

192 3345

UBCHEA ARCHIVES
COLLEGE FILES
RG 11

Nanking
Admin.
Bd. of Directors
1930 Feb-May

Meeting to founders 6/10/30

TRANSFER

EIGHTH MEETING OF THE EXECUTIVE-FINANCE COMMITTEE
OF THE BOARD OF DIRECTORS OF THE UNIVERSITY OF NANKING
February 7, 1930.

The Executive-Finance Committee of the Board of Directors of the University of Nanking met in room 613 of The Missions Building, Shanghai, at 9.30 A. M. on February 7, 1930.

Members of the Committee

T. C. Woo, chairman	*E. C. Lobenstine
Li Han-ton, vice-chairman	*Ting Tso-chen
*E. H. Cressy	*Y. G. Chen, ex officio
F. C. Garrett	*A. J. Bowen
*R. Y. Lo	*Miss E. M. Priest

The members whose names are starred were present. In the absence of the chairman, President Chen took the chair. Miss Purcell acted as secretary.

The meeting was opened with prayer by Dr. Lo.

Vacancies on Board of Directors and on Committees

In accordance with the instructions of the Board of Directors on November 1, 1929 (D-303), 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, it was proposed that the vacancy in the co-opted membership caused by the expiration of the term of Dr. C. Y. Cheng in 1928 be filled by Dr. Chen Chung-shen; and that Mr. King Chu and Mr. T. C. Woo, co-opted members of the Class of 1929, be re-elected.

DEF-313 VOTED that Dr. Chen Chung-shen be elected a co-opted member of the Board of Directors in the class of 1931; and that Mr. King Chu and Mr. T. C. Woo be re-elected as co-opted members, in the class of 1932.

The President was asked to urge the Alumni to fill the vacancies on the Board caused by the expiration of the terms of two of their representatives, and he was also asked to point out to the Alumni that they penalized themselves when they elected representatives who were not likely to attend meetings of the Board, as they had in this way less voice in the direction of the University.

Also in accordance with the instructions of the Board of Directors, the four vacancies on the Executive-Finance Committee of the Board, caused by the resignation of members or the expiry of their terms on the Board, Messrs. Garrett, R. Y. Lo, Lobenstine, and Ting Tso-chen were appointed to fill these vacancies until the time of the annual appointment of committees at the spring meeting of the Board.

Administration of the University Hospital

Formerly, when there was a Medical School connected with the University, the University had a technical relationship with the Hospital, but since the closing of the Medical School the relationship has been administrative only and it is a question whether laymen are capable of satisfactorily directing a hospital. A more direct relationship might be secured if the three missions contributing to the support of the University Hospital would agree to take it over as a union enterprise, or if one mission would be responsible for it. A wish was expressed that some mission take charge of the Hospital and run an institution somewhat along the lines of the Shanghai Sanitarium and Hospital. After discussion it was recommended that a subcommittee be appointed to consider ways and means by which the University Hospital could be transferred to a separate Board of Control and that this subcommittee be asked to confer with the authorities of the churches and missions primarily concerned and present a report at the next meeting of the Board of Directors.

DEF-314 VOTED that a subcommittee consisting of Messrs. Y. G. Chen (chairman), L. J. Birney, Djang Fang, F. C. Garrett, Li Han-toh, E. Marx, C. E. Patton, H. F. Rowe, C. S. Shao, and C. Stanley Smith, be appointed to consider ways and means by which the administration of the University Hospital can be transferred to a separate board of control; and that this subcommittee present a report at the next meeting of the Board of Directors in March.

Exchange Between the University Hospital and the University of the Daniels House for the Owen House

The former Daniels house, which was badly damaged during the March 1927 incident, was repaired in the spring of 1929 and made into a two-family house. The Hospital authorities having signified their approval of the exchange of the former Owen house for this house, it was

DEF-315 VOTED that we ask the Board of Directors to approve the exchange of the former Daniels house (House No. 14), the property of the University Hospital, for the former Owen house (House No. 29), the property of the University.

Recommendation of Seminary Graduates for Degrees

A request was presented from the President of the Nanking Theological Seminary that the University recommend its graduates to the Regents of the University of the State of New York for the degree of bachelor of arts, and that the University also recommend two of its own graduates for the degree of bachelor of divinity after they complete the graduate course of the Seminary. The Committee felt that the University was not in a position to recommend graduates of the Seminary for

these degrees, in view of government regulations and in view of the lack of direct supervision by the University over the seminary curriculum. After consideration of the matter it was

DEF-316 VOTED that the whole matter of recommendation of seminary graduates for degrees from the Regents of the University of the State of New York be referred to the administration for further conference with the Seminary authorities, in the light of present government regulations, and that a report be made to the next meeting of the Board of Directors.

Division of the College of Arts and Science

A provisional report was presented by the Reorganization Committee of the College of Arts and Science and it was

DEF-317 VOTED that we approve in general the provisional report of the Reorganization Committee of the College of Arts and Science as a basis for the work of this semester/spring, subject to further revision, particularly with regard to the problem of division of income. / See Article

Subcommittee on Student Life and Activities

The Board of Directors on November 1, 1929, authorized the Executive-Finance Committee to appoint a subcommittee to consider the relation of student life to the general organization of the University. It was suggested that this subcommittee consider ways in which faculty and students might be brought together, and whether faculty residences placed nearer the dormitories might help at this point. It was felt that a smaller group of students living together with a faculty member acting as a friend and adviser might be a good plan, or that a group of students might form a club and have meals together and meet socially, perhaps, for music, etc. The Executive-Finance Committee thought it advisable to make plans for the future construction of dormitories and residences and for the social life of the students with a view to bringing about the maximum of contact between students and faculty. They felt that the subcommittee should come to some definite decision on this phase of the work and then consult with the people responsible for plans for future building so that when the Board of Directors meet in March the report of this subcommittee and the report on property could be correlated and presented to the Board. The following action was taken:

DEF-318 VOTED that a subcommittee be appointed, consisting of the President, and Messrs. Bates, Bowen, Cressy, and Sio Kia-shen, who would bring in others for consultation, including one or two of the more serious-minded senior students, to make a survey of the relation of student life to the general organization of the University, and that this subcommittee present a report to the Board of Directors at their meeting in March.

Co-education

A large number of people left Nanking towards the end of 1929 on account of threatened political conditions and several of the women students were forced to live at a distance from the University, as far away as Hsiakwan and the South Gate. During the disturbed period they were rather afraid to go such a long way, especially late in the afternoons. Even in ordinary times this condition exists to a great extent, and it was suggested that one of the residences be utilized to provide for fifteen or twenty women students on the university campus, with some one to care for them. This suggestion brought up again the question of the advisability of receiving women students into the University but it was felt to be a matter that the Executive-Finance Committee could not decide upon at this meeting. The opinion was expressed that the guardians of the girls might be willing to get together and make provision among themselves for the care of the women students.

Promotion and Increases in Salary of Staff Members

The reorganization of the College of Arts and Science into a separate College of Arts and a separate College of Science gives rise to the necessity of providing Deans or acting deans for both colleges. The securing of a good man on the faculty or the holding of a good man sometimes depends upon the scale of salaries in operation.

It was proposed that the salary of the Dean of each college be \$240 a month with house, or, if no house were provided, that the Dean of the College of Science be given \$260 a month, and the acting Dean of the College of Arts \$270, because of his seniority on the faculty. It was pointed out that there should be a sliding scale of salaries for Deans and that a person newly appointed to the position should begin with the lowest figure. After discussion it was

DEF-319 VOTED that the matter of salary and promotion for all staff members be referred to a committee consisting of Messrs. Chen Chung-shen, Cressy, and Li Han-toh, with the President and Treasurer ex officio.

Attention was called to the fact that teachers giving part time to teaching outside without making definite arrangements with the President in writing, whereby they turn in their salary from outside sources into the University, shall be considered part-time teachers only and so not open to any salary increases at any time. It was also pointed out that the salaries of professors should be restudied.

Chinese Cultural Studies

It was announced that there was a possibility of securing Mr. Tsu Yang-chiu (Nanking, 1914), who has been offered the position of head of the Chinese Editorial Department of the Commercial Press, as director of Chinese Cultural Studies. Mr. Tsu is a highly qualified

Chinese scholar and received his doctor's degree from Columbia University. It was thought that some of the research work of the College of Agriculture and Forestry might be co-ordinated with the study of old literature on agriculture or linked up with the department in some way.

Provision of More Space for Physics Department

In view of the fact that two of the rooms now being used by the Physics Department will probably have to be given up for offices for the College of Science, the Physics Department asked that part of the attic of Swasey Hall be set aside for its use. It was

DEF-320 VOTED that permission be granted the Physics Department to spend unused personnel funds in its budget to put part of the attic of Swasey Hall in shape for office use and for a radio laboratory, alterations to be made in consultation with the Building and Property Committee and in accordance with the policy of that committee.

Treasurer's Report

The Treasurer presented a summary of budget expenditures to January 1, 1930, and announced that all college fees except \$50 had been collected for the autumn semester of 1929, and that \$439 had still to be collected for middle school fees.

DEF-321 VOTED that the report of the Treasurer be accepted.

Fixing Exchange

DEF-322 VOTED that we ask the Board of Directors to recommend to the Board of Founders that there be no change for another year in the present policy regarding exchange (i. e., 2.10 to 1), and that at the March meeting of the Board of Directors we present an estimate of the amount of contingent that will be needed and request the Board of Founders for that much of the surplus from exchange, in addition to some money for working capital to obviate the necessity of borrowing money in the summer for current expenses.

Gift of \$50,000.00 from Mr. W. H. Hoover

Dr. Chen announced that Mr. W. H. Hoover of North Canton, Ohio, was prepared to make a gift of \$50,000 United States currency to the University, to be used as seemed best, either in an annuity covering ten years to strengthen personnel, or in building. It was suggested that the income might be used to increase the number of strong Chinese on the faculty and in securing more Western members. In this connection it was pointed out that the Board of Directors be urged to ask the Board of Founders to send their full quota of missionaries in the autumn

of 1930 as the University is in need of this added strength to the faculty. After consideration of what would be the best way to utilize Mr. Hoover's generous gift, it was

DEF-323 VOTED that the Secretary be instructed to draft a suitable vote of thanks to Mr. W. H. Hoover for his much appreciated gift to the University, and that the President write a letter to Mr. Hoover expressing the gratitude of the Board of Directors for his gift of \$50,000 United States currency.

DEF-324 VOTED that the Subcommittee on Student Life and Activities (DEF-318, consisting of Messrs. Y. G. Chen, M. S. Bates, A. J. Bowen, E. H. Cressy and Sie Kia-shen) be asked to consider the best use to be made of the gift of \$50,000 United States currency from Mr. W. H. Hoover and bring in recommendations to the next meeting of the Executive-Finance Committee.

The following vote of thanks is submitted by the Secretary:

DEF-325 VOTED that we record our deep gratitude to Mr. W. H. Hoover of North Canton, Ohio, for the many evidences of his continued interest in the University of Nanking and especially for his generous gift of \$50,000 United States currency to be used in strengthening the work of the University.

East China Federated University

DEF-326 VOTED that material concerning the East China Federated University be prepared and a draft recommendation presented for each item that comes before the Board of Directors for discussion, so that the Board will have definite instructions on each point raised when it meets in March.

North China Agricultural Institute

Feeling that more effective service to the farming population of North China could be effected through the correlation of the various agencies interested, Messrs. Y. S. Djang of the China International Famine Relief Commission, Peking, Mr. C. A. Stanley of Cheeloo University, and Dr. J. Leighton Stuart of Yenching University extended an invitation to the University of Nanking to send two representatives to an informal conference in Peking on October 11, 1929, hoping that, without superimposing too much new machinery or involving organic changes, the conference might discover some process for cooperative functioning that might lead to financial and other advantages which could not otherwise be secured.

On January 17, 1930, Dr. J. B. Tayler of Yenching University and Mr. Leonard M. Outerbridge of the American Board Mission, Fenchow, Shansi, visited the University of Nanking to discuss the contribution that the University could make to the Institute, but no definite decision was reached. Later Dr. Tayler and Dr. Howard S. Galt of Peking conferred with Dr. Bowen regarding the matter, which is being held in abeyance pending the arrival of Professor Wiggins of Cornell University for further consultation with the various agencies concerned.

Amendment in By-laws

It was pointed out that there seemed to be a similarity of duties between the Committee on Finance, Property and Investment of the Board of Founders (see second and third paragraphs of Article III, section 7 of the By-laws of the Board of Founders circulated as Appendix D of the minutes of the meeting of the Board of Founders of April 22, 1929) and those of the Building and Property Committee of the Board of Directors (see Article III, section 7 of the By-laws of the Board of Directors). These sections of the By-laws were presented for comparison as follows:

Board of Founders Committee on Finance, Property and Investment

"The Committee on Finance, Property and Investment shall exercise supervision over the property of the University and shall receive and examine the annual report from the Board of Directors on the condition of grounds, buildings, and equipment and the measures necessary to keep them in good condition. It shall also carry out such provisions for the insurance of the building and property of the University as the Board may direct.

"The Committee shall investigate and determine the need for new buildings and shall report to the Board with full recommendations. It shall be responsible for the preparation of plans and specifications of such new buildings as the Board may determine upon, and shall recommend to the Board the agencies to be employed for the erection of the buildings, and shall in behalf of the Board supervise the design and erection of the buildings."

Board of Directors Building and Property Committee

"The Building and Property Committee shall exercise supervision over the property of the University and shall make an annual report on the condition of grounds, buildings, and equipment and measures necessary to keep them in good condition. It shall also recommend to the Treasurer such provisions for the insurance of the buildings and property of the University as the Board may direct.

"The Committee shall investigate and determine the need for new buildings and shall report to the Board with full recommendations. It shall be responsible for the preparation of plans and specifications of such new buildings as the Board may determine upon, shall recommend to the Board the agencies to be employed for the erection of the buildings and shall in behalf of the Board supervise the design and erection of

the buildings.

"The title to all lands and buildings added by the Board of Directors shall, until further arrangement, be vested in the Board of Founders."

DEF-327 VOTED that the suggestion be made to the Board of Founders that the following sentence be substituted for the second sentence in the second paragraph of their By-laws quoted in these minutes:

"It shall recommend plans and specifications of such new buildings and pass upon plans and specifications transmitted by the Board of Directors."

DEF-328 VOTED that the suggestion be made to the Board of Founders that the third paragraph of the By-laws of the Board of Directors quoted in these minutes be repeated under the By-laws of the Board of Founders.

DEF-329 VOTED that in the second paragraph of the By-laws of the Board of Directors quoted in these minutes, the phrase "of Founders through the Board of Directors" be inserted between the words "Board" and "with" in the first sentence; and that the phrase "subject to the approval of of the Board of Founders" be added at the end of the paragraph.

The suggested changes in the wording of the second paragraph of the By-laws of the Board of Founders quoted in these minutes, and in that of the By-laws of the Board of Directors would make these paragraphs read as follows:

Committee on Finance,
Property and Investment

"The Committee shall investigate and determine the need for new buildings and shall report to the Board with full recommendations. It shall recommend plans and specifications of such new buildings and pass upon plans and specifications transmitted by the Board of Directors."

Building and Property
Committee

"The Committee shall investigate and determine the need for new buildings and shall report to the Board of Founders through the Board of Directors with full recommendations. It shall be responsible for the preparation of plans and specifications of such new buildings as the Board may determine upon, shall recommend to the Board the agencies to be employed for the erection of the buildings and shall in behalf of the Board supervise the design and erection of the buildings subject to the approval of the Board of Founders."

Eighth meeting of Executive-Finance Com., Feb. 7, 1930 - page 9

Agreement

In order to complete the schedules called for in the "Agreement between the Board of Directors and the Board of Founders" giving (1) list of grounds, buildings and equipment, and provision as to the percentage of cost which shall each year be set aside for repairs, replacements, and insurance - Sec. III, 4; (2) basis for determination of assignment of residences to the University staff - Sec. III, 6; and (3) rent schedule of residences on University campus - Sec. VI, it was suggested that since the members of the committee appointed to care for these matters (D-157) were all busy with their work and could not find time to make an inventory of university property and a survey of land, etc., it would seem wise to appoint a full-time secretary for three or four months to do the work under the direction of the Building and Property Committee, and it was

DEF-330 VOTED that a person familiar with the University and with the processes involved in land transactions be secured for the length of time needed to complete the schedules called for in the Agreement between the Board of Directors and the Board of Founders; and that provision be made not exceeding \$1,200.00 Chinese currency to cover clerical and stenographic help in connection with this work.

Adjournment

The meeting adjourned at 4 P. M.

Respectfully submitted,

Minnie H. Parcell, Secretary.

Reorganization Committee for the Colleges
Provisional Report - February 7, 1930

In proceeding on the outlines of its report to the last meeting of the Board of Directors, the Committee wishes to make the following suggestions, particularly with reference to the preparation of the next budget:

I. Since the organization of a College of Science means not a new enterprise, but the transfer and rearrangement of work already being done in the University, we recommend that the present totals of departmental expenditures be the working basis, according to the assignment of departments (or sections of departments) indicated in the Outline Plan previously submitted.

(A). New Factors. The administration for the College of Science should be provided for on a moderate basis with as little financial readjustment of other work as possible, and without disproportionate prejudice to science instruction.

(B). Transfer of certain divisions of Biology from the College of Agriculture and Forestry should carry with it an equitable adjustment of support. The Committee recommends that transfer be made of Zoology, with courses in general biology and hygiene, and of Entomology. The College of Agriculture, through its Executive Committee and Dean, have asked that Entomology remain under them, with additional equipment from Zoology, since Entomology is a new and poorly supplied division. The Reorganization Committee realizes that work with insects has thus far been directed toward agricultural needs and taken by agricultural students. Nevertheless, the subject of study in itself, the equipment, and the type of training required by teachers, all would associate Entomology more readily with Zoology. If the College of Agriculture persists in its view, the Committee is willing to present to the Board a plan with alternatives on this proposition, in order that the Board may specifically decide it.

(C). Other Notes. We recommend that financial support from each of the three colleges should carry the following general items approximately in the ratio of number of students: military training, physical education, San Min Chu I (if required above the subfreshman year), religion department outside instructional work.

II. Assignment of Income. We recommend for the sake of stability in planning for the work of each college, and for the reasonable protection of general items against competitive or combined pressure by the needs of the colleges, that the following distribution be the basis for two years' budgets (subject to revision if there are considerable changes in the factors concerned):

(A) That each college be credited with the tuitions of its own students, on the basis of the present situation.

(B) That missionary staff or its financial equivalent be allotted as follows: Agriculture and Forestry 5, Arts 6, Science 4. (Formerly the total of missionary staff was 17 guaranteed by the Boards, of which 5 were specified for Agriculture, and in recent years usually 6 were actually in Agriculture. Now the 17 are reduced to 15. We propose that for our internal accounting the standard equivalent of \$2,600 be followed for each missionary, which gives a practicable comparison among missionaries as well as with the better trained Chinese.

Provisional Report of Reorganization Committee (cont.)

(C) That the remainder of the financial burden for which each college is responsible (approximately the expenses in this year's budget of the various departments or divisions assigned to it for the future) be roughly covered by a stated sum from other income of the University. Then the Dean of each college may know what he can count upon, and attempt to get a more efficient utilization of his resources; on the other hand, he may not expect additions from general University funds unless circumstances have altered so considerably as to justify an appeal for revision, such appeal to be considered by the Administration and Executive-Finance Committee upon its own merits.

(D) Minor adjustments may be called for on the principle of mutual services involving unequal burdens; if one college does for the students of another work much more costly than services rendered on the other side. The Reorganization Committee, through the Registrar's Office, has done a good deal of work upon this problem, but so far is unable to get results sufficiently clear or important to formulate any principle.

III. Recommended Change in Credit Program. Though this proposal has no necessary connection with division of the colleges or with budgets, we are following the President's request for any suggestions as to greater efficiency. If desired, we will prepare a formal resolution in regard to requirements for graduation.

That total credits for the four years' college course be changed to 128, on the basis of normal work at 16 credits per semester (extra work permissible only to students of high standing, with 18 credits as absolute maximum for a very few). Our present basis of 20 or 21 as normal cannot really secure the total of three hours' effort per credit which is nominally assumed (one hour of class work plus two of preparation or of laboratory, or its equivalent). Some science courses on this plan are impossibly heavy, and some other courses are a farce, and ought not to be counted on the same credit basis. We propose a revaluation of courses, in which purely lecture work would be greatly reduced in credit, and a real effort made to carry out the three hours' standard, which is possible in a 16-credit program. Tuition for regular students to remain the same, with proportionate adjustments for individual courses and special students. (Additional note: a course in language, needing much class drill, might be for three or four credits, but meet four or five times a week; lectures in Chinese literature might be given three to five times per week for one or two credits).

Standard teaching load to be twelve hours per week. Major and minor requirements, and other such matters, to be revised on the general principle suggested - units four-fifths of the present figures.

The Committee has carefully considered the difficulties involved, but believes such a "realistic" program is a necessary step in securing efficient work.

M. S. Bates.

MEETING OF SUBCOMMITTEE APPOINTED BY EXECUTIVE-FINANCE COMMITTEE TO
MAKE SURVEY OF STUDENT LIFE AND ACTIVITIES IN RELATION
TO THE GENERAL ORGANIZATION OF THE UNIVERSITY

The subcommittee appointed by the Executive-Finance Committee on February 7, 1930 (DEF-318) to make a survey of student life and activities in relation to the general organization of the University met at the University on February 19, 1930 at 2 P. M. There were present Dr. Y. G. Chen, and Messrs. M. S. Bates, E. H. Cressy, and K. S. Sie. Dr. Bowen was unable to be present. The meeting was opened with prayer by Mr. Bates, and closed with prayer by Mr. Cressy.

Dr. Chen mentioned some of the difficulties in the general life of the University. One of these was the congestion in the dormitories. A few years ago there were only 230 or 240 students living in the dormitories, whereas now we accommodate 450 in dormitories and hostels so that every bit of available space is used. Another problem was to provide living quarters for teachers and staff. Previous to 1927 no general provision was made for housing the Chinese members of the staff. Since then, however, many of the university residences have been burnt or damaged and the Chinese teachers have tried to secure accommodation in these as they have been repaired, so that in the last two years comparatively few of the Chinese teachers have been living off the campus. We hope in time to house all, but accommodation as yet is far from adequate. The problems of the proctor were numerous, as he has the oversight of a resident student body nearly double that of a few years ago. The tendency on the part of students and faculty to live on the campus is largely due to the increased cost of living, and the resulting congestion causes many serious problems.

In discussing these problems the following suggestions and observations were made:

1. There is a realm in dormitory life untouched by the proctor which must be handled by teachers - the social and individual side of student problems.
2. The dormitories and plant might be so set up that students would take pride in what they had. But in this connection it was pointed out that if the students could not make better use of the present fairly well built dormitories and equipment there was certainly no use in spending more money on improving what they had.
3. A special freshman quadrangle might be built and certain faculty members might live there, act as advisers, do any necessary disciplining, and help build up a form of student life.
4. Separate offices suitable for private conference should be provided for advisers and assistants to the deans. If we do not have the facilities we cannot accomplish our aim.

The President invited the subcommittee to tea at his house and had also invited three of the senior students to meet with them there, to discuss ways in which closer social contact might be developed. These seniors were Chang Keh-tsiang, Chiang Chi-hong, and Chiang Wen-han.

The students seemed to feel generally that there was a lack of opportunity for coming in contact not only with the faculty but even with the students themselves. The question of having faculty members live in the dormitories did not seem to solve the problem in the eyes of some of the students, as it only meant that they would know one or two members intimately. Some seemed to think that entertainments where faculty and students were gathered together would give the contact necessary. There is a rather general feeling that the students in the College of Agriculture and Forestry have an advantage over other students in that their work apparently brings them into closer contact with their teachers, due in part, perhaps, to classes being smaller in that college, and then there is a social room in Bailie Hall which is used frequently and appears to furnish opportunity for the desired social contact.

After much discussion the subcommittee took the following actions:

- SLA-1 VOTED that we recommend to the Board of Directors that provision be made for two non-academic deans, a Dean of Freshmen and Subfreshmen, and a Dean to be concerned with the student life and activities of the upper three years, who shall be full time teachers giving a portion of their time to the social side of student life and helping them with their problems.
- SLA-2 VOTED that among the duties of the Dean of Freshmen and Subfreshmen shall be the giving of a course one hour a week through the first semester dealing with the rules and traditions of the University, and the responsibility for providing faculty advisers for all students.
- SLA-3 VOTED that the upper class Dean promote closer relations between students and faculty and cooperate with the student self-government with a view to character development and responsibility for control of the dormitories.
- SLA-4 VOTED that special emphasis be put on the duties of the proctor and that the whole administrative group consider this phase of the work and make plans that will ensure satisfactory results.

Building Programme

In connection with the securing of closer social contact between faculty and students, the following recommendations were made in regard to future building programme:

SLA-5 VOTED that we recommend to the Board of Directors that there be further careful study looking toward the development of a freshman quadrangle and certain other rather small units, each of which shall include (1) a student dormitory to include a room for social purposes, and (2) provision for faculty either in residence or for a faculty club building, and (3) dining accommodations to be managed by the students. (Whether a separate dining hall should be provided for each unit or a central dining hall, or one for several units, is to be decided after further consideration.)

SLA-6 VOTED that we recommend that the Language School compound be utilized as the basis for a freshman and subfreshman quadrangle.

Inquiry was made as to whether the funds for the Williams memorial building could be used for a new gymnasium, as the present gymnasium is poorly built and inadequate, being a "temporary building" costing less than silver \$10,000.00. This would leave the present gymnasium available, if desired, for the basis of a central dining hall or social hall, part of it being used, perhaps, for faculty personnel or for private offices where students would feel free to come and go.

SLA-7 VOTED that we recommend to the Board of Directors that the first dormitory and residence construction possible be the provision of a freshman and subfreshman quadrangle.

SLA-8 VOTED that we recommend to the Board of Directors the building of more dormitories to house students, the size to be regulated by the number of students and so placed that if the student body should be increased by 100 an additional quadrangle might be added.

SLA-9 VOTED that we recommend the advisability of each unit having accommodation for about 100 students or not more than 150.

SLA-10 VOTED that we recommend that the Williams Hall be a student welfare unit consisting of a new gymnasium with proper dining hall, kitchen equipment, swimming pool, etc.

Hoover Gift

The subcommittee appointed to consider student life and activities in relation to the general organization of the University was also asked to bring in recommendations as to the best use to be made of the Hoover gift (DEF-324). Mr. W. H. Hoover of North Canton, Ohio, in making a gift of \$50,000.00 United States currency, desired it to be used at the point of greatest need, either to meet the current requirements of the University for a period of ten years or to provide a building, or in any other suitable way. It had been indicated in the last two or three years that the greatest thing needed for carrying on the University was more financial provision for arts and science. Every one will agree that the chief problem is the strengthening of personnel. Suggestion was made that part of the money be used in supporting key men and part in replacing part-time men by full-time men, and that the Deans be reinforced so that they could spend more time with the students on their problems and become familiar with the administrative work of the departments under them.

A recommendation was presented from the committee that met in the morning to discuss salaries and promotion of university staff, that part of the money be spent in raising the salaries of the two upper ranks of the teaching staff. After discussion, it was

SLA-11 VOTED that we recommend to the Board of Directors that half of the first year's proceeds from the Hoover fund be held in reserve for full-time faculty of the highest qualifications, or to replace part-time teachers, and if the whole amount be not used the first year the balance be carried forward for the same purpose in succeeding years.

(This action was taken in view of the urgent need of strengthening the present staff to ensure having a certain number of key men, so that if these cannot all be secured in the immediate future the unused money can be reserved for full-time men of the highest calibre as they can be secured.)

SLA-12 VOTED that the other half of the Hoover fund be used for increasing the salaries of key men on the selective basis with emphasis on the upper two ranks of the teaching staff.

SLA-13 VOTED that we recommend to the Board of Directors that the President go to America and England in the fall of 1930 to meet with the Board of Founders and particularly to secure faculty in connection with the Hoover fund.

Hoover Gift

The subcommittee appointed to consider student life and so-
activities in relation to the general organization of the University was
also asked to bring in recommendations as to the best use to be made
of the Hoover gift (DEF-324). Mr. W. H. Hoover of North Canton, Ohio,
in making a gift of \$50,000.00 United States currency, desired it to be
used at the point of greatest need, either to meet the current require-
ments of the University for a period of ten years or to provide a
building, or in any other suitable way. It had been indicated in the
last two or three years that the greatest thing needed for carrying
on the University was more financial provision for arts and science.
Every one will agree that the chief problem in the strengthening of
personnel. Suggestion was made that part of the money be used in
supporting key men and part in replacing part-time men by full-time
men, and that the Deans be reinforced so that they could spend more
time with the students on their problems and become familiar with the
administrative work of the departments under them.

A recommendation was presented from the committee that met
in the morning to discuss salaries and promotion of university staff,
that part of the money be spent in raising the salaries of the two
upper ranks of the teaching staff. After discussion, it was

STIA-11 VOTED that we recommend to the Board of Directors that half of
the first year's proceeds from the Hoover fund be held in
reserve for full-time faculty of the highest qualifica-
tions, or to replace part-time teachers, and if the whole
amount be not used the first year the balance be carried
forward for the same purpose in succeeding years.

(This action was taken in view of the urgent need of strength-
ening the present staff to ensure having a certain number
of key men, so that if these cannot all be secured in the
immediate future the unused money can be reserved for full-
time men of the highest calibre as they can be secured.)

STIA-12 VOTED that the other half of the Hoover fund be used for in-
creasing the salaries of key men on the selective basis
with emphasis on the upper two ranks of the teaching staff.

STIA-13 VOTED that we recommend to the Board of Directors that the
President go to America and England in the fall of 1930 to
meet with the Board of Regents and particularly to secure
faculty in connection with the Hoover fund.

JUN 2 - 1930
JOINT OFFICE

MEETING OF SPECIAL FINANCE COMMITTEE ON BUDGET REVISION
February 19, 1930

The committee appointed by the Executive-Finance Committee of the Board of Directors on February 7, 1930 (DEF-319) for the consideration of salaries and promotion of university faculty and staff met at the University on February 19, 1930, at 9.30 A. M. All members of the committee were present: Messrs. Chen Chung-shen, E. H. Cressy, and Li Han-toh, with President Chen and Miss Priest ex officio members. The meeting was opened with prayer by Mr. Cressy, who also was elected chairman.

President Chen said that among the matters for the committee to decide were (1) the working out of a principle on which to base salary increases, and (2) fixing the salaries to be paid deans and heads of departments. He suggested that in considering the need for increasing salaries the great advance in cost of living should be taken into account, also the competition of government institutions in the matter of securing and holding good faculty members. He proposed four ways of adjusting these difficulties:

1. Selecting a few outstanding teachers and giving them special increases.
2. Giving automatic increases to the whole staff.
3. Because of the higher cost of living, increasing salaries of the entire staff as follows: professors and assistant professors \$10.00 per month, instructors and associates \$5.00 per month, and assistants from \$2.00 to \$5.00 per month, as formerly.
4. Adopting a grading system for increases for the entire staff, as follows:

	A	B	C	D	E
Professors	40	30	20	10	0
Assistant Professors	30	20	15	10	0
Instructors	20	15	10	5	0
Associates	20	15	10	5	0
Assistants	10	8	6	2 or 3	0

After discussing these proposals, it was

SF-13 VOTED that the administration be authorized to prepare a budget including salary increases not to exceed \$12,000; that no increases for part-time staff be allowed in this budget; but that special emphasis be given to the upper two ranks of the teaching staff (i. e., professors and assistant professors).

Special Finance Com. on Budget Revision, Feb. 19, 1930 - page 2

SF-14 VOTED that in preparing the budget to include salary increases not to exceed \$12,000, we approve of the use of the grading system outlined under 4 of the proposals presented by the President as a basis for increases.

SF-15 VOTED that we reaffirm our action taken April 13, 1929, as follows: "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-16 VOTED that this committee meet at 9.30 A. M. on March 8th to examine the list of staff members and make recommendations for increases in salaries. (In this connection it was suggested that those who should be unquestionably increased be marked specially so that the committee would vote promptly on these.)

SF-17 VOTED that we recommend to the Executive-Finance Committee that the Treasurer be authorized to pay increases in salaries of Deans, beginning February 1, 1930, as follows: Acting Dean of the College of Science \$260.00; Acting Dean of the College of Arts \$270.00; Co-Dean of the College of Agriculture and Forestry \$280.00; and that the vote of the Executive-Finance Committee on these increases be secured by correspondence.

Special Finance Com. on Budget Revision, Feb. 19, 1930 - page 3

- SF-18 VOTED that it be understood that of the increase in the salaries of the Acting Deans, \$30.00 represents remuneration for their services as Deans and shall be paid them only as long as they act as Deans, while the remainder represents increases in their salaries as professors.
- SF-19 VOTED that we recommend to the Executive-Finance Committee that the salary of Dr. K. C. Liu be specially considered when he returns to the University.
- SF-20 VOTED that we recommend to the Executive-Finance Committee that, if necessary in the judgment of the administration, the salary of the Principal of the Middle School be raised to \$250.00 a month, with provision for entertainment allowance amounting to \$200.00 a year.

The committee felt very strongly that the teaching hours of the Deans should be very considerably reduced to allow for more contact with the students (in straightening out their entanglements, etc.), and also to allow for more time to get in touch with the administrative work of the various departments.

- SF-21 VOTED that we express our judgment to the committee that is to discuss the way in which the Hoover gift is to be used, that part of the money be spent in securing an assistant to the President, and that part be spent in raising the salaries of the two upper ranks of the teaching staff (professors and assistant professors).

MEETING OF MARCH 8, 1930

The committee met again on Saturday, March 8, 1930, at 9.30 A. M. to consider the budget which the administration was authorized to prepare on February 19, 1930, showing salary increases not exceeding \$12,000. There were present Messrs. Chen Chung-shen and Li Han-toh, and Dr. Y. G. Chen and Miss Priest ex officio. Mr. Li led in prayer and Dr. Chen Chung-shen acted as chairman.

After giving careful consideration to the different items of the budget presented, the Committee expressed their approval of the increases worked out by the administration and adjourned at 11.30 A. M.

Increases and Promotions for Staff

The Executive-Finance Committee on February 7, 1930, appointed the following committee to study the matter of salary increases and promotions for all staff members:- Messrs. Chen Chung-shen, Cressy, and Li Han-toh, with the President and the Treasurer ex officio.

On February 19, 1930, this committee met in Nanking and after careful study and discussion voted:

"That the administration be authorized to prepare a budget including salary increases not to exceed \$12,000; that no increases for part time staff be allowed in this budget but that special emphasis be given to the upper two ranks of the teaching staff (i. e., professors and assistant professors)."

On March 8, 1930, the administration presented to this committee recommendations for increases in salaries divided among the units as follows:

Administration	\$ 950.00	
Operation and maintenance	140.00	
College of Science	2,180.00	
College of Arts	1,535.00	
College of Agr. and Forestry	1,390.00	
Subfreshman year	720.00	
Library	900.00	
Dormitories	50.00	
Construction	60.00	
Famine prevention work	<u>60.00</u>	
		\$7,925.00
		3,960.00
		<u>\$11,885.00</u>

In presenting the financial condition to the committee, we gave them the following information:

In the budget for 1929-1930 the following items are non-recurring, with the exception of contingent:

Deficit and contingent	\$7,486.98	
Gas plant	3,600.00	\$11,086.98
	<u>\$11,086.98</u>	
Addition:		
Famine funds increases	3,960.00	
Hoover gift	<u>6,000.00</u>	21,046.98

Of these funds, the committee voted to have \$12,000.00 used for salary increases for the staff.

This year the College of Arts and Science has been divided into two colleges. This has involved additional expense in setting up another dean's office, and in making the transfer.

MEETING OF SUBCOMMITTEE TO CONSIDER FUTURE ADMINISTRATION
OF THE UNIVERSITY HOSPITAL - March 14, 1930

The subcommittee appointed on February 7, 1930, by the Executive-Finance Committee of the Board of Directors (DEF-314) to consider ways and means by which the University Hospital might be transferred to a separate board of directors met at the University on the morning of March 14, 1930, at half-past nine.

There were present: Dr. Y. G. Chen, chairman, and Messrs. Djang Fang, E. Marx, C. E. Patton, H. F. Rowe, Shao Ching-san, and C. Stanley Smith. Bishop Birney was unable to be present as he had recently left for the United States, and Dr. Frank Garrett and the Rev. Li Han-toh were also unable to attend the meeting. Dr. C. S. Trimmer, chairman of the Hospital Executive Committee, and Miss E. M. Priest, Treasurer, were present on invitation, and Miss Purcell acted as secretary. The meeting was opened with prayer by Mr. Patton.

After considering whether or not separating the Hospital from the University and placing it under a different board of directors would make for greater efficiency in the administration of the Hospital, and in view of the desire of the hospital staff that the Hospital do not sever its connection with the University because of its history and because of the present emphasis on institutions' uniting for efficiency, the committee made the following recommendations to be presented to the Board of Directors:

Recognizing the conditions which have made important and necessary the consideration of the advisability of separating the University Hospital from the University, and believing that the administration of the Hospital should receive more definite attention than it has heretofore from the Board of Directors, we recommend the following:

1. That no steps be taken to establish a separate board of directors for the University Hospital but that the Hospital continue as one of the administrative units of the University of Nanking under the present Board of Directors.

2. That the administration of the Hospital be carried on as at present under a Hospital Committee appointed by and responsible to the Board of Directors, but that the membership and duties of this Hospital Committee be modified in accordance with the following points:

- (1) careful consideration of personnel to be appointed,
- (2) number of membership,
- (3) appointment of some women on the committee,
- (4) due consideration of
 - a. representation of the various cooperating church and mission bodies,
 - b. professional and technical experience in the management of hospital affairs,
 - c. the appointment of laymen who can make the wider connections that are necessary for promotion and financial support.

3. That the membership may be selected from the Board of Directors or outside, at the discretion of the Board of Directors, except that the chairman of the Hospital Committee shall be a member of the Board of Directors and that the President of the University and the Superintendent of the Hospital shall be ex officio members of the Committee.

4. That the Hospital Committee should not have much, if any, responsibility for the internal affairs of the Hospital, which should be left to the Hospital Executive Committee to manage.

5. That the Hospital Committee be given a very wide latitude by the Board of Directors with regard to responsibility and freedom of action. It should be virtually the final governing body. Its duties should be carefully defined in the By-laws.

6. That the duties of the Hospital Committee may be as already defined in the By-laws of the University Board of Directors, as follows:

"The duties of the Hospital Committee shall be to make themselves familiar with all hospital matters; consider such financial and administrative problems as are presented to them; to hear reports from the Superintendent from time to time; to pass on all actions to be brought to the attention of the President of the University or the Board of Directors for action, and to consider such other matters as are referred to it by the President of the University or the Board of Directors."

7. That before taking any steps looking toward a new programme or new lines of work, every effort be made to round out the present programme and put the Hospital on a sound financial basis. We recommend that steps be taken to try to secure funds from local sources.

The meeting adjourned at 12.30 M. after prayer by Dr. Rowe.

NINTH MEETING OF THE EXECUTIVE-FINANCE COMMITTEE
OF THE BOARD OF DIRECTORS OF THE UNIVERSITY OF NANKING
March 21, 1930

The ninth meeting of the Executive-Finance Committee of the Board of Directors of the University of Nanking was held at the University on March 21, 1930, at 9.30 A. M.

Members of the Committee

T. C. Woo, chairman
Li Han-toh, vice-chairman
*Chen Chung-shen (representing
an absent member)
E. H. Cressy
*F. C. Garrett
*R. Y. Lo

*S. J. Mills (alternate for
E. C. Lobenstine)
Ting Tso-chen
*Y. G. Chen, ex officio
*A. J. Bowen " "
*Miss E. M. Priest "

The members whose names are starred were present. In the absence of the Chairman Dr. Lo was elected to preside at the meeting. Miss Purcell acted as secretary. The meeting was opened with prayer by Dr. Garrett.

Action by Correspondence re. Salaries of Deans

Approval was secured by correspondence of the following action submitted on February 19, 1930, by the subcommittee appointed on February 7, 1930, to consider salaries and promotion of university faculty and staff:

DEF-331 VOTED that the Treasurer be authorized to pay increases in salaries of Deans, beginning February 1, 1930, as follows: Acting Dean of the College of Science, \$260; Acting Dean of the College of Arts, \$270; Co-Dean of the College of Agriculture and Forestry, \$280.

See action DEF- 335.

Budget for 1930-1931

The Committee appointed by the Executive-Finance Committee on February 7, 1930 (DEF-319) to consider salary increases and promotion of staff members met on February 19. After much discussion a system of grading for increases was decided upon for the year 1930-31 and the administration was authorized to prepare a budget to include salary increases according to this system, not to exceed \$12,000, with no provision for increases in salaries of part-time staff but with special emphasis on the upper two ranks of the teaching staff. The committee met again on March 8 to consider this budget, which was approved for presentation to the Executive-Finance Committee.

Ninth Meeting of Exec. Fin. Com., March 21, 1930 - page 2

After making changes in the budget in order to balance same, there was still a shortage in receipts of approximately \$1,200, and it was

DEF-332 VOTED that we recommend that this amount be entered as an item of income from interest for the year 1930-1931.

DEF-333 VOTED that the gain in exchange in the budget for Chinese Cultural Studies be used for the purchase of books or for any other special items.

DEF-334 VOTED that the increase to \$95.00 in the salary of Mr. Chang Sheo-i begin from February 1, 1930.

DEF-335 VOTED that the clauses "Acting Dean of the College of Science, \$260; Acting Dean of the College of Arts, \$270;" in our action DEF-331 taken by correspondence be amended as follows: "Acting Deans of the College of Arts and the College of Science, \$270," so that the action as amended would read:

"VOTED that the Treasurer be authorized to pay increases in salaries of Deans, beginning February 1, 1930, as follows: Acting Deans of the College of Arts and the College of Science, \$270; Co-Dean of the College of Agriculture and Forestry, \$280."

DEF-336 VOTED that we recommend that part of the gain in exchange for 1930-1931 be used to cover the following special items:

Contingent	\$3,000	
Special travel	4,000	
Retorts for gas plant	300	
Books for science departments	370	
In lieu of one professor	2,730	
Printing - administration	2,500	
Books for College of Arts	1,000	
Technical magazines for College of Science	1,000	
Printing for College of Agriculture and Forestry	1,000	
Repairs and science equipment for Middle School	2,000	\$17,900.00

it being understood that the last four items be reduced proportionately should funds be insufficient.

Ninth Meeting of Exec. Fin. Com. March 21, 1930 - page 3

DEF-337 VOTED that we refer the hospital budget back to the Hospital Executive Committee and ask President Chen and Dr. Bowen to confer with that committee.

DEF-338 VOTED that we accept the budget as presented but including the changes made at this meeting.

Future Administration of Hospital

DEF-339 VOTED that we approve the report of the subcommittee appointed February 7, 1930 (DEF-314) to consider the future administration of the University Hospital and recommend said report to the Board of Directors.

Christian Life of University

The spiritual side of university life was discussed, together with the matter of securing strong Christians on the faculty. It was

DEF-340 VOTED that we request the Board of Directors to appoint a standing committee with the objective of studying the best methods of promoting Christian life and ideals in the University.

Sites for Future Buildings

DEF-341 VOTED that the Resident Architect and Engineer and Superintendent of Grounds and Buildings be asked to report on possible sites for the arts building, the library building, and Williams Hall, and that we recommend the Board of Directors to consider these.

Hoover Gift

DEF-342 VOTED that we ask the Board of Directors to recommend to the Board of Founders that the total capital of the Hoover gift be changed into silver now and placed in the Shanghai Commercial and Savings Bank, as this would have the advantage of stretching the capital over a period of fifteen, instead of ten, years.

Adjournment

The meeting adjourned at 4 P. M. after prayer by Dr. Lo.

**SEVENTH MEETING OF THE BOARD OF DIRECTORS
OF THE UNIVERSITY OF NANKING
March 28, 1930**

The seventh meeting of the Board of Directors of the University of Nanking was held in the University Guest Room, Severance Hall, on March 28, 1930, beginning at 9.30 A. M. The meeting was opened with prayer by Dr. Bowen.

Members of the Board

<u>Elected by</u>	<u>1930</u>	<u>1931</u>	<u>1932</u>
Chekiang-Shanghai Baptist Convention	T. K. Van		*T. C. Bau
East China Mission of the American Baptist Foreign Mission Society		*J. W. Decker	E. H. Cressy *V. Hanson, alternate
Central China Conference of the Mei I Mei Hwei	Tsu Yu-ho	*R. Y. Lo	*Li Han-toh
Central China Mission of the Methodist Episcopal Church		J. C. Ferguson *H. F. Rowe, alternate	L. J. Birney *E. James, alternate
East China Divisional Council of the Church of Christ in China: Ning Chen Chu Hwei:	*Irving C.C. Chu (substitute for Wen Pei-shan)		*Hwa Peh-hsiung
Wang Peh Chu Hwei: Kiangnan Mission of the Presbyterian Church in the U. S. A.		C. L. Irwin	
	F. S. Niles	E. C. Lobenstine *S. J. Mills, alternate	
Chung Hwa Chi Tuh Chiao Hwei (connected with the China Christian Mission)	Li Ming-fu	Cheo Hsiao-chen (1933)	*Li Hou-fu
China Christian Mission		*F. C. Garrett	*C. H. Plopper (1933)
Alumni	Han Ngan	*Tao Chi-hsing Tang Chi-yu	*Hung Chang
Co-opted	K. P. Cuen Ting Tso-chen	*Chen Chung-shen	King Chu *T. C. Woo
Ex officio	*Y. G. Chen *A. J. Bowen		

Seventh Meeting of Board of Directors, Mar. 28, 1930 - page 2

The members whose names are starred were present. There were also present Miss M. M. Priest, Treasurer, and the Secretary.

Excuses were presented for Messrs. K. P. Chen, J. C. Ferguson, E. C. Lobenstine, Tang Chi-yu, and Tsu Yu-ho.

Changes in Membership

D-303 VOTED to confirm action DEF-313 of the Executive-Finance Committee of February 7, 1930, that Dr. Chen Chung-shen be elected a co-opted member of the Board of Directors in the class of 1931 to succeed Dr. Chen Ching-yi; and that Mr. King Chu and Mr. T. C. Woo be re-elected to succeed themselves for a term of three years in the class of 1932.

A letter was received from the Mission Secretary of the East China Mission of the American Baptist Foreign Mission Society showing that Dr. T. C. Bau had been elected by the Chekiang-Shanghai Baptist Convention as their representative in the class of 1932; and that Mr. T. K. Van had been transferred from the class of 1929 to the class of 1930 to fill out the remainder of the term of Dr. T. C. Wu. It was also noted that Mr. Cressy had been re-elected by the East China Mission of the American Baptist Foreign Mission Society to succeed himself for a term of three years, in the class of 1932.

A letter was received from Bishop Birney announcing that Mr. Li Han-toh had been re-elected by the Central China Conference of the Mei I Mei Hwei to succeed himself for a term of three years, in the class of 1932; and that Bishop Birney had also been re-elected to succeed himself by the Central China Conference of the Methodist Episcopal Church, in the class of 1932, Dr. E. James acting as alternate.

A letter was received from the Secretary of the Ning Chen Chu Hwei of the East China Divisional Council of the Church of Christ in China, stating that Mr. Hwa Peh-hsiung had been elected to succeed Mr. Djang Fang in the class of 1932; and that Mr. Irving C. C. Chu had been elected by this same body to act as a substitute for Mr. Wen Pei-shan, who has removed to Manchuria. Announcement was received of the resignation of Mr. G. C. Hoag as representative of the Wang Peh Chu Hwei and of the election of Mr. C. L. Irwin as his successor, in the class of 1931.

President Chen announced that the Alumni Association had elected by ballot of all the alumni Dr. Tang Chi-yu and Dr. Tao Chi-hsing to fill two vacancies in the class of 1931, which had been vacant since the end of 1928; and Mr. Huang Chang to succeed Mr. Hsu Yuan (1929) in the class of 1932. The following alternates were also elected: Dr. Chu Chien, Dr. Chao Si-fah, and Dr. Wei Wen-han.

Seventh Meeting of Board of Directors, Mar. 28, 1930 - page 3

D-344 VOTED that the Board of Directors extends a hearty welcome to all the newly elected members of the Board and those who have been re-elected for a term of three years.

Election of Officers

The chairman appointed a Nominating Committee, consisting of Messrs. Li Han-toh, T. C. Bau, and V. Hanson, to bring in nominations for officers. The Committee recommended that the same officers continue in office for the year 1930, and it was

D-345 VOTED that the following officers be re-elected for the year 1930, to continue in office until their successors have been elected:

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

Minutes

Note was made of the fact that the following minutes had been circulated since the last meeting of the Board:

Board of Founders - Dec. 3, 1929, and Jan. 7, 1930.
 Board of Directors - Nov. 1, 1929.
 Executive-Finance Committee - Feb. 7, 1930.

D-346 VOTED that the minutes of the Board of Directors of November 1, 1929 be approved as circulated; and that the actions and recommendations taken by the Executive-Finance Committee on February 7, 1930 be approved. (See actions D-343, D-351, D-361, D-365, D-369 to D-372.)

Report of the President

President Chen said that in many respects the University had been doing normal work in education and administration during the last few terms. The change in the organization of the institution a few years ago was so sudden and abrupt that we had been trying ever since to attain normality and he thought we were now approaching that stage. We have tried at all times to do what we should but circumstances had sometimes made this difficult, and being located in the seat of the Nationalist Government also created problems under present conditions.

Since the last meeting of the Board in November, the College of Arts and Science had been divided into two colleges, and with separate Deans for Arts and Science the work is being more efficiently supervised. After an absence of eight or nine years, Mr. K. S. Sie has come back to us as Co-Dean of the College of Agriculture and Forestry and has come much to stabilize that college, as it was without

Seventh Meeting of Board of Directors, Mar. 28, 1930 - page 4

a head for ten months after the death of Dean Kuo and was being run on a committee basis, since Mr. Reisner is still detained in the United States for health reasons.

Partly due to the work of the Treasurer and partly to the organization of the University, we operate on a very slim budget for Arts and Science compared with other institutions. For example, the annual budget of Yenching is \$400,000; of Lingnan, \$187,000; of Shanghai, \$164,000; of Fukien, \$118,000; of Soochow, \$118,000; of St. John's, \$107,000; of Chee-lee, \$96,000; while that of Nanking is \$91,000.

The enrolment for this semester is as follows:

Graduate students			9
Arts	182		
Science	73		
Agriculture	136		
Forestry	26	417	
Special students in Chinese	11		
Ginling College students	3		
Special students	3		
Visitors	2	19	
Subfreshmen (including 8 from Univ. Middle School taking some subfreshman courses)		131	
		576	
Middle School		541	

It is interesting to compare the cost per student in different institutions:

Fukien	\$856	Chee-lee	\$446
Lingnan	785	Shanghai	366
Yenching	550	Nanking	304
St. John's	449	Soochow	258

There have not been many changes in the faculty this semester because we do not take on many new teachers in the middle of the academic year. The following have joined our faculties this semester:

ARTS: Mr. Chu Ping-yuen, M. A. of Columbia, who is teaching a course in economics; Mr. Han Lih-wu, an alumnus of the University, and M. A. of Wisconsin and London, who is teaching political science; Mr. John G. Young, of the Springfield Y.M.C.A. Training School, who has also taken summer work at Columbia, who is teaching English and also helping in physical education. Mrs. J. T. Illiok is teaching a course in English.

SCIENCE: Dr. Chang Yu-cheh, who is this term teaching a course in astronomy; Mr. Yu Lih-chi, a graduate of the University, who is teaching a course in physics; and Dr. Cheng Hse-hwai, who is teaching a course in geology.

AGRICULTURE AND FORESTRY: Mr. Shao Teh-hsing, formerly

Seventh Meeting of Board of Directors, Mar. 28, 1930 - page 5

an instructor in this college and who has been with Dr. Tao Chi-hsing in the Rural Normal School, has returned to us and is now a member of the faculty of the Department of Agricultural Economics; Mr. Hwang Shwei-tsai, another graduate of the University, has also returned to us; and Mr. Hideru Hesono (Shi), who is working on the selection of silkworm eggs. We are expecting Dr. R. G. Wiggins of the Plant Breeding Department of Cornell University in April to carry on the plant improvement work under the cooperative arrangement with Cornell University and the International Education Board.

The special work being carried on with funds from the Harvard-Yenching Institute is being better organized under the supervision of Mr. Tsu Yang-chiu, one of our graduates and the one with the best background in Chinese literature. With a select staff he is developing the Cultural Studies Institute, the following having joined the staff this semester: Mr. Wang Chung-ling, who is making a study of the history of frontier settlement and civilization; Mr. Wang Tsai-peh and Mr. Lu Feng-tze, who are making a study of the history of Chinese art; Mr. Yeh Chi-yin, who is studying cultural relations between China and foreign nations; and Mr. Li Siao-yuen, who has returned to the University and will work on a bibliography of books on China for the Institute.

Another special group of workers has been undertaking a land utilization and population project under the supervision of Professor Buck of the Department of Agricultural Economics. Dr. C. F. Shaw of the University of California, and Miss Grace C. Mertsky of the Institute for Research in Land Economics and Public Utilities, Chicago, are now helping in this work, and we expect Prof. Warren S. Thompson, Director of Scripps Foundation for Research in Population Problems, in October.

At our last meeting it was recommended that the Hospital be put under a separate board of directors, as we felt we were not giving adequate attention to the administration and needs of the Hospital. Contrary to our expectations, the committee appointed to study the matter did not favor separating the Hospital from the control of the University Board of Directors. The report of the committee will be taken up later.

It is a pleasure to announce that we have received gifts (1) from Mr. Nelson D. Gifford, of Grace Church, New Bedford, Massachusetts, who was in the Language School in 1926-1927 and who has sent \$725.00 Mexican to be used in establishing a fund to be known as "The John E. Williams Memorial Book Fund," the income from which will be used to purchase books on China; and (2) from Mr. W. H. Hoover, of North Canton, Ohio, who desires to make a gift to the University of \$50,000.00 United States currency, to be used at the point of greatest need, either for a building or for current expenses over a period of ten years.

Seventh Meeting of Board of Directors, Mar. 28, 1930 - page 6

Mr. Hoover has also presented us with the latest edition of the Encyclopaedia Britannica and we are very much indebted to him for these and for other generous gifts he has given in the past.

Many have wondered how we have been able to keep our Department of Religion intact, and Mr. Garside wrote on January 23, 1930, stating that the Board of Founders at their meeting on January 7, 1930, had been keenly interested in the closing paragraph of the report of the President to the Board of Directors on November 1, 1929, which dealt with the work of the Department of Religion. The Founders wished for further information in this respect.

Ours was the first institution to be registered with the Nationalist Government. At the time of registration the government told us verbally that we should not have a Department of Religion, as a department made it possible for students to choose religion as a major or a minor. I explained that all the courses were elective, and this seemed to satisfy them and we were allowed to register. Later, however, they repeated these instructions but said we might have a Department of Philosophy, etc., and could study religious problems from a philosophical or historical point of view. As far as the government regulations were concerned, there was nothing to indicate that we could not have a Department of Religion, and I told them that if they wanted to suppress the Department, mission institutions would be very much discouraged, and I asked them not to press the point but to leave us free to offer courses in religion. Institutions that registered later had a more difficult time. Soochow and Yenching, both of which registered later, do not have departments of religion. The School of Theology at Yenching is not considered a part of the University and its graduates do not receive degrees. The University was registered on this basis.

The Ministry of Education and the Board of Education of the city are now asking us to close the Department of Religion, and this means that we must reconsider our relations with the Board of Education and the Government. Our religious work was put on a voluntary basis some time before registration and that fact seems to go a long way in our dealings with the educational authorities. In the opinion of Christians and non-Christians alike, the voluntary basis is the only satisfactory basis on which to conduct religious work. Our religious work - Y. M. C. A. and fellowship - was small at first but it is growing rapidly, especially this year - so rapidly in fact that it has attracted a good deal of attention from the student body and even from the general public.

This is how we stand with the educational authorities at present and we need to consider our future policy with regard to the Department of Religion. I feel it is essential for mission institutions to be registered, even if they have to conform to government regulations to the extent of distributing religious courses under different departments. If it should come to the point where religion was forbidden under any circumstances, it might be necessary to make a stand for religion, but

Seventh Meeting of Board of Directors, Mar. 28, 1930,- page 7

inasmuch as the Government allows religion to be taught as an elective, I feel we ought to comply with their requirements.

D-347 VOTED that the report of the President be received with thanks and pleasure.

The following actions (D-348 and D-349) grew out of the report of the President.

Department of Religion

D-348 VOTED that we request the faculty Committee on Curriculum to discontinue the Department of Religion and to distribute the courses in religion under different appropriate departments, but that they also, if possible, list these courses in a separate group with an accompanying statement to the effect that religion is not a required subject.

Appointment of Teachers

D-349 VOTED that the Board approve the appointment of teachers listed in the report of the President.

Report of the Treasurer

The Treasurer presented the statement to March 1, 1930, and reported that the aim this year has been to wipe out all deficits by the end of June. Every department is keeping expenditures within appropriations.

The Hospital has not kept within its income this year, but that is due in large measure to the necessity of having to secure a good deal of equipment to replace what had been lost in 1927-1928 and to having to make a great many repairs on buildings and having to install a new electric-light plant. In 1929 there was a reserve of \$37,000.00, but to-day we have \$28,000.00, and by the end of June, after contracts and accounts have been met, we anticipate having a reserve fund of only \$20,000.00. So, while the Hospital budget looks as though a deficit were being created, there really is money to care for expenditures. Hospital finances, nevertheless, are in a serious way and something must be done to increase income. The grant from the Rockefeller Foundation will cease next year so that the only income other than receipts from fees will be the annual appropriation of \$750.00 gold from each Board, besides three board-supported doctors.

The deficit on Agricultural Gardens account is almost wiped out and in two years will be entirely cleared. Mr. K. S. Sie is working on reducing expenditures.

D-350 VOTED that the report of the Treasurer be received with thanks.

Seventh Meeting of Board of Directors, Mar. 28, 1930 - page 8

Report of Executive-Finance Committee

The minutes of the meeting of the Executive-Finance Committee of March 21, 1930, were presented and the actions and recommendations approved. (See actions D-352, D-353, D-356 and D-379.)

The budget for 1930-1931 was presented with these minutes.

Budget for 1930-1931

D-351 VOTED that we adopt action DEF-322 of the Executive-Finance Committee and recommend to the Board of Founders "that there be no change for another year in the present policy regarding exchange (i. e., 2.10 to 1), and that we present an estimate of the amount of contingent, etc., that will be needed and request the Board of Founders for that much of the surplus from exchange."

D-352 VOTED that the following special items recommended by the Treasurer to be covered by gain in exchange for 1930-1931, be presented to the Board of Founders:

Contingent for 1930-1931		\$3,000	
Travel and expense of Dr. Chen -			
United States		4,000	
Publications - Chinese and English		2,500	
Books for Science Departments:			
Entomology	\$120		
Mathematics	200		
Zoology	50		
Retorts for gas plant		370	
		300	
In lieu of one professor, if necessary	2,730	\$12,900	
College of Arts - books		1,000	
College of Science - technical			
magazines		1,000	
College of Agriculture and Forestry -			
printing		1,000	
Middle School - repairs and science			
equipment		2,000	5,000
			\$17,900

it being understood that should gain in exchange be insufficient to grant the last four items in full, any available funds shall be divided proportionately among the four administrative units.

Seventh Meeting of Board of Directors, Mar. 28, 1930 - page 9

D-353 VOTED that we approve the actions and recommendations of the Executive-Finance Committee, DEF-332 to DEF-338, in regard to adjustments in the budget for 1930-1931 and accept the budget presented by the Committee.

Report of Subcommittee on Student Life and Activities

The report of the subcommittee appointed by the Executive-Finance Committee on February 7, 1930 (DEF-318), to make a survey of student life and activities in relation to the general organization of the University was presented. After discussion, it was

D-354 VOTED that the report of the Subcommittee on Student Life and Activities in relation to the general organization of the University be accepted in principle and referred to the Executive-Finance Committee, with the understanding that in making plans to ultimately accommodate all students on the campus no addition is to be made to the number of students fixed by the Board of Directors, without further definite action by this Board.

Hoover's Gift

A report was presented by the subcommittee appointed by the Executive-Finance Committee on February 7, 1930 (DEF-324) to bring in recommendations as to the best use to be made of the gift from Mr. W. H. Hoover of North Canton, Ohio, of \$50,000.00 United States currency, who desired the money to be used at the point of greatest need, either to meet current requirements of the University over a period of ten years, or to provide a building, or in any other suitable way. After considering the report, it was

D-355 VOTED that we adopt the recommendations of the Subcommittee on Student Life and Activities, which also brought in recommendations as to the best use to be made of the gift from Mr. W. H. Hoover of North Canton, Ohio, that half of the first year's proceeds from the fund be reserved for securing available full-time faculty of the highest qualifications or to replace part-time teachers, with the understanding that should the whole amount not be used the first year, the balance be carried forward for the same purpose in succeeding years; and that the other half of the fund be used for increasing salaries, more especially of those in the upper two ranks of the teaching staff (i. e., professors and assistant professors).

D-356 VOTED that we approve the recommendation of the Executive-Finance Committee of March 21, 1930 (DEF-342) "that the total capital of the Hoover gift be changed into silver now and placed in the Shanghai Commercial and Savings Bank, as this

Seventh Meeting of Board of Directors, Mar. 28, 1930 - page 10

would have the advantage of stretching the capital over a period of fifteen, instead of ten, years," with the understanding that the money be drawn out only on the joint signature of the Chairman of the Board, the President of the University, and the Treasurer.

D-357 VOTED that a vote of thanks be given Mr. W. H. Hoover of North Canton, Ohio, for his generous gift of \$50,000.00 United States currency to the University of Nanking.

Committee to Study Use of Gifts

D-358 VOTED that the Executive-Finance Committee be responsible for the duties of the committee authorized by the Board of Directors on November 1, 1929 (D-264) "to make a study of the use of 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."

Moving-picture Incident of March 22nd

The President reported an unfortunate incident that had occurred at a University Y. M. C. A. entertainment on the night of March 22nd. One of the members of the faculty, Dr. M. R. Schafer, had promised to show some moving pictures and had sent to Shanghai for films. These did not come in time, so he substituted one he had taken himself of local scenes, many of them in very poor quarters; and an imported film giving scenes in different parts of the country. One of the captions in the latter was, "Foreign influence has not reached so far inland." A few of the students got quite excited and tried to stop the pictures. Many posters have been put up in the school. The student organization had sent a letter saying that they had had a mass meeting and demanded that the University Y. M. C. A. be closed. They had also sent a petition to the city party organization, demanding that Dr. Schafer be dismissed. Dr. Schafer came to China last August only and so is not familiar with conditions here. He explained that he had no intention of embarrassing the student body but was thinking only of giving them an interesting entertainment. The general spirit of the student body is good. A small group of students has organized itself very well with party backing and party funds.

A subcommittee consisting of Dr. C. S. Shen, C. Hung, and S. J. Mills was appointed to bring in recommendations for handling the situation. They met during the tiffin interval and after hearing their recommendations the Board

Seventh Meeting of the Board of Directors, Mar. 28, 1930 -p:11

D-359 VOTED that the President answer the letter from the student body in regard to films shown at the University Y.M.C.A. entertainment on March 22, and enclose (1) copy of the letter from Professor Schafer explaining that the films were shown purely because of their sociological interest and expressing his regret over the incident that had occurred, (2) copy of the letter received from the Y. M. C. A. explaining their position, and (3) copy of the letter from the President to the Y. M. C. A. advising them to be careful in the selection of pictures; and that the whole matter be reported to the Ministry of Education for their information.

D-360 VOTED that we approve of the appointment of a committee to assist Dr. Chen further in any way he may desire, if occasion should arise, the committee to consist of Messrs. C. S. Chen, C. Hung, Li Han-toh, Li Hou-fu, and S.J.Mills.

Provision of More Space for Physics Department

D-361 VOTED that we approve action DEF-320 of the Executive-Finance Committee that permission be granted to the Physics Department to spend unused personnel funds in its budget for 1929-1930 to put part of the attic of Swasey Hall in shape for office use and for a radio laboratory, alterations to be made in consultation with the Building and Property Committee and in accordance with the policy of that Committee.

Recommendation of Seminary Graduates for B. D. Degree

D-362 VOTED that we recommend to the Board of Regents of the University of the State of New York two candidates for the B. D. degree who are now completing their graduate work at the Nanking Theological Seminary; that we explain to the Ministry of Education that this will be the last group of seminary graduates to be recommended for degrees; and that we request the President at the same time to explain the situation to the Board of Founders and ask them to do what they can to secure the degrees.

Subfreshman Department

The Ministry of Education has instructed all institutions to make arrangements for subfreshman work to be done in their middle schools.

D-363 VOTED that the question of the subfreshman^{year} be left to the administration to arrange in conformity with government requirements.

Seventh Meeting of Board of Directors, Mar. 27, 1920

Women Students

D-364 VOTED that the Executive-Finance Committee make arrangements for this fall for the accommodation of not more than twenty women students in a residence-type dormitory; and that the same committee be requested to study the budget in order to provide for this dormitory and for the supervision of the students in residence.

Exchange Between the University Hospital and the University of the Daniels House for the Owen House.

D-365 VOTED that we approve the request of the Executive-Finance Committee in their action DEF-315, that the former Daniels house (House No. 14), the property of the University Hospital, be exchanged for the former Owen house (House No. 29), the property of the University.

Language School Building Fund

It was pointed out that in reply to our request that permission be secured 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, 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 \$15,000.00," the Board of Founders had voted "that Mexican \$15,000.00 of the balance in the Language School Property Fund be used for the construction of additional residences; with the understanding that if and when the Language School is reopened these residences will be made available for the Language School staff." (BF-491, D-299). It was

D-366 VOTED that we request the President to present our view with regard to this point to the Board of Founders. (That is, that if 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 \$15,000.00.)

Rate of Exchange to be Paid by New York Office on Personal Accounts of Western Members of Staff

D-367 VOTED that we request the Board of Founders, in cases where Western members of the staff have obligations which must be paid in United States currency, to instruct the New York Office to arrange for such payments and to authorize the Treasurer to deduct same from the salaries of such Western

Seventh Meeting of Board of Directors, Mar. 28, 1930 - page 13

members on the basis of two for one exchange, this arrangement to be in force during the time salaries are paid at the rate of two for one.

Visit of President to America and England

D-368 VOTED that the President go to America and England in the fall of 1930; and that the Board of Founders be requested to make suitable arrangements for his visit and for his cooperation with their plans for the promotion work of the University.

Amendments to By-laws

To make sure that there would be no duplication of duties of the Committee on Finance, Property, and Investment of the Board of Founders and those of the Building and Property Committee of the Board of Directors, the following sections from the By-laws of the respective Boards were considered:

Board of Founders
By-laws, Art. III, 7
2nd and 3rd paragraphs
Committee on Finance, Property
and Investment

"The Committee on Finance, Property and Investment shall exercise supervision over the property of the University and shall receive and examine the annual report from the Board of Directors on the condition of grounds, buildings, and equipment and the measures necessary to keep them in good condition. It shall also carry out such provisions for the insurance of the building and property of the University as the Board may direct.

"The Committee shall investigate and determine the need for new buildings and shall report to the Board with full recommendations. It shall be responsible for the preparation of plans and specifications of such new buildings as the Board may determine upon, and shall recommend to the Board the agencies to be employed

Board of Directors
By-laws, Art. III, 7
Building and Property Committee

"The Building and Property Committee shall exercise supervision over the property of the University and shall make an annual report on the condition of grounds, buildings, and equipment and measures necessary to keep them in good condition. It shall also recommend to the Treasurer such provisions for the insurance of the buildings and property of the University as the Board may direct.

"The Committee shall investigate and determine the need for new buildings and shall report to the Board with full recommendations. It shall be responsible for the preparation of plans and specifications of such new buildings as the Board may determine upon, shall recommend to the Board the agencies to be employed for the erection of the buildings and shall in behalf of the Board supervise the design and erection of the buildings.

"The title to all lands and buildings added by the Board of Directors shall, until further arrangement, be vested in the Board of Founders."

Seventh Meeting of Board of Directors, Mar. 28, 1930 - page 14

for the erection of the buildings, and shall in behalf of the Board supervise the design and erection of the buildings."

D-369 VOTED that we adopt the action DEF-327 of the Executive-Finance Committee, that suggestion be made to the Board of Founders that the following sentence be substituted for the second sentence in the second paragraph of their By-laws quoted in these minutes:

"It shall recommend plans and specifications of such new buildings and pass upon plans and specifications transmitted by the Board of Directors."

D-370 VOTED that we adopt action DEF-328 of the Executive-Finance Committee that the suggestion be made to the Board of Founders that the third paragraph of the By-laws of the Board of Directors quoted in these minutes be repeated under the By-laws of the Board of Founders.

D-371 VOTED that we adopt action DEF-329 of the Executive-Finance Committee that in the second paragraph of the By-laws of the Board of Directors quoted in these minutes, the phrase, "of Founders through the Board of Directors" be inserted between the words "Board" and "with" in the first sentence; and that the clause "subject to the approval of the Board of Founders" be added at the end of the paragraph.

The suggested changes in the wording of the second paragraph of the By-laws of the Board of Founders quoted in these minutes, and in those of the Board of Directors would make these paragraphs read as follows:

Committee on Finance,
Property and Investment

"The Committee shall investigate and determine the need for new buildings and shall report to the Board with full recommendations. It shall recommend plans and specifications of such new buildings and pass upon plans and specifications transmitted by the Board of Directors."

Building and Property
Committee

"The Committee shall investigate and determine the need for new buildings and shall report to the Board of Founders through the Board of Directors with full recommendations. It shall be responsible for the preparation of plans and specifications of such new buildings as the Board may determine upon, shall recommend to the Board the agencies to be employed for the erection of the buildings and shall in behalf of the Board supervise the design and

Seventh Meeting of Board of Directors, Mar. 28, 1930 - page 15

erection of the buildings subject to the approval of the Board of Founders."

Incompleted Schedules in Agreement

D-372 VOTED that we approve action DEF-330 of the Executive-Finance Committee that a person familiar with the University and with the processes involved in land transactions be secured for the length of time needed to complete the schedules* called for in the Agreement Between the Board of Directors and the Board of Founders; and that provision be made, not to exceed \$1,200.00 Chinese currency, to cover clerical and stenographic help in connection with this work.

- * (1) List of grounds, buildings and equipment, and provision as to the percentage of cost which shall each year be set aside for repairs, replacements, and insurance - Section III, 4.
- (2) Basis for determination of assignment of residences to the University staff - Section III, 6.
- (3) Rent schedule of residences on University campus - Section VI.

Future Administration of Hospital

The report of the subcommittee appointed by the Executive-Finance Committee on February 7, 1930 (DEF-314) to consider the future administration of the University Hospital was presented and it was

D-373 VOTED that the Hospital continue as an integral part of the University and that the Hospital Committee be instructed to work out a plan for its organization and functions along the line of a typical hospital board of directors and report to the next meeting of the Board.

D-374 VOTED that the chair appoint a nominating committee to bring in nominations for a permanent Hospital Committee; that a committee of seven be appointed, and that two of these be women.

The Chair appointed Messrs. Y. G. Chen, A. J. Bowen, and S. J. Mills as a nominating committee.

After nominations had been presented and ballot taken, it was

D-375 VOTED that the Hospital Committee be composed of the following members: Mrs. J. L. Buck, Dr. Chao Si-fah, Mr. Z. T. Ing, Mrs. E. James, Mr. E. Marx, Dr. Y. L. Mei, Dr. Wei Hsich-

Seventh Meeting of Board of Directors, Mar. 28, 1930 - page 16

ren, with Mr. T. C. Woo, Dr. Y. G. Chen, and Dr. C. S. Trimmer members ex officio, Dr. Y. G. Chen to act as convener.

Administration and Distribution of Mission Scholarships

The subcommittee appointed by the Board of Directors 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. Bau, Djang Fang and Li Hou-fu) presented a report, and it was

D-3 76 VOTED that there be no change in the present policy regarding scholarships, and that the University continue to supply fifteen free tuition scholarships for each Mission participating in the University, the assignment of scholarships to be left to the Missions themselves.

Executive-Finance Committee

D-377 VOTED that the following serve on the Executive-Finance Committee until the next annual meeting: Messrs. T. C. Woo, Chen Chung-shen, F. C. Garrett, Li Han-toh, R. Y. Lo, E. C. Lobenstine, S. J. Mills; and Y. G. Chen, A. J. Bowen, and Miss E. M. Priest ex officio.

Standing Committees

D-378 VOTED that the Executive-Finance Committee this year be authorized to appoint the personnel of the standing committees after nominations have been presented in the usual way by the Chairman in consultation with the President of the University.

Committee on Christian Life of the University

D-379 VOTED that in accordance with the request of the Executive-Finance Committee (DEF-340) a standing committee be appointed with the object of studying the best methods of promoting Christian life and ideals in the University, and that this additional standing committee on Christian life of the University consist of five members and be appointed in the same way as the other standing committees of the Board.

Seventh Meeting of Board of Directors, Mar. 28, 1930 - page 17

Unfinished Business

D-580 VOTED that the remaining items on the agenda and all unfinished business be referred to the Executive-Finance Committee.

Adjournment

The President announced that Mr. Djang Fang, Principal of the Middle School, had extended an invitation to all members of the Board to dine with him at the Middle School.

The meeting adjourned at 7 P. M.

Minnie H. Purcell, Secretary.

Report of the University Hospital
to
The Board of Directors of the University of Nanking
From November 1, 1929 to March 28, 1930

(Summary of Report by Dr. C. S. Trimmer, Chairman of the Hospital
Executive Committee)

Our full staff now consists of eight Chinese physicians, two full-time foreign physicians and part time of Dr. Margaret Smythe, who continues to give much appreciated help in the women's clinic three times a week.

We are still without a Superintendent. A superintendent would relieve the present Hospital Executive Committee so that the members could return to their several tasks - tasks which are suffering because they cannot at present do justice to both administrative and professional duties. We hope Dr. Daniels' health will be sufficiently recovered so that he can return to us by September 1930.

The Surgical, the Obstetrical and Gynecological, and the Medical Departments are all busy; in fact, the busy season is just beginning. There has been a remarkable though expected growth in the Obstetrical Department under Dr. Hsiung's direction.

We are in urgent need of a well-trained eye, ear, nose and throat physician. The work is at present being carried on by the Surgical Department but we need a well-trained doctor who can devote full time to this important phase of our work.

The Memorial Unit is functioning well and is patronized by many Chinese and foreign friends.

Our Nurses' Training School for Women was opened in November 1929. We now have eleven student nurses and are expecting to start another class of about ten on April 1st. We are still trying to solve our housing difficulty for women nurses. It is a problem that must be met soon, if, as many think, the Eden Nurses' Home across the Chung Shan Lu is to be torn down in the near future. We have no money on hand for this purpose and it will have to be raised by procuring gifts from interested friends of the hospital.

Our laboratory is continuing its excellent work. We have begun to charge for laboratory examinations not only in the inpatient, but also in the outpatient, department. After a little explanation, the patient soon realizes that he is receiving good value for his money. The new engine is giving satisfactory service in the laboratory and is furnishing electric light for practically our entire plant, except in connection with the X-ray work where it does not operate very well.

Summary of Hospital Report
-continued-

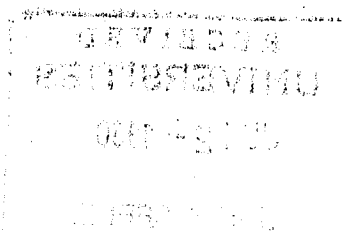
The heating plant has been running well since it was overhauled last winter. The only drawback is the high cost of coal. We are now piping gas from the University for use in the wards, the laboratory, and the operating room, and we expect it to furnish quick, efficient, and fairly inexpensive heat.

Our kitchen is no longer farmed out to a cook but is being run under the direction of Mrs. Yang and Miss Jeffrey, and we feel that this will prove a change for the better.

Miss Loh, our new evangelist for women, spends her mornings in the wards and has a weekly Bible class for the women nurses. Our morning chapel services are well attended.

Sometimes we are likely to forget that the University Hospital is also a teaching institution. Our health work is in the daily clinics held in the University and at the Middle School. Dr. Slater spends two afternoons a week at the University clinic. Mr. Chow, the nurse, is at the University daily, and also at the Middle School, except Sunday; and on Tuesday and Thursday afternoons an hour is set apart for seeing middle school students at the Hospital. We are planning to give a complete physical examination to the University students on or about April 17th. Besides this health work, three departments are training students in the Hospital: three students in the drug room, eight students in the laboratory, and eleven women nurses in training with a new class of about ten ready to begin in a few days.

This year we receive \$4,500.00 from the China Medical Board and next year a final payment of \$1,500.00 will be made. The money that the China Medical Board has supplied in the past is still urgently needed. We have increased our operating fees, we are charging laboratory fees, we have raised our special registration charges, and we shall soon increase our obstetrical fees. We feel we have gone as far as we can, as we do not want to charge so much that the poor and needy cannot be served as they should be. From what source, then, can we increase our income? We hope that the new Hospital Committee that you are about to appoint can help us solve this and our other problems.



Summary of Hospital Report
-continued-

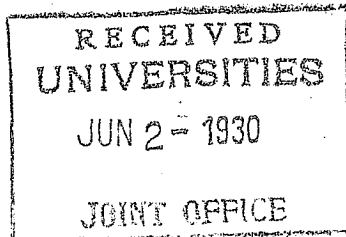
The heating plant has been running well since it was overhauled last winter. The only drawback is the high cost of coal. We are now piping gas from the University for use in the wards, the laboratory, and the operating room, and we expect it to furnish quick, efficient, and fairly inexpensive heat.

Our kitchen is no longer farmed out to a cook but is being run under the direction of Mrs. Yang and Miss Jeffrey, and we feel that this will prove a change for the better.

Miss Loh, our new evangelist for women, spends her mornings in the wards and has a weekly Bible class for the women nurses. Our morning chapel services are well attended.

Sometimes we are likely to forget that the University Hospital is also a teaching institution. Our health work is in the daily clinics held in the University and at the Middle School. Dr. Slater spends two afternoons a week at the University clinic. Mr. Chow, the nurse, is at the University daily, and also at the Middle School, except Sundays; and on Tuesday and Thursday afternoons an hour is set apart for seeing middle school students at the Hospital. We are planning to give a complete physical examination to the University students on or about April 15th. Besides this health work, three departments are training students in the laboratory, and eleven women nurses in training with a new class of about ten ready to begin in a few days.

This year we receive \$4,500.00 from the China Medical Board and next year a final payment of \$1,500.00 will be made. The money that the China Medical Board has supplied in the past is still urgently needed. We have increased our operating fees, we are charging laboratory fees, we have raised our special registration charges, and we shall soon increase our obstetrical fees. We feel we have gone as far as we can, as we do not want to charge so much that the poor and needy cannot be served as they should be. From what source, then, can we increase our income? We hope that the new Hospital Committee that you are about to appoint can help us solve this and our other problems.



**TENTH MEETING OF THE EXECUTIVE-FINANCE COMMITTEE
OF THE BOARD OF DIRECTORS OF THE UNIVERSITY OF NANKING
May 2, 1930**

The tenth meeting of the Executive-Finance Committee of the Board of Directors of the University of Nanking was held at the University on Friday, May 2, 1930, beginning at 9.30 A. M. The meeting was opened with prayer by Dr. Bowen.

Members of the Committee

T. C. Woo, chairman
Li Han-toh, vice-chairman
*Chen Chung-shen
*F. C. Garrett
*R. Y. Lo

E. C. Lobenstine
S. J. Mills
*Y. C. Chen, ex officio
*A. J. Bowen, " "
*Miss E. M. Priest

The following matters having been referred to the Executive-Finance Committee by the Board of Directors on March 28, 1930 (D-380), actions were taken as noted.

(1) Report of the Building and Property Committee

At the request of the Executive-Finance Committee on March 21, 1930 (DEF-341), the Building and Property Committee met and discussed possible sites for the arts building (Ferguson Hall), the library, and Williams Hall; also sites for a Fortieth Anniversary Memorial and a Flag Pole to be presented by the Class of 1930. After considering the Committee's report, it was

DEF-381 VOTED that we are in favour of the recommendations of the Building and Property, in general and recommend to the Board of Directors Committee

1. That the arts building (Ferguson Hall) be placed in the gardens south of Swasey Hall, on the site now marked by a cornerstone for an Alumni Hall, if the Alumni Association are agreeable.
2. That the Library be placed east of the former Williams house and west of the proposed site for Ferguson Hall (instead of on the site of the former Williams house, as proposed by the Building and Property Committee), and that the quadrangle at the entrance to the present group of college buildings be enlarged so that an appropriate gateway and gatehouse can be erected.

Tenth meeting of Executive-Finance Com., May 2, 1930 - page 2

3. That Williams Hall be located at the north end of the athletic field immediately northwest of the present temporary gymnasium at the Drum Tower.
4. That a Dormitory be erected similar in size to the most recently built unit (third west of Severance Hall) and placed immediately south of this unit (i. e., west of Baillie Hall).
5. That faculty residences be built east of the sericulture building and north of the houses erected originally for staff members supported by the China Famine Fund.
6. That the Fortieth Anniversary Memorial be placed at the intersection of lines east from the centre of Sage Chapel and south from the centre of Severance Hall.
7. That the Flag Pole presented by the Class of 1930 be erected on the line south from the centre of Severance Hall, perhaps fifteen feet from the hedge bordering the road.

The Building and Property Committee also recommended the use of Meigs Hall for faculty members who are unmarried or who are living in Nanking without their families.

(2) Library

DEF-382 VOTED that recommendation be made to the Board of Directors that \$225,000 of the \$300,000 promised by the Government for a Library be used for the building and equipment (stacks, furniture, installation of electricity, laying out of grounds, etc.); \$25,000 for books; and \$50,000 for endowment for upkeep of building, as a first charge, the balance, if any, to be used for the purchase of books.

(3) Gifts

With reference to gifts promised for buildings, it was the sense of the Committee that a report be sent to the Board of Founders in regard to sites, etc.; and that the matter of abandoning the

Tenth meeting of Executive-Finance Committee, May 2, 1930 - page 3

central avenue leading from the Kan He Yen to the Kuleo group of buildings be also taken up with the Board of Founders, since the new plans for city roads would make this central avenue unnecessary.

In view of the fact that an agreement has been reached in regard to the British Boxer Indemnity, whereby one-third of the money is to be devoted to educational purposes, it was pointed out that now might be a favorable opportunity to apply for payment of the \$300,000 promised by the Government for a library building.

(4) Dormitory for Women

DEF-383 VOTED that, in accordance with action D-364 of the Board of Directors, the administration be authorized to proceed with the provision of a residence-type dormitory to accommodate not more than twenty women students, and to secure a suitable matron for this dormitory.

(5) Leave for Study

DEF-384 VOTED that in accordance with action D-298 of the Board of Directors approving in general the statement presented in regard to leave for study, which included the following paragraph: "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," we approve of one member of the faculty, Mr. Hsu Chen, going on leave during the year 1930-1931, the applications of the other two members of the faculty to be reconsidered when funds are available, since no money has been budgeted for this purpose from general funds.

In view of the request of Mr. Hsu Chen that during his absence his family be allowed to remain in the house he is now occupying, it was

DEF-385 VOTED that Mr. Hsu Chen be given the choice of receiving full salary for one year without house, or of receiving half-salary for one year with the privilege of having his family remain in the house he is now occupying and at the present rental.

Tenth meeting of Executive-Finance Com., May 2, 1930 - page 4

(6) Return of Mr. J. C. Thomson

DEF-386 VOTED that the Board of Foreign Missions of the Presbyterian Church in the United States of America be requested to reappoint Mr. J. C. Thomson to the faculty of the University on his return to China after furlough.

(7) East China Federated University

DEF-387 VOTED that we recommend to the Board of Directors that they accept in general the correlated programme as a whole and in so far as it affects directly the University of Nanking.

DEF-388 VOTED that the matter of minor revisions of the University's programme and suggestions as to revision of other items be reserved until later.

(8) Candidates for Degrees

DEF-389 VOTED that the Board of Founders be requested to recommend the following candidates for the bachelor's degree to the Regents of the University of the State of New York:

Autumn 1929

Arts:

Chang Pih-fu
Chang Teh-wei
Chen Ih-peh
Chen Shuh-yao
Cheo I-ting
Chiang Guao-fan
Chu Mao-tsuin
Fang Hong-han
Ho Shuh-wen
Lu Cheng-ching
Shang Huh
Tsao Chang-feng
Wen Nih
Wu Lien-seng
Wu Yain-chang
Yao I-tsiang
Yu Shi-peng

Chemistry:

Fu Chien-ken
Yang Chen

Agriculture:

Chang I-yong
Chang Kai
Chen Kan-fan
Chen Kong-wang
Li Feng-swen
Swen Hu-chen
Tsü Tien-sih
Wang Lih-o
Wu Kai-ming
Yu Kwei-pu

Forestry:

Yieh Chia-hoh

Science:

Chang Sing-shen

Tenth meeting of Executive-Finance Com., May 2, 1930 - page 5

Spring 1930

Arts:

Chang Chia-pih
 Chang Keh-tsiang
 Chang Ko-shui
 Chen Keng-shih
 Chen Tieh-ming
 Chiang Chien-yao
 Chiang Wen-han
 Feng Yao-chiah
 Ho Si-fang
 Kong Hwang
 Shi Yui-ying
 Swen Si-chien
 Tai Pang-yien
 Tien Sing-keng
 Tseh Hwai-shen
 Tsien Cheng-tseh
 Wang Ih-ming
 Wen Rao
 Wu Mei-seng
 Yao Ih-peng
 Yuen Ching-hsien

Science:

Chang Fang-chieh
 Chen Ru-chia
 Chen Sheo-chu
 Chen Wei-chen
 Hsu Kwoh-liang
 Lien Wan-hwa

Liu Pao-chi
 Shi Ching-kwei
 Sheo Loh
 Swen Wen-tsao
 Wu yuen-hai
 Yao Siu-chi

Chemistry:

Shan Tsih-hsien
 Ting Tso-sing

Agriculture:

Chen Chi-hwa
 Hwang Pei-chao
 Li Ming-liang
 Li Hong-hsui
 Pan Chien-liang
 Pan Hong-sheng
 Peng Sheo-peng
 Swen Tsong-sing
 Tsih Tsong-tsuen
 Tu Chi-shu
 Wang Ping-chuin
 Wei Ching-chao
 Yang Wei
 Yieh Meo
 Yia Lien-keng

Forestry:

Tu Wei-hwei

Note is made of the fact that the name of Tseo Ping-i was omitted from the list of those who completed their work in 1928 and were recommended for the bachelor's degree in that year. His recommendation was sent separately in March, 1930.

(9) Standing Committees

DEF-390 VOTED that we recommend to the Board of Directors approval of the nominations for standing committees presented by the President, which follow; also the appointment of a sub-committee of the Building and Property Committee consisting of members of the faculty who shall present recommendations to the standing committee on Building and Property of the Board.

Tenth meeting of Executive-Finance Committee, May 2, 1930 - page 6

Building and Property:

Messrs. Li Han-toh (chairman), Irving C. G. Chu, Cressy, Hung Chang, Garrett; with T. C. Woo, Y. G. Chen and C. T. Gee ex officio.

Subcommittee of faculty members:

Messrs. C. T. Gee (chairman), M. S. Bates, Y. G. Chen, Djang Fang, T. B. Liu, Reisner, H. R. Wei, K. S. Sie, C. S. Trimmer.

College of Arts:

Messrs. R. Y. Lo (chairman), K. P. Chen, E. H. Cressy, King Chu, K. C. Liu; with T. C. Woo, Y. G. Chen, and Lawrence T. B. Liu ex officio.

College of Science:

Messrs. Tang Chi-yu (chairman), Cheo Hsiao-chen, Li Ming-fu, E. C. Lobenstine, Ting Tso-chen; with T. C. Woo, Y. G. Chen and H. R. Wei ex officio.

College of Agriculture and Forestry:

Messrs. Han Ngan (chairman), T. C. Bau, L. J. Birney, J. W. Decker, Tang Chi-yu; with T. C. Woo, Y. G. Chen, K. S. Sie, and J. H. Reisner ex officio.

Middle School:

Messrs. Li Han-toh (chairman), T. C. Bau, F. C. Garrett, Hung Chang, Li Hou-fu; with T. C. Woo, Y. G. Chen, and Djang Fang ex officio.

Promotion:

Messrs. K. P. Chen (chairman), C. S. Chan, E. H. Cressy, J. C. Ferguson, King Chu, R. Y. Lo, Tang Chi-yu; with T. C. Woo and Y. G. Chen ex officio.

Christian Life of University:

Messrs. S. J. Mills (chairman), A. J. Birney, Hwa Peh-hsiung, Li Han-toh, Li Hou-fu; with T. C. Woo and Y. G. Chen ex officio.

The Executive-Finance Committee and the Hospital Committee appointed by the Board of Directors on March 28, are as follows:

Tenth meeting Executive-Finance Com., May 2, 1930 - page 7

Executive-Finance Committee:

Messrs. T. C. Woo (chairman), C. S. Chen, E. C. Garrett, Li Han-toh, R. Y. Lo, E. C. Lobenstein, S. J. Mills; and Y. G. Chen, A. J. Bowen, and Miss E. M. Priest ex officio.

Hospital Committee:

Mrs. J. L. Buck, Dr. Chao Si-fa, Mr. Z. T. Ing, Mrs. E. James, Mr. E. Marx, Dr. Y. L. Mei, Dr. H. Wei; and Mr. T. C. Woo, Dr. Y. G. Chen (convener), and Dr. C. S. Trimmer ex officio.

Language School Building Fund

DEF-391 VOTED that the administration be authorized to proceed with the construction of residences with funds remaining from the Language School Building Fund (see DEF-299 and BF-491), which have been released by action of the subcommittee appointed by the Board of Founders on January 7, 1930, as follows:

- "1. That the field be authorized to proceed at its discretion to use three-fourths of the Language School Property Fund of Mex. \$15,000, that is to say, Mex. \$11,250, for the construction of additional residences, with the understanding that if and when the Language School is reopened these residences will be made available for the Language School staff.
- "2. That the remaining one-fourth of this amount, Mex. \$3,750, be reserved for the present until information has been received from the field as to the attitude of the East China Mission of the Baptist Board and the Episcopal Board."

Language School for Central East China

DEF-392 VOTED that representation be made to the Boards and Missions cooperating in the University that since one language school for Central East China will probably be sufficient in the future to care for all missionaries coming to Central East China for the first time, and since the North China Union Language School in Peiping has been rendering excellent service during the past three years to such missionaries who otherwise would have studied in Nanking, we recommend that the North China Union

Tenth meeting of the Executive-Finance Comm., May 2, 1930 - page 8

Language School be considered the Language School for Central East China and that no other language school be operated in this part of China under the direction of the cooperating mission boards.

Insurance

The question of the desirability of continuing to insure buildings with the Palatine Insurance Company or of placing insurance with the American Underwriters Association was discussed. It was pointed out that there was a likelihood of saving \$500 a year on premiums by transferring insurance to the American Underwriters Association. After discussion it was

DEF-393 VOTED that the matter of insurance be left to the administration to decide, with power.

Departure of Dr. Bowen

DEF-394 VOTED that we express our sense of regret at the departure of Dr. Bowen for a time on account of his health, and our hope that during his leave of absence he will represent the University in America in any way he feels will be of benefit to the University, and that he will return to Nanking as soon as his health permits. We would ask Dr. Bowen to convey to Mrs. Bowen an expression of our regret at their departure.

Recording of Minutes

DEF-395 VOTED that minutes of meetings of the Board of Directors be kept in both Chinese and English.

Adjournment

The meeting closed at noon after prayer by Dr. Garrett.