Wang Kwan-chen  
 Wan Meng-nan  
 Wang Yong-fen  
 Yang Tsi-ming  
 Yieh Chang-ho  
 Yü Chong-chi  
 Yü Pao-shu

Bachelor of Science:

Cheo Chi-tso  
 Ih Tsuin-kan  
 Tsiang Keh-yong  
 Tsiên Pao-chuin  
 Wan Peng-sien  
 Wang Ying-lai  
 Wen Pu-i

Bachelor of Science in Agriculture:

Chang Tien-peng  
 Chen Shi-fu  
 Fan Peh-chien  
 Hsiung Siang-long  
 Hu Pang-hsien  
 Hwang Liang  
 Pan Chien-wei  
 Sha Feng-hu  
 Tan Chong-yoh  
 Wu Shao-kwei

Bachelor of Science in Forestry:

Hwang Shui-tsai  
 Tao Yü-tien

also Chen Tsing-seng of the class of 1924, who has recently removed a D (deficient) from his record, for the degree of Bachelor of Arts.

Constitution, Agreement, By-laws

D-305 that the approval of the Board of Founders having been secured, and in order to allow for changes in the list of Chinese Christian Churches and Mission Bodies and for alterations in the number of representatives allowed each, without the necessity of revising the Constitution of the University, the following statement form the first part of Article IV, Section 4, of the Constitution of the University of Nanking (Composition of the Board of Directors):

The Board of Directors shall consist of members elected as follows:

- (a) By the several cooperating Chinese Christian Churches and Mission bodies:  
19 Members.
- (b) By the Alumni of the University:  
4 Members

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- (c) Coopted: 5 members at large chosen in the first instance by the Board of Directors. (The powers of the co-opted members shall be the same as those of other members.)
- (d) The President of the University, ex officio, without vote.
- (e) The Adviser to the President, ex officio, without vote.

in place of the following detailed statement in regard to membership, which will form Section 1 of Article II of the By-laws of the Board of Directors (Membership and Officers):

The Board of Directors shall consist of members elected as follows:

- (a) By the Chinese church bodies:
- 2 Members elected by the Chekiang-Shanghai Baptist Convention (Dzin Li I Hwei).

- 3 Members elected by the Central China Conference of the Mei I Mei Hwei.

- 3 Members elected by the East China Divisional Council of the Church of Christ in China (Chung Hwa Chi Tuh Chiao Hwei Hwa Tung Ta Hwei)

- 2 Members elected by the Ningbo Synod of the Presbyterian Church (Chen Chu Hwei) (Presbytery)

- 1 Member elected by the Wang Peh Chau Hwei (Presbytery).

- 3 Members elected by the Chung Hwa Chi Tuh Chiao Hwei (connected with the China Christian Mission).

(b) By the Alumni of the University:

- 4 Members.

(c) By the Cooperating Missions:

- 2 Members elected by the Central China Mission of the Methodist Episcopal Church.

- 2 Members elected by the Kiangan Mission of the Presbyterian Church in the U. S. A.

- 2 Members elected by the China Christian Mission.

- 2 Members elected by the East China Mission of the American Baptist Foreign Mission Society.

(d) Coopted:

- 5 Members at large chosen in the first instance by the Board of Directors as above elected. (The powers of the co-opted members shall be the same as those of other members.)

(e) The President of the University, ex officio, without vote.

(f) The Adviser to the President, ex officio, without vote.



Sixth meeting of Board of Directors, Nov. 1, 1929 - page 18

Note was made of the fact that in the draft of the Constitution of the University of Nanking submitted to the Board of Founders after the meeting of the Board of Directors on June 28, 29, 1928, and approved by the Board of Founders on April 22, 1929 (F-420), the words "Chinese Christian Churches" were omitted after the word "cooperating" under Article IV, Section 4 (a), which should therefore read:

- (a) By the several cooperating Chinese Christian Churches and Mission Bodies: 19 Members.

The approval of this amendment is sought of the Board of Founders.

D-306 VOTED that the request of the Board of Founders in their action F-418 (That the Board of Trustees approve the recommendation of the Committee on Reorganization that Article IV, Section 3, of the Constitution of the University, setting forth the declaration of the Board of Directors, be approved as drafted by the field, but that the Secretary be instructed to make inquiries of the Board of Directors as to whether they would approve the additions suggested by the Committee on Reorganization.\*

\*i.e., adding two phrases in the latter part of the section, as follows: "..... with the purpose of maintaining the object of the University and the spirit of love, sacrifice and service of the constituent Mission Boards; of cultivating the highest type of character; ..... etc.")

be referred to the President for further correspondence with the Board of Founders, since we feel it wiser to abide by the Declaration of Purpose under which we were registered.

In this connection the President was asked to send to all members of the Board of Directors and representatives of Missions cooperating in the University mimeographed copies in Chinese of the material deposited with the Bureau of Registration.

D-307 VOTED that in accordance with the suggestion made by the Board of Founders, provision be made in Article II, Section 2 of the By-laws of the Board of Directors for the continuation of the officers of the Board of Directors in the event of failure to elect new officers at the regular time; and that the clause "it being understood, however, that said officers remain in office until their successors have been elected" be added to this section.

08 VOTED that in accordance with the suggestion of the Board of Founders, the phrase "in harmony with the Constitution of the University" be inserted between the words "amended" and "by" on the first line of Article V (Amendments) of the By-laws of the Board of Directors, so that the article will read:

Sixth meeting of Board of Directors, Nov. 1, 1929 - page 19

"These By-laws may be amended in harmony with the Constitution of the University by a three-fourths vote of the Directors present and voting at any regular meeting of the Board, provided a majority of the Directors shall be present. A written notice of the nature of the proposed amendments shall be sent to each member of the Board at least thirty days in advance."

D-309 VOTED that inasmuch as the Board of Founders had made a change in the original draft of the Agreement between the Board of Directors and the Board of Founders, in Section III, "Property Lease," by changing the period of the five-year lease from July 1, 1928, to June 30, 1933, to a period beginning July 1, 1927, and ending June 30, 1932, the President be authorized to write the Board of Founders to ask if the original date might not stand, it being more in harmony with the date when the Board of Directors became responsible for the administration of the University.

D-310 VOTED that the question of conflict between the duties of the Committee on Finance, Property and Investment of the Board of Founders, and the Building and Property Committee of the Board of Directors; and the matter of completing schedules of property and rent of houses be referred to the Executive-Finance Committee for adjustment, as well as any other points that need adjusting.

#### Sherwin Scholarship Fund

D-311 VOTED that the report on the Sherwin Scholarship Fund be adopted, as follows:

"The Sherwin Scholarship Fund, amounting to Gold \$5,000, was given in 1914 but was restricted to such an extent that it has been impossible to use the fund during these past years. On March 30, 1928, the Board of Directors took action (D-87) asking the Board of Founders to reconsider the whole matter. Accordingly on June 25, 1929, the Board of Founders took action, at a joint meeting of the Executive Committee, the Committee on Budget, and the Committee on Audit (EBA-454), authorizing the use of the fund with the understanding that the original restrictions were to be in force if and when students were available to meet the conditions, but allowing the fund to be used for other students.

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"After careful study the following recommendations are made:

1. In order to carry out the spirit in which this scholarship fund was given, that we extend the privilege of sending students to the University under this fund to Christian Middle Schools who are now sending their graduates to the University or to schools of equal standard, on the following conditions:
  - a. That all students holding this scholarship must be Christians.
  - b. That all students holding this scholarship must have grades above 90% or be in Rank 1.
  - c. That scholarships be granted as follows:
    - In 1930-1931, to four students, each for five full years, tuition only.
    - In 1931-1932, through 1939-1940, to two students each year, each for five full years, tuition only.
    - 1940-1941 and thereafter, to one student for five full years, tuition only.
2. That the balance of the fund and the method of administering the above proposition be left in the hands of the President to work out further necessary details.

#### Mission Scholarships

D-312 VOTED that the subcommittee appointed on March 30, 1929, to work out a plan for the administration and distribution of mission scholarships (consisting of Messrs. Li Han-toh, T. C. Bao, Djang Fang, and Li Hou-fu) be asked to survey the condition of mission scholarships and to report at the next meeting of the Executive-Finance Committee.

#### Adjournment

The meeting adjourned at 7 P. M.

Minnie H. Purcell, Secretary.

UNIVERSITY OF NANKING  
COLLEGE OF ARTS AND SCIENCE.

CHINESE CULTURAL STUDIES:

A careful study of the best possible way to use the grant for the Chinese Cultural Studies given by the Harvard-Yenching Institute was made by Dean K. C. Liu of the College of Arts and Science. After making this study Dr. Liu presents the following proposition as the basis upon which we should make our plans for the next few years:-

<u>Departments</u>	<u>Initial plan</u>		<u>Permanent plan</u>	
Administration	5%	1,500 00	6%	1,800 00
Initial expense	10%	3,000 00		
<u>Salaries:</u>				
Chinese literature	15%	4,500 00	17%	5,100 00
Chinese history	15%	4,500 00	16%	4,800 00
Chinese philosophy	8%	2,400 00	9%	2,700 00
Chinese Economic studies	7%	2,100 00	9%	2,700 00
Chinese Social History	8%	2,400 00	9%	2,700 00
Library and bibliographical research	8%	2,400 00	9%	2,700 00
Printing and research	5%	1,500 00	10%	3,000 00
Equipment (books)	19%	5,700 00	15%	4,500 00
	100%	30,000 00	100%	30,000 00

(For convenience we are using the rate of exchange 2:00 to 1:00 but at the present time, the income on Gold \$300,000 00 will be more than \$30,000 00 Chinese currency.)

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7/11/29

TENTATIVE SUGGESTIONS FOR REORGANIZATION OF  
THE COLLEGE OF ARTS AND SCIENCE

1. That the present College be divided into two, each with its own Dean and proper provision for his office.
2. That the College of Arts consist of the following departments:  
(1) Chinese, (2) Foreign Languages, (3) History, (4) Sociology,  
(5) Economics, (6) Political Science, (7) Education, including  
divisions of Psychology and of Library Science, (8) Philosophy,  
(9) Religion.
3. That the College of Science consist of the following departments:  
(1) Mathematics, (2) Physics, (3) Chemistry, including special  
course in Industrial Chemistry and a subdivision for Geology,  
(4) Zoology, including General Biology and Hygiene.
4. That Botany remain a department of the College of Agriculture and  
Forestry, including Bacteriology and Plant Pathology.
5. That the Subfreshman Unit remain separate. Recommendation that the  
Registrar or other person in charge of this unit countersign  
teachers' contracts for those courses which are under his super-  
vision.
6. That the financial basis and current financial relations of the  
three colleges shall regard the following principles for the imme-  
diate future, subject to other necessary factors: (1) stability  
of existing staff and departmental work except where clear advan-  
tage is to be gained by change, (2) mutual services of the  
colleges, (3) if possible, an assignment of income relatively  
stable for a two-year period.

REPORT OF THE BUILDING AND PROPERTY COMMITTEE  
to  
THE BOARD OF DIRECTORS  
November 1, 1929

1. Recovery and Use of Property.

All residences and Meigs Hall are now available or will be so by next month. Keen Hall continues to be rented; the income from the one building is \$350.00 per month. Residence quarters for eight foreign families are now provided. A total of eighteen residences are indicated as reserved for foreign staff if and when needed, in accordance with the Terms of Agreement (meanwhile they may be used by Chinese staff if available). Twenty-seven families of the Chinese staff are now provided with living quarters, including some units on which construction or repairs are not quite complete (three general administration, fifteen Arts and Science, twelve Agriculture and Forestry). In addition to the general administrative officers, there are seven professors, nine assistant professors, eight instructors and three associates who are urgently in need of accommodation.

Assignments to Chinese staff have been made according to the schedule approved of by the Board of Directors on June 28, 1928, which have proved fairly satisfactory. There are many problems of personal adjustment, of arrangement for kitchens and plumbing, and of satisfactory division of large houses.

Eight further applications for houses are on file, and there would be more if houses were available.

2. Requests to the Board.

(1) That means be found to provide a block of three double houses costing altogether \$15,000.00, and a combination building for five instructors and associates costing altogether \$6,000.00.

(2) That authority be given for the use of \$2,800.00 to \$3,000.00 from the Construction Department earnings to supply a pump-head, pump, and tank (4,000 gals.) with installation - the minimum equipment necessary for utilization of the satisfactory well which has been thoroughly tested.

(3) That we strongly recommend to the Board of Directors the provision of \$1,200.00 (in addition to \$600.00 already in hand) for urgently needed toilet facilities in the East Dormitory Compound.

(4) That authority be given for the construction of a cold storage plant north of the present Sericulture Building, the cost not to exceed \$15,000.00, to be covered by a gift of \$15,000.00 from the Ming Feng Silk Works.

Report of Building and Property Committee, Nov. 1, 1929 - page 2.

(5) That authority be given for the construction of an additional sericulture building for the production of silkworm eggs to be used in extension and research work, the total cost not to exceed \$11,000.00, the same to be distributed over a period of years in the budget of the Department of Sericulture.

3. Report on Loss of the Nurses' Home.

The building, and now the widening, of the Chung Shan Road means a total loss, as follows (1924 figures, which should be increased by 30% for replacement):

Main building, \$25,000.00; small buildings, \$4,000.00; fixtures, \$1,300.00; wall, grading, walks, etc., \$1,100; Total building items, \$31,400.00.

Land, 431 fang at \$40.00, \$17,240. (Note: Valuation is hard to calculate. Loss of land for use will be greater since grading for the road will throw the slope of a Mill still farther on our property.)

Constant watchfulness and inquiries, with a formal petition on September 10, have secured only a statement that no compensation is possible.

Cost of tearing down totals \$2,250.00, covered by \$4,000 from materials saved.

C. T. Gee, Superintendent.

To come after (5) of Requests to the Board:

(6) That the Board appoint an efficient committee of its own members (perhaps two) who will validate the titles to University land, with the cooperation of the Building and Property Committee. Prompt registrations with the Foreign Minister and registration of deeds are necessary.

Report of the University Hospital  
to  
The Board of Directors of the University of Nanking  
From April 1 to October 30, 1929

There have been many changes, several of them very important, since April 1929. In April, Dr. Yang resigned from our Eye Department to go into more general practice in another hospital. I regret to say we have not yet been able to get a good eye, ear, nose and throat specialist to be the head of this much needed work here. At present this work is being carried on in connection with the Surgical Department, but we hope this unsatisfactory method can soon be remedied.

No further change of note in our staff occurred until August 1, At that time our Superintendent, Dr. Chang Feng-i, resigned to go into private practice. He has done a great deal for the work here and we have felt his loss very much. We certainly wish him success in his private practice. We have no Superintendent of the Hospital as yet. At present that place is supplied by a committee composed of Dr. C. B. Chang, our senior Chinese doctor; Miss Helena Van Vliet, acting superintendent of the Nurses Training School; Mr. Sin Song-ling, our senior men's nurse; and myself. Another loss in staff on August 1 was that of our surgical resident. As two internes' contracts had expired about August 1, one left to be married early in August, and the other later in August to take a fellowship at the P. U. M. C., Peking. This left us rather understaffed. Another interne left us September 1, so that September found us much under our usual number of doctors - that is, we had two of the old staff of Chinese doctors, one new interne, and two foreign doctors trying to do the full work. It seemed advisable to cut down a bit, but we knew this was only a temporary setback. At present we have a surgical staff consisting of Dr. Slater, Dr. Wang Yung-jen, resident, and Dr. Chang Yu-sz; and Dr. James Cheng expects to be here this week to share with Dr. Slater the heading up of the Surgical Department. Dr. Vera Hsiung (Mrs. Nye), for five years in the Obstetrical and Gynecological Department of the Margaret Williamson Hospital, Shanghai, joined our staff the last week in September. She holds a clinic daily for gynecological and obstetrical patients. There has been a noted increase in this work and in the inpatients since she came. Dr. Margaret Smythe has continued to give her good services in the out-patients' gynecological and obstetrical clinic with Dr. Hsiung three days a week. Together they are helping this department very much. In the Medical Department, we have Dr. C. B. Chang, Dr. Liu, Dr. Wang Keh-ren, interne, and myself. (Dr. C. B. Chang is out for two months now with typhoid fever, and Dr. Tsong, interne, is temporarily assigned to surgical duty.)

Our Nurses' Training School for Women will open about November 1 with twelve women student nurses. Miss Van Vliet has worked hard to get a capable corps of men and women nurses in the Hospital. We expect and shall heartily welcome back Miss Margaret D. Jeffrey, R. N., in November. We suffered some loss in nursing staff on August 1, but this was quickly made up and now we are ready to open our school. Adequate accommodation for nurses and students has been rather difficult but we have provided for them in some way. Repeated requests that we tear down the remaining two-thirds of the Peden Nurses Home on the east side in order to widen the Chung Shan Lu have been received and we were at a loss to know where



## Hospital Report (cont.)

to house our office men, our male nurses, and our technicians in training. However, the Department of Industry, Commerce and Labour has now practically moved out of the Hospital compound near the Kuleo and we hope to be able to use one of the houses there soon for our office men, male nurses and technicians in training.

Our laboratory has been doing its usual good work. It seems a good plan to do more laboratory examinations on patients and thus aid in the intelligent diagnosis of their diseases. In order to do this it will be necessary to charge a laboratory fee to both inpatients and dispensary patients, such fees, especially on the dispensary patients, to be lessened or made free for poorer patients. We now have Miss Bauer in charge; Mr. Yeh Ku, a graduate, as assistant; and six two-year and two six-month students in training. Two of the two-year students started in April and the others about October 1. The breakdown of our Delco plant the end of June has handicapped us greatly in the laboratory, and, of course, no X-ray work can be done until the engine is replaced. At present we have purchased a new crude oil, semi-Diesel engine and it is now being installed. We are also having our heating system thoroughly overhauled and much needed repair work done.

The Memorial Unit is increasingly becoming popular with Chinese patients in Nanking. We are gradually opening more beds in this department.

Housing has been a great deal of trouble. We expect to house our new surgeon, Dr. James Cheng, and Dr. Hsiung in apartments in the most northern house of the Kuleo compound. The house next to the University of Nanking dormitories will be for the office staff, male nurses, and technicians in training, in all nearly twenty men.

We need an eye, ear, nose and throat man badly, and, of course, several other men before we shall be running in good condition.

We thank all those who have helped us in the past, and especially those good ladies in America who have year after year sent us boxes of much-needed hospital clothing and supplies. We also thank our Board of Directors and the President of the University and other friends who unceasingly are doing things for us. We take these so much as a matter of course that perhaps they seem almost unnoticed, but we appreciate them just the same.

Our chapel services are held daily. Every Monday there is a patriotic service; every Tuesday, Thursday, and Saturday the service is a religious one; and the services on Wednesday and Friday may be religious or otherwise, at the discretion of the speaker. On Sunday afternoons, services are held in all the wards and tracts are widely distributed to patients, relatives and friends present. During the week several volunteer workers, more especially among the women, come to the Hospital. Pastor Ding is at the Hospital daily working with the men and we hope soon to have a daily worker for the women also. Finally, we need your earnest prayers that we may do our work in no selfish, proud spirit, but only in a way to help others and to do our Father's will.

Yours respectfully,

C. S. Trimmer, Chairman,  
Hospital Executive Committee  
of the University Hospital.

A GENERAL REPORT ON THE PRESENT CONDITIONS AND FUTURE  
PLAN OF THE MIDDLE SCHOOL, UNIVERSITY OF NANKING

November 1, 1929

Present Condition

I. Instruction.

1. Number of students and faculty members:

Old students	326	
New students	<u>186</u>	512
Old faculty members	45	
New faculty members	<u>14</u>	59

2. Number of classes:

Chinese (required)	21
Chinese (elective)	13
English	30
Mathematics	17
Natural science	9
Social science	36
Drawing, manual training, physical training, etc.	70 (about)

3. Methods of teaching:

The method used by all the teachers is based on the new principles of education, and special stress is laid upon the improvement of the standard of English, Chinese, Mathematics, and other subjects. For the sake of efficiency, different committees have been organized by the faculty to discuss the teaching methods and to select better texts and reference books. A special room is reserved for the committees for this purpose, where various books are available for reference.

II. Finance and Business.

Financial conditions are indicated in the budget so need not be reported on here.

The following improvements have been made in connection with the business department:

1. A joint business office has been organized. The business manager and all his assistants occupy one office for their various duties.
2. The buying and distribution of necessary articles is being regulated. The kind and quantity of articles to be ordered must be submitted to the Principal for approval. An assistant is in charge of supplies. Orders from teachers or departments are made through the business manager.
3. A new toilet is being built. The old one is badly built and is too near the classrooms. The new toilet is being erected in the northwestern corner of the campus.

4. A record of school furniture has been made. Hitherto there has been no list of furniture and it has been easy for things to get lost or stolen.
5. A school shop has been opened so that students will not be obliged to buy necessities outside of the campus. The shop is open from 7.30 to 8.00 and 10.00 to 11.00 in the morning and from 4.00 to 6.00 in the afternoon. Goods must be sold at a lower price than that charged outside and cash payment must be made for them. The stock of stationery must be greater than the supply of eatables. A rent of \$10.00 is charged for the space occupied by the shop.
6. A rent of \$3.00 a month is charged the school barber.

### III. Dormitories.

1. Formerly, besides the proctor, there were three associate proctors to look after the dormitories. Since the duties were divided, difficulties often arose. Now the proctor has full authority over all the dormitories.
2. A great many new students have been admitted this term and the dormitories cannot accommodate all of them. The vacant rooms on the second floor of the west classroom building have therefore been used for temporary dormitories and an assistant helps the proctor to take care of them.
3. All the walls of the old dormitory have been whitewashed and all the doors and windows repainted.
4. The following furniture has been bought:
 

Beds	\$75.00
Desks	80.00
Square stools	140.00
Benches	60.00
Square tables	10.00
5. A small building, formerly a teacher's residence, has been made into an infirmary so the sick students can be in a quiet place.

### IV. Student activities.

1. The Student Council. This is a self-governing organization, composed of the whole student body. It is under the direction of the school authorities. The object is to give the students practice in self-government and to help the administration in the development of the school.
2. The school magazine. This is published by the Student Council, one of the members of its executive committee being the chief editor. Several teachers act as advisers. At present there is only one issue each term but the plan is to have a weekly and a monthly publication in future.
3. The Student Y. M. C. A. This is organized by the Christian students in cooperation with the faculty, the aim being to render service to society as well as to the students. It is an active organization and recently sent several delegates to the Eleventh National Convention of Y. M. C. A.'s held at Hangchow.
4. The Boy Scouts. This is organized according to the regulations of the Training Department of the Kuomintang Central Headquarters and the Education Bureau of the Nanking Municipality. It is enrolled as the Thirty-ninth Regiment,

with Mr. Tang Wen-yao, the physical director of the school, as regiment commander. On October 20th, the regiment won the first prize in the parade of all the boy scouts in the municipality.

- 5. Athletics. All athletic activities are under the direction of Mr. Tang, the physical director. Various teams have been organized and several games have been arranged with private middle schools in Kiangsu and Chekiang for this month.
- 6. The Religious Committee. This committee has been formed by Christian students and faculty members for promoting various religious activities. The National Y. M. C. A. has sent Mr. Wang Kwei-seng to cooperate in this work, and as a consequence the religious activities have developed this term. The chapel service every Tuesday and Thursday morning is conducted by faculty members, and well-known religious leaders are invited to preach every Sunday morning. A voluntary Bible class in English is being organized.

Future Plan

I. Plan of Administration.

Beginning next term, the plan of administration will be as follows:

Municipal Education Bureau	)	(Middle School Committee)	
	)		
	)		--(Principals of the Middle School)
	)		
Board of Directors	)	(President of the University)	

-----	(Faculty Meeting	
(	(Registrar - Assistants (Copyists	
(	(Business Manager ----- (Secretary	
(	(Proctor - Assistants (Assistants	
(	(Student Council	

II. Salary Scale.

(i) There has been no definite scale of salaries so it is very difficult to know why one teacher has been receiving a high salary while another, doing the same amount of work, is receiving a low salary. It is not fair that those doing different kinds or amounts of work should receive the same salary. A definite scale of salaries should therefore be worked out, and the following might be used for a basis:

1. Determine the total class periods of all grades.
2. Divide the total tuition fees received by the total number of class periods, as a possible basis of payment per period.
3. Fix the new scale by taking the total amount of money paid now for salaries and dividing it by the total number of periods now being taught.
4. To pay teachers on the above bases. (Some will receive an increase, while the salaries of others will be decreased.)

## (2.) Principles of Scale.

1. Administration and instruction must be separated and assistants must not do any teaching.
2. Teachers should be paid according to the number of periods they teach.
3. Payment per period should be on the following basis:
 

Preparatory course	\$	.45	per	period
Junior Middle School		.70	"	"
Senior Middle School		1.00	"	"
4. Ten per cent will be allowed for rent.
5. The maximum number of periods per teacher should be
 

Preparatory course	30	periods	per	week
Junior Middle School	25	"	"	"
Senior Middle School	20	"	"	"
6. Courses should be divided into the following departments: Chinese, English, Natural Science including Mathematics, and Physical Training. The head of each department should receive an additional \$10.00 per month because of added responsibility as head of his department.
7. The registrar, business manager, and proctor should receive \$60.00 per month. They might also teach, but not more than half the number of periods of a regular teacher.
8. Every five years the salaries of teachers should be increased \$5.00 a month.
9. Should any teacher's salary according to the above bases be lower than what he has been receiving, the new reduced scale will not become effective in his case until a year after the present term.

III. Scholarship Regulations.

1. Mission scholarships shall be continued as usual.
2. The sons of members of the faculty should receive scholarships amounting to half of the tuition fee.
3. The sons of members of the Board of Directors and of the Middle School Committee should also receive scholarships equivalent to half the tuition fee.
4. A scholarship should be awarded any student who excels in knowledge and character, to be chosen by the faculty. The scholarship would be awarded each term and the same student need not necessarily continue to hold it from term to term.
5. Students seeking work should be paid 12c. an hour.

This report covers only the most important points of the past two months. There are a great many other problems that need solving. As the Principal has recently come to the school and is not quite familiar with the real conditions, the situation is not very satisfactory, in spite of his efforts night and day. Realizing his responsibilities he does not feel blameless before the Board of Directors and the parents of the students, and it is his earnest hope that he may be released from the post so that some fitter person might take up the burden.

Respectfully submitted,

Djang Fang, Principal.

To Board of Directors  
Nov. 11, 1929

Summary of proposals

The University of Nanking  
MIDDLE SCHOOL

PROPOSALS PRESENTED BY MR. DJANG FANG, PRIN. CONCERNING  
METHODS FOR FIXING SALARIES FOR THE LOWER SCHOOLS.

Principles

1. Business, administration shall be separated from instruction
2. The remuneration for instruction is honored by the basis of "hour unit."
3. Differentiation of rates are given to three departmental courses:  
Senior Middle School, Junior Middle School and Preparatory Course.
  - A. One dollar for one hour in the Senior Middle School
  - B. Seventy-five cents for one hour in the Junior Middle School
  - C. Forty-five cents for one hour in the Preparatory Course.
4. Ten per cent increase is added to each hour of instruction as room rent.
5. For the sake of class efficiency instructors are strongly urged not to take more than 30 hours in the Preparatory Course, 25 in the Junior Middle School and 20 in the Senior Middle School.
6. One who has served on the faculty of the Middle School of the University of Nanking:
  - A. After five full years is entitled to 5.00 increase monthly
  - B. After ten full years is entitled to 10.00 increase monthly
  - C. After fifteen full years is entitled 15.00 increase monthly
  - D. After twenty full years is entitled to 20.00 increase monthly
7. The old members of the faculty will not be effected by this new schedule within this coming year - if it means deduction in salaries
8. Heads of four different courses, Chinese, English, Mathematics and Athletics are honored by adding 10.00 to whatever they received in addition to their teaching salaries.
9. Heads of three sections of administration are given 60.00 in addition to the teaching periods, but the amount of teaching should not be over one-half of their time.

Translation of the agreement between the Ming Feng Silk Works, Tsuchi and the Department of Sericulture, University of Nanking, UNIVERSITY OF NANKING DEPARTMENT OF SERICULTURE.

Purpose:- To improve silk and the production of silkworm eggs through the cooperation of both parties.

Brief statement showing standing of Department of Sericulture at the beginning of each calendar year from January 1, 1925 to January 31, 1940. The total of forty-five thousand sheets of spring and autumn silkworm eggs annually.

		Deficit	Surplus
Actual:			
January 1, 1925	University reserves	3,865.77	
January 1, 1926	University reserves	4,692.85	
January 1, 1927	University reserves	7,045.82	
January 1, 1928	University reserves	10,434.92	
January 1, 1929	University reserves	20,453.41	
July 1, 1929	University reserves	17,164.05	
Estimated:			
January 1, 1930	University reserves	12,164.05	
January 1, 1931	University reserves	16,664.05	
January 1, 1932	University reserves	12,664.05	
January 1, 1933	University reserves	8,664.05	
January 1, 1934	University reserves	4,664.05	
January 1, 1935	University reserves	664.05	
January 1, 1936	University reserves	3,335.95	
January 1, 1937	University reserves	7,335.95	
January 1, 1938	University reserves	11,335.95	
January 1, 1939	University reserves	15,335.95	
January 1, 1940	University reserves	19,335.95	

--The contract with the Ming Feng Silk Works expires at the close of the season of 1939. We are therefore giving our statement until this date.

Article 3. In order to make this agreement effective, the University of Nanking agrees to construct a new building for the production of silkworm eggs, especially for extension purposes. It is understood that the University of Nanking will pay for this building.

Article 4. The Ming Feng Silk Works will contribute fifteen thousand dollars (Chinese currency) (\$15,000.00) to construct a refrigeration plant for the storage of silkworm eggs. This capital expenditure will be a gift from the Ming Feng Silk Works, but the University of Nanking agrees to provide for the current running expenses of the plant.

Translation of the Agreement between the Ming Feng Silk Works, Wushih and the Department of Sericulture, University of Nanking, Nanking.

Purpose:- To improve silk and the production of silkworm eggs through the cooperation of both parties.

- Article I. The University of Nanking agrees to supply to the Ming Feng Silk Works a total of forty-five thousand sheets of spring and autumn silkworm eggs annually.
- (a) If the production of the University Department of Sericulture proves to be more than this amount, the University reserves the right to use the eggs for extension and research projects, but agrees not to sell to any other factory or silk works.
  - (b) If because of unsuitable weather conditions or some other reasonable incident the University is unable to produce a total of forty-five thousand sheets of eggs, the Silk Works will accept whatever proportion is produced with a proportionate reduction in the amount of support given to the University, this reduction to be mutually agreed upon by both parties.
  - (c) If the University production is greater than forty-five thousand sheets and the amount required for extension and research projects, the Ming Feng Silk Works agree to take the extra production, paying the market cost of any additional eggs supplied over the contract amount of forty-five thousand cards annually.
- Article 2. The Ming Feng Silk Works will pay twenty thousand dollars (M\$20,000 00) Chinese currency to the University of Nanking for the silkworm eggs as agreed upon in Article I every year. The payments will be made in two instalments: January and July of each year. The University of Nanking will issue their official receipt for these payments.
- Article 3. In order to make this agreement effective, the University of Nanking agrees to construct a new building for the production of silkworm eggs, especially for extension purposes. It is understood that the University of Nanking will pay for this building.
- Article 4. The Ming Feng Silk Works will contribute fifteen thousand dollars (Chinese currency) (M\$15,000 00) to construct a refrigeration plant for the storage of silkworm eggs. This capital expenditure will be a gift from the Ming Feng Silk Works, but the University of Nanking agrees to provide for the current running expenses of the plant.



Agreement with Ming Feng Silk Works # 2

- Article 5. The University of Nanking agrees to employ an additional man with special training in Sericulture. His work shall be in connection with special work with the silkworm eggs, testing eggs, mulberry orchards and training of students.
- Article 6. The best kinds of eggs to be produced shall be decided by the head of the department of Sericulture of the University of Nanking and the agent from the Ming Feng Silk Works.
- Article 7. The University of Nanking will offer a training course for ten (10) Junior Middle School graduates who are studying to become directors in the Ming Feng Silk Works. This course shall be offered each year. It is agreed that the University of Nanking will provide suitable lodging and the Ming Feng Silk Works will provide ten dollars chinese currency (M\$10.00) for each student each month. The students will provide their own board and incidentals.
- Article 8. The University of Nanking agrees to allow the Ming Feng Silk Works to store their eggs in the refrigerator up to sixty thousand sheets. For this privilege the Ming Feng Silk Works agrees to pay to the University one hundred dollars per ten thousand sheets for rent and two hundred dollars per ten sheets thousand sheets for the cost of acids. If the Ming Feng Silk Works sends more than sixty thousand sheets to be stored in the refrigeration plant they agree to pay double the charges mentioned above; that is, two hundred dollars per ten thousand sheets for rent and four hundred dollars per ten thousand sheets for the charge for acids.
- Article 9. When the silkworm eggs are ready it is agreed that the University of Nanking will notify the Ming Feng Silk Works of the date of shipment to the Silk Works. The Ming Feng Silk Works agrees to receive the eggs according to the date they are thus notified. The University of Nanking agrees to pay the packing costs and the Ming Feng Silk Works agrees to pay the freight and other charges for the shipment.
- Article 10. This agreement will be effective for ten years beginning July 1st, 1929 and ending June 30th, 1939, but after five years if the cost of living has continued to advance and other expenses are correspondingly higher, the current allowance each year may be increased by mutually agreement by both parties. After ten years if the arrangement has been mutually satisfactory, the Ming Feng Silk Works reserves the right to ask the University of Nanking to extend the contract for another period of ten years. (Note: It is understood

Agreement with Ming Feng Silk Works - 3

that the Ming Feng Silk Works will receive the silkworm eggs beginning the autumn of 1930 and ending with the autumn of 1939.)

Article 11. This agreement is made in duplicate; one copy for the Ming Feng Silk Works and the other copy for the University of Nanking. If any corrections or changes need to be made, it is understood that the University and the Silk Works have the privilege of making such changes or corrections as are mutually agreed upon.

Agreement signed:

University of Nanking,

Y. G. Chen, President (seal)

C. W. Chang, Acting for the dean of  
College of Agr. and For.

Koo Ying, Head of Dept. of Sericulture.

Ming Feng Silk Works,

Chu Ih Sheo, Agent (seal)

Dated; August 21, 1929.

415  
Nov. 1, 1929  
see Minutes, p. 150

The University of Nanking  
Recommendations Concerning Leave for Study for Faculty Members  
Nov. 1, 1929

The University of Nanking does not feel it is financially able at this time to inaugurate a specific policy of leave for study for its faculty, but it will continue to exert itself as much as possible in securing fellowships for members of the faculty and, when special funds are available, will try to help men to secure further training.

The University seeks to adopt the following principles:

1. To grant leave for study only after not less than seven full, consecutive years of service.
2. To grant leave for study to such applicants only as are recommended to the Board of Directors by the President after consultation with the Deans, final decision to rest with the Board.
3. To present recommendations to the Board of Directors at their autumn meeting, to become effective the following July.
4. To endeavour to distribute the privileges of leave for study fairly among the various departments, it being understood that the Board of Directors has final authority to decide upon the distribution of the privileges among the various departments and to grant leave for study.
5. Since leave for study can neither be arranged nor promised until special funds are available and definitely set aside for this purpose, it is our desire (1) to provide for leave for study for one member of the faculty each year through general funds; and (2) to permit one additional faculty member to enjoy leave for study providing funds for this purpose are included in a departmental budget.
6. Salary for twelve months shall constitute the maximum grant for leave for study.
  - (a) Salary shall be at rate of salary paid during the previous year of service.
  - (b) Extension of leave (without salary) shall be granted if necessary to complete special training.
7. If leave for study is granted to a faculty member, the one so benefited must agree to return to the University for a period of three years.
  - (a) A definite contract shall be made between the University and the faculty member.
  - (b) If the faculty member on leave fails to keep his agreement, it shall be understood that he shall refund to the University one-half of the funds given to him during the year of absence.

Report of the Special Committee Concerning University Employed Staff  
 UNIVERSITY OF NANKING  
 October 25, 1929

1. Salary for single women:

First five years      Gold \$1,080.00  
 Second five years     "     1,150.00  
 After ten years       "     1,200.00

Exchange shall be at the current rate except that the University shall guarantee a minimum of two to one.

2. Medical care shall be provided by the University. Extraordinary items shall be provided, each being considered on its merits.

3. Furlough salary and travel shall be provided by the University, including Gold \$100.00 for re-outfit.

4. Retirement. The University shall provide for the retirement of the present staff in accordance with the following:

(a) The cases of Miss Jeffrey and Miss Hynds shall be dealt with on their merits.

(b) In the case of the other four single women now employed by the University, the University shall take a share in purchasing an annuity of Gold \$1,000.00 at the age of sixty-five, on condition that the beneficiary assume a share along the general lines of the Teachers' Insurance and Annuity Association of America, located in New York. The upper limit of the amount assumed annually by the University shall not exceed \$75.00 gold for those who have served less than five years, and \$120.00 gold for those who have served more than five years, except in the case of Miss Purcell. Because of her longer term of service and the correspondingly higher cost of the annuity, Miss Purcell shall pay 10% of her salary or Gold \$120.00 each year, and the University shall assume the payment of the balance each year. This retirement provision shall ordinarily be put into operation at the beginning of the third year of service. In case of the resignation of the beneficiary, the amount of annuity purchased by the funds set aside by the University and the beneficiary shall belong to the beneficiary. In case of the death of the beneficiary, the amount of the annuity purchased by the funds set aside by the University and the beneficiary shall belong to the heirs of the beneficiary. This arrangement for retirement provision would work out approximately in accordance with the following table:

	Age	Years in Univ.	Salary	Annual cost of annuity	Percentage cost to beneficiary	and Cost to University
Miss Van Vliet	30	6	G\$1,150	G\$133	5%	G\$57.50    G\$ 75.50
Miss Priest	35	9	1,150	176	5%	57.50    118.50
Miss Bauer	34	10	1,200	163	5%	60.00    105.50
Miss Purcell	47	15	1,200	384	10%	120.00    264.00

(c) The method of administration shall be that the Board of Founders in the United States shall deduct annually from endowment income a sufficient amount to provide for the purchase of annuity or other form of retiring allowance. They shall also deduct the percent agreed upon from the salary of the beneficiary, applying both to the annual payments as provided.