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Nanking
Admin.
Board of Directors 1937

Minutes of the Hospital Committee
of the Board of Directors
March 4, 1937

The twenty-second meeting of the Hospital Committee of the Board of Directors was held on Thursday afternoon, March 4, 1937, at the Hospital.

The members, whose names are starred, were present:

<u>Class of 1937</u>	<u>Class of 1938</u>	<u>Class of 1939</u>
#Dr. S. F. Chao	Dr. Y. L. Mei	#Mr. W. P. Mills
Dr. H. R. Wei	Mr. J. H. McCallum	Miss Ravena Tien
Mrs. Edward James	#Dr. D. S. Chen	Dr. L. W. Han

Ex-officio: Messrs. T. C. Woo, #Y. G. Chen, #J. H. Daniels, and #Miss Elsie M. Priest.

Mr. Edwin Marx was also present by invitation to represent Mr. McCallum.

The meeting was opened by prayer by Mr. Mills.

The treasurer presented the proposed budget for the year 1937-1938, which is balanced with a small amount for contingent.

H-132 VOTED to recommend to the Board of Directors the adoption of the budget as presented for the year 1937-1938.

H-133 VOTED to request the Hospital Administration in the future to follow the budget adopted by the Board of Directors, as a working basis for the work of the Hospital, and if any changes are necessary, to present the same to this committee for consideration and approval.

A brief financial report for the first six months was presented.

H-134 VOTED to accept the report of the treasurer for the first six months of 1936-1937 with appreciation.

Dr. Daniels presented the report of the superintendent, bringing to the attention of the committee the problems and developments in the Hospital at this time.

H-135 VOTED to receive the report of the superintendent with appreciation.

Dr. Daniels reported that Dr. Robert O. Wilson had joined the staff on a short term basis, his contract not to exceed three years. In view of the need in the hospital

H-136 VOTED to invite Dr. and Mrs. Robert O. Wilson to extend their term of service from three to five years.

At the present time Miss Hynds is the only foreign nurse on the staff, and in view of the probability of her retirement within a few years, it is considered necessary to provide for a second foreign nurse at this time.

H-137 VOTED to request the Administration to re-arrange their budget to provide for the salary of a foreign nurse, beginning September 1, 1937.

Following the custom in preceding years, the superintendent presented a list of proposed salary increases for staff members.

H-138 VOTED to approve of the salary increases as presented, the total amount having been included in the proposed budget.

H-139 VOTED to request the Hospital Administration to prepare and bring in for discussion at the next meeting, a schedule of salaries for all staff members showing the maximum salary for each group.

The Hospital has received official notice that Kulou Lan-Chieh is to be widened and straightened, especially in front of the Hospital. A request has been received for the payment of a road tax.

H-140 VOTED to approve in principle the payment of the road tax, and to authorize the payment if it seems desirable after further negotiations, especially with the University and neighbors along the street to be widened.

Respectfully submitted,

Elsie M. Priest
Secretary

THIRTY THIRD MEETING OF THE
EXECUTIVE-FINANCE COMMITTEE
of the
BOARD OF DIRECTORS OF THE
UNIVERSITY OF NANKING

March 18, 1937

The thirty-third meeting of the Executive-Finance Committee of the Board of Directors of the University of Nanking was held at the home of the President at 9 o'clock in the morning on Thursday, March 18, 1937.

The members whose names are starred below were present:

*E. H. Cressy	*R. A. Ward
*C. S. Chen	C. S. Smith
*L. W. Han	T. C. Woo, ex-officio
*Miss Minnie Vautrin	*Y. G. Chen, ex-officio
*Handel Lee	*Miss E. M. Priest, ex-officio
*(Miss M. W. Arms)	*Dr. A. J. Bowen, ex-officio

The meeting was opened with prayer by Dr. Bowen.

Welcome to Dr. Bowen

DEF-1223 VOTED to record our welcome to Dr. A. J. Bowen and express our pleasure to have him return to China for a visit of indefinite length of time and to express our hope that he will give his advice and counsel to the members of the Board of Directors.

Election of Coopted Members

DEF-1224 VOTED to recommend that Mr. C. T. Wang and Mr. K. P. Chen be re-elected as coopted members of the Board of Directors of the Class of 1939.

DEF-1225 VOTED to authorize the President's invitation to Bishop Hammaker to attend the meeting of the Board of Directors on Friday, March 19.

DEF-1226 VOTED to elect Bishop Hammaker an alternate at large for the coopted members.

Report of the President

The President called attention briefly to his report, inasmuch as he will present it at the meeting of the Board of Directors on Friday, March 19.

DEF-1227 VOTED to recommend the confirmation and approval of the new faculty and staff appointments as presented in the report of the President for the Spring Term, 1937.

Meeting of the Executive-Finance Committee
March 18, 1937

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DEF-1228 VOTED to request the Board of Foreign Missions of the Presbyterian Church of the USA that, after their furlough, Dr. and Mrs. J. Horton Daniels and Dr. and Mrs. William P. Fenn be returned to the University of Nanking as regular representatives of the Presbyterian Church on the staff of the University Hospital, and on the faculty of the University of Nanking, respectively.

DEF-1229 VOTED to request the Board of Foreign Missions of the Methodist Episcopal Church that, after their furlough, Mr. and Mrs. Francis P. Jones be returned to the University of Nanking as regular representatives of the Methodist Episcopal Church on the University faculty.

Report of the Treasurer

The treasurer presented the budget for the ensuing year, balanced at \$1,248,448.66.

DEF-1230 VOTED to recommend that a request be sent to the Board of Founders expressing appreciation for the appropriation of US \$5075.00 from the December twenty-first payment of the accrued dividends from the Aluminum stock, and to request further that such portion of the balance of the accrued dividends, amounting at US \$12,600.00, when and if paid by the Aluminum stock, be sent to the field to clear the deficit. (Note: After the payment of US\$5705.00 is deducted, approximately US\$9000.00 will be required to clear the deficit.)

DEF-1231 VOTED that a recommendation be made to the Board of Directors to send a cable to the Board of Founders incorporating the above action (DEF-1230).

DEF-1232 VOTED to recommend the approval of the balanced budget as presented for the year 1937-1938.

DEF-1233 VOTED that in anticipation of the continued success of the united campaign being conducted by the Associated Boards, that we authorize that a minimum amount of US\$5000.00 be included in the anticipated income for 1937-1938, with the earnest hope that other important needs of the institution may be met from the result of the campaign.

DEF-1234 VOTED that we record our deep appreciation and our admiration for the especially fine service of the administration in recent years in directing the

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financial affairs of the University in such a manner that the current deficits have been kept at a minimum without impairment of the efficiency of the University.

Unified Research Program:

In view of the opportunity to take advantage of the visit in China of Dr. S. Elisseeff of the Harvard-Yenching Institute and Dr. Eric M. North of the American Bible Society,

DEF-1235 VOTED that Dr. Y. G. Chen, Dr. L. W. Han, and Mr. E. H. Cressy be appointed a committee to consider a more unified research program in Chinese Cultural Studies, and to make a report to the Board of Directors.

Increase of Salaries:

The treasurer presented a list of faculty and staff members as recommended by the Deans for increase of salary on the basis of merit.

DEF-1236 VOTED to approve of the salary increases in the amount of \$2850.00 of the various faculty and staff members as recommended by the Deans of the Colleges of Arts, Science, and Agriculture, respectively, and the Administration, on the basis of merit, these increases to be effective September first, 1937.

1. For professors who are receiving \$250.00 or above, increases to be \$10.00 to \$25.00 per month;
2. For instructors who are now receiving \$120.00 or above, increases to be \$5 to \$10 per month;
3. For such adjustments as may be required in special cases.

It is understood that the funds are available and are included in the budget as approved.

DEF-1237 VOTED to approve the entertainment allowance for the colleges to be used by the deans as follows:

1. College of Arts: \$400.00
2. College of Science: \$400.00
3. College of Agriculture: \$480.00.

DEF-1238 VOTED to recommend that the following scale of salaries be adapted to become effective for all new faculty who may join the staff on or after September, 1937:

DEF-1238 VOTED (continued)

1. Professors who have spent 3 years in advanced study abroad and have received the degree of doctor of philosophy: \$200.00 per month;
2. Professors who have spent 2 years in advanced study abroad and have received the degree of master of Arts or Science: \$190.00 per month;
3. Professors who have spent one year in advanced study abroad and have received the degree of Master of Arts or Science; \$180.00 per month;
4. Professors who have spent one year in advanced study abroad but have not received a degree; \$170.00 per month;
5. Any professor who may have spent ten years or more on the staff before leaving for advanced study abroad shall receive special recognition in view of his service and experience.

Travel Fellowships

DEF-1239 VOTED to recommend that Travel Fellowships of Ch.\$1,000.00 be granted to Mr. Chen Chi, of the Rural Leaders Training School; to Mr. Ying Lien-ken and Mr. Eo Yang Ping of the Department of Agricultural Economics; and Mr. Wang Chun of the Department of Religion, funds being available for these fellowships.

Dr. Robert O. Wilson

DEF-1240 VOTED to approve the recommendation of the Hospital Committee to invite Dr. and Mrs. Robert O. Wilson to extend their term of service from three to five years.

Library Building Fund

DEF-1241 VOTED to authorize the following items in connection with the erection of the library building:

2. Electricity installed	1,680 00
3. Elec. fixtures estimate	2,000 00
4. Heating and plumbing	14,400 00
5. Stacks (1/2) estimates	28,000 00
6. Architect's fees	5,000 00
7. Furnishings - estimate	5,000 00

with the understanding these expenditures be kept within the funds available.

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DEF-1242 VOTED to authorize the creation of a deficit not to exceed \$2000.00 to construct the walks, move the present wall around the former Williams' Compound, and do a minimum amount of necessary planting.

DEF-1243 VOTED that the necessary retaining wall and leveling near the Library building be constructed, the total cost not to exceed \$2,500.00--this amount to be carried as a deficit until funds are available to cover the cost.

Development of the South Campus

In view of the fact that the Government has not definitely settled its road building plans, and as we do not have enough money for permanent development at this time, it was for the present

- DEF-1244 VOTED
1. the entrance to the library shall be through the gate opposite the present gatehouse;
 2. that the wall around the Women's Dormitory shall be moved west to the terrace and west of the present walk to Twinem Chapel;
 3. that minimum walks be constructed following the proposal presented by the architect which provide for the entrance opposite the present gatehouse;
 4. that until funds are available to defer construction of a second gatehouse or any change in the present boundary walls.

Invitation to Dr. K. S. Sie

DEF-1245 VOTED that we invite Dean K. S. Sie to continue his present relation with the College of Agriculture for another year.

Freshmen Dormitory

DEF-1246 VOTED that the site of the new Freshmen Dormitory be northwest of the gymnasium unless, after further study by the Administration and the sub-committee of the Building and Property Committee, it seems advisable to build on some other location, any new site to be approved by the Executive-Finance Committee.

Meeting of the Executive -Finance Committee
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Future Development of the Colleges

DEF-1247 VOTED we request the administration to take the initiative in cooperation with the Policy Committee in making a study of the future development of the University, covering the following points:

1. inter-relations of the colleges;
2. use of restricted and non-restricted funds;
3. probable future development of the Colleges and University in view of the changed political and educational situation in China,
4. the distinctive contribution of Christian colleges and universities, and the relation of the University of Nanking to the whole group.

Scattered Lots of Land

DEF-1248 VOTED that with a view to the consolidation of the land owned by the University that we authorize any sale of scattered pieces of land and the purchase of certain other pieces necessary to round out our holdings with the understanding that the Executive -Finance Committee is instructed to authorize such sales and purchases, item by item on the basis of detailed information to be furnished by the administration.

New Departments

DEF-1249 VOTED that in keeping with the recommendation from the Council of Higher Education, we record as a matter of procedure that whenever the University plans to open new work, or to make structural changes, it will first confer with the Council of Higher Education before such changes are made.

Agricultural Hall

DEF-1250 VOTED that we have received the suggestion of the College of Agriculture and look with favor upon plans for a second major building, and that the question of exact location is a matter of study by the administration for discussion and approval by the Board at a future meeting.

Ferguson Museum.

DEF-1251 VOTED that having received with interest the draft for the Ferguson Museum, we request the Ferguson Museum Committee and the administration, in

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consultation with Dr. Ferguson, to make further study of the matter, including the costs involved.

Appreciation

DEF-1252 VOTED to extend a vote of appreciation to Dr. and Mrs. Y. G. Chen for their hospitality in entertaining the Executive -Finance Committee at their home.

Adjournment.

Respectfully submitted,

RALPH A. WARD
Secretary

sent
 Founders
 Ganside
 Evans
 Macmillan
 H. adrian

TWENTY-FIRST MEETING OF THE BOARD OF DIRECTORS OF THE UNIVERSITY OF NANKING

March 19, 1937

The twenty-first meeting of the Board of Directors
 of the University of Nanking was held at the home of Presi-
 dent Y. G. Chen, on Friday, March 19, 1937, at 9 a.m.

The members of the Board whose names are marked below
 were present:

<u>Members of the Board</u>			
Elected by	Class. of <u>1936</u>	<u>1937</u>	<u>1938</u>
Chekiang Shanghai Baptist Convention	#T. C. Wu		#T.C.Bau
East China Mission of the American Baptist Foreign Mission Society		L.C.Hylbert	#E.H. Cressy
Central China Conference of the Mei I Mei Hwei	S. H. Wang	#R.Y.Lo	#Handel Lee
Central China Mission of the Methodist Episcopal Church		#J.C.Ferguson	#R.A.Ward
East China Divisional Council of the Church of Christ in China:			
Nanking Presbytery	#I.C.C.Chu		#Peter S.T.Shih
Wang Peh Presbytery		#A.M.Romig	
Kiangnan Mission of the Presbyterian Church in the U. S. A.	#K. Campbell	C.S.Smith	
Chung Hwa Chi Tuh Chiao Hwei (connected with the China Christian Mission)	#T. F. Tung	#D.S.Chen	#H.F.Li
China Christian Mission	#Miss Vautrin	#C.A.Burch	

Meeting of the Board of Directors, March 19, 1937

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Alumni	1936 #L. W. Han	1937 #P. F. Kao #C. Y. Tang	1938 C. T. Hwang ?
Coopted	K. P. Chen #C. T. Wang	W. H. Wei #C. S. Chen	#T.C.Woo #Miss Y.F. Wu
Ex-officio	#A. J. Bowen #Y. G. Chen		

In addition, the following were present: Bishop W. E. Hammaker, of the Methodist Episcopal Church; Miss E. M. Priest, Treasurer; and Miss M. W. Arms. The total number attending was 28.

The meeting was called to order by the Chairman, Mr. T. C. Woo.

The meeting was opened with prayer by Dr. Handel Lee.

Approval of Minutes:

The minutes of the meeting of the Board of Directors of November 20, 1936 had been circulated, and accordingly it was

D-2059 VOTED that the minutes of the Board of Directors meeting of November 19, 1937 be approved as circulated.

Welcome to Dr. A. J. Bowen:

Dr. A. J. Bowen, former President of the University of Nanking, has returned to China for a visit of indefinite length. The Chairman of the Board welcomed Dr. Bowen, and it was

D-2060 VOTED to record in the minutes the welcome to Dr. Bowen by the Chairman, T. C. Woo, as follows:

"I am sure that everyone here joins me in welcoming most heartily our former President, Dr. A. J. Bowen, back to Nanking where he has spent the best part of his life in educating Chinese youths and in promoting the Christian ideas and ideals on which the University is founded. There is absolutely no doubt that he and his predecessors, such as Dr. G. A. Stuart and Dr. J. C. Ferguson, and his associates, such as Dr. J. E. Williams, and Mr. F. E. Meigs, have done a wonderful piece of work, which will go down in history as a fitting testimony of these lives, lived most unselfishly and altogether devoted to promotion of the Christian cause. We always look up to him as

a source of inspiration and of encouragement to carry on the work of which he has so well laid the foundation. As with any construction program, physically speaking, so it is with our University, that its present growth and development cannot be but natural. There is yet no limit, we are happy to say, to its continuous progress and increasing importance as an educational institution--indeed as a Christian institution of learning brought up quite in line with our national aspirations. It is no small honor to the University to be the first Christian institution registered with the National Government. We have been receiving from the Central Government, as well as from different provinces and the general public, no mere lip blessings but actual support in dollars and cents, which amounts to hundreds of thousands according to the latest report of Dr. Chen to the Board of Founders. As time goes on, I have no doubt that such help will keep coming in more and more, provided we live up to their expectations and prove ourselves worthy of their unrestricted and generous support and assistance.

But, ladies and gentlemen, all this could not have come by mere accident. We are here only carrying on the unfinished work of our beloved former President, Dr. Bowen. If it were not for his faith and vision and foresight in his administration as the first President of our University after it was made the Union Institution; indeed, if it were not for his strong conviction and unshaken belief in the principle of "China for the Chinese" and in his intensive training for Chinese leadership and in his readiness and preparedness to make room for such leadership whenever it was possible, we would most probably have been in the same fate as some of our sister Christian institutions, too well known to you. The present administration has much to be proud of, but no one feels a greater sense of satisfaction than Dr. Bowen, in that the man who has filled his vacancy is no other than Dr. Y. G. Chen, one of his former students. In other words, the University's traditional policy of service and adaptability to Chinese standards and requirements has not only been maintained but also has given additional force and imbued with more and more of the native initiative and enthusiasm of the new administration, so that the University has gradually become one of our own institutions as opposed to a foreign school on the Chinese soil as any Christian institution had to be. This is always a source of pleasure and satisfaction to us who have had anything to do with the work of the University. To Dr. Bowen, it is only a reflection, in a most positive and beneficial manner, of his sound educational policy, and it is also the much desired result of his past labor and undivided attention to the work ahead of him. Therefore,

with due recognition of the splendid work and achievements of the present administration, I hope I will not be offending anybody but will instead have everybody's endorsement when I say all that is good in the administration of the University should go to the credit of Dr. Bowen.

Fellow members, we must not lose sight of Dr. Bowen's personality which may be summed up in these words: "Actions speak louder than words". Only those who were near him appreciated how hard he worked and how little he talked as the Chief Executive of the University. His reserve as against conservatism, his modesty opposed to false pride, and his sincerity of purpose have helped put the work of the University on a very solid foundation. His faith in God and in men made him so big-hearted and far-sighted that he did not have in any way any terms or conditions in his resignation. It seems to me as if it were only yesterday--although it was about ten years ago--when, during the dark days of the Nanking incident, 1927, our University buildings and properties were damaged and looted, our vice-president, Dr. J. E. Williams was killed, and the Bowens and the Wilsons and other faculty members with their families had all come down to Shanghai and were making preparations to return to the States. Dr. Bowen did not tell us what to do and what not to do--either to myself as Chairman of this Board or to Dr. Chen as President of the University. He had absolute confidence in us and in others entrusted with the great responsibility of carrying on the work before us. At that time, and the few years afterwards, we had one hundred and one things to attend to--re-organization and registration of the Board of Directors, the clearing of the middle school compound of soldiers and the taking back of the University Hospital and the handling of the student body, full of sentiments and emotions--any of which situations might lead to developments equally serious with the political condition then existing. On top of all this, we had financial difficulties in balancing our budgets and lack of sufficient teaching help. Those stormy days we have lived through.

Now, on his return, after long delay, Dr. Bowen must have noticed a different atmosphere, not only on the College Campus, but also throughout the entire City of Nanking. As for the physical changes, he will find old buildings repaired and new ones put up and the student enrolment increased. But, on looking further into the inner life of the University, he will see the unity of administration, the spontaneous development of religious activities and the eagerness of the student body for learning and preparing itself for useful work as its members go out into society. As for Nanking itself, he will observe, as we all do, that it will remain as the new capital of China, all united. During the ten years he has been absent many changes, all for the better, have taken place in almost every line of work in China. We are glad indeed he is back

with us to continue giving us help and advice in the work we are doing, in which we have a common interest and a mutual expectation that it will keep on growing to the glory of God and benefit of men.

Dr. Bowen, we wish you health and happiness during your stay in China, and we assure you that we, of Nanking, as well as the entire country of China, appreciate what you have done and will keep doing for the University. Your work will never be forgotten and your exemplary life will always serve as our guide in doing the right thing at the right time."

Report of the President

The report of the President was presented by Dr. Y. G. Chen, the President of the University, as follows:

"It gives me great pleasure to meet with you, the members of the Board of Directors, again, after my seven months' absence from China. I returned to Nanking the first week in February. While the burden of my report to you today will be about my trip to the United States and Europe, there are several important matters in regard to the University concerning which I first wish to make report.

The Spring Semester opened on January 14, 1937, with the following enrolment: (The enrolment is compared with that of the Fall Semester, the figures for the fall being in parentheses.)

Enrolment:

Regular:	College of Arts	201	(209)	
	College of Science	231	(241)	
	College of Agriculture	259	(253)	691 (703)
Special:				
	College of Arts:			
	Special Chinese course	24	(23)	
	Advanced Chinese course	4	(4)	
	Irregular students	12	(10)	
	Make-up Course students	8	(15)	
	Faculty taking courses	12		
	Special	3		63 (52)
	College of Science:			
	Graduate students	6	(5)	
	Special students	5	(5)	
	Make-up Course students	5	(16)	
	Unclassified	9		24 (26)
	College of Agriculture:			
	Graduate students	4	(4)	
	Rural Leaders Training School	106	(100)	
	Two-year Vocational School in Sericulture for women students	27	(28)	
	Correspondence School in Forestry	6	(32)	

Enrolment:

Special (College of Agriculture)		
Special students	10 (15)	
Six-months Training Course in		
Sericulture for women students	(12)	
Six-months Training Course in		
Agricultural Economics: Upper	(33)	
Beginning	(55)	153 (279)
Nurses Training School	65 (65)	
Middle School	1022 (975)	
Total: Regular and Special Students:		<u>2018 (2100)</u>

Note: The number of Ginling students taking courses at the University this semester is 30 (38).

Graduates:

There were graduated the following number of students at the end of the fall semester: Total 49 (46, at this time last year) with 10 (12) graduating from the College of Arts; 16 (12) College of Science; 20 (19) College of Agriculture; and 3 (3) Special Chinese Course. On March 8, 1937, the aforementioned Six-months Training Course in Agricultural Economics graduated 80: 31 from the Upper Class and 49 from the Beginning Class.

Faculty and Staff Members:

I wish to call to your attention the furlough of Dr. J. Horton Daniels, during whose absence Dr. James T. Cheng will act on his behalf. Also, Dr. William P. Fenn and Mr. Francis P. Jones are leaving this June for furlough. Our good wishes go with them for a good voyage and their safe return.

One member of the Western staff has left the service of the University, Mr. H. Brian Low, who completed three and one-half years of service in the Department of Agricultural Economics. Mr. Low sailed in January to take up a position in Massey College, New Zealand. With Mr. Low go our best wishes for his success in his new work, and we wish to record our appreciation for the service which he has rendered to the University.

One new member has been added to our Western staff, Miss Margaret Turner, who is Department Secretary for the Department of Agricultural Economics, College of Agriculture. Miss Turner comes to us from London, England, and we are happy to welcome her on our staff.

Report of the President:

Faculty and Staff (continued)

There are several changes in the staff at the opening of the Spring Semester which need your approval.

New Members of the Faculty and Staff, Spring 1937:

College of Arts:

Department of Economics:

Hsu Peng-I	M. A. Wisconsin	Professor
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Department of Sociology:

Tsu Hsien-yu	B. A. Nanking	Associate
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College of Science:

Department of Chemistry:

Cheo Chi-ren	B. S. Nanking	Associate
Cheo Yen Peh	B. S. Nanking	Associate
Fang En Sheo	B. S. Tsing Hwa	#Instructor
Kwang Chung Ping	B. S. Nanking	Associate
Shen Ping Kang	B. S. Yenching	Associate
	(one Year Graduate School, Chemistry, University of Nanking)	
Wu Yui Chi	B. S. Nanking	Associate

Department of Mathematics:

Kao Peng	B. S. Nanking	#Instructor
Sie Tien Ming	B. S. Nanking	#Instructor

Department of Geology:

Li Hsioh-ting	M. S. Michigan	#Professor
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Department of Physics:

Liu Ching Yu	B. S. Nanking	#Instructor
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Department of Zoology:

Yang I Fuh	B. S. Nanking	Associate
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Educational Movie Project:

Ku En Hang	B. S. Nanking	Associate
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Report of the President:

Faculty and Staff (continued):

College of Agriculture:

Department of Agricultural Economics:

Hsu Tao-fu	B. A. National Central University, Research Student, Oxford	Instructor
Ko Fuh-tung	B. S., Nanking	Associate
Liu Fan Wei	B. S. Nanking	Associate
Swen Tsu Ying	B. S. Nanking	Associate
Turner, Margaret		Department Secretary

Department of Agronomy:

Li Hwan Chang	B. S. Nanking	Associate
Hwang Shui-tsai	B. S. Nanking	Professor
	M. S. Minnesota	
Peng Shu Hsuen	Middle School	Assistant
Ying Tsu Chang	Rural Leaders Training School	Assistant

Department of Botany:

Ling Chwang Kwang	B. S. Nanking	Instructor
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Department of Rural Education:

Chang Chi Shen	B. S. National Central University	#Teacher (Animal Husbandry)
Pao Wan Ming	B. S. Nanking	
	M. S. Minnesota	Professor

Department of Sericulture:

Chu Tao-chang	Provincial Senior Middle School, of Chekiang (Sericulture)	Assistant
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Library:

Li Ying Ru (Miss)	B. A. Nanking	Chinese Catalog's Department
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(# -- Part-time)

Report of the President:

Gifts and Grants:

As a matter of information, I wish to present to you a summary of the gifts and grants that we have received since 1930 up to this time.

From Chinese Sources:

For current expenses or special projects:

Reported to June 1936	Ch.\$ 482,410 20
Received since July 1936:	
Ministry of Education	30,000 00
Ministry of Education (movies)	20,000 00
National Economic Council and	
Central Bank	35,000 00
Nanking Municipal Government	3,100 00
Ministry of Industries	37,350 00
British Boxer Indemnity Fund	20,000 00
China Foundation	6,000 00
Kincheng Bank	10,000 00
	<u>Ch\$643,860 20</u>

From Western sources, received in China:

For current expenses or special projects:

Reported to June 1936	403,265 60
Received since July 1936	
Rockefeller Foundation	95,419 74
	<u>Ch\$498,685 34</u>

For Capital purposes:

From both Chinese and Western sources,
received in China:

Reported to June 1936	276,479 16#
	US\$50,000 00##
Received since July 1936:	
Wu Tiao-ching gift	30,000 00
Hwang gift	3,000 00
	<u>Ch\$309,479 16/US\$50,000 00</u>

#Includes Library Fund government bonds estimated at
par value, Ch\$200,000.00.

##Hoover Fund.

Registration of Land:

There have been no changes since the last meeting of the Board of Directors. The first block of deeds are in the hands of the officials at the Land Office, but they have not called for the second lot.

Report of the President:

Scattered Pieces of Land:

It has been reported from time to time that there are a number of scattered pieces of land belonging to the University that are no longer of great value as far as the work is concerned. Permission has been granted to the Board of Directors from the Board of Founders to sell these scattered lots as occasion offers. We need discussion and decision on the following:

- (1) In selling any of the scattered pieces of land, shall we use these proceeds to try and purchase corners or lots to consolidate our present campus. For instance, the piece of land northeast of our dormitories is now for sale, and it may be desirable for us to control that corner.
- (2) There may be heavy charges in connection with the registration of land, and any funds received from sale of scattered lots may be needed to clear these accounts. Therefore, should any funds received from sales be placed in a reserve account for the present until all registration fees have been entirely cleared?
- (3) As opportunity offers, does the Board give the administration authority to enter into negotiations for the sale of some of the scattered lots of land? For instance, one piece of about three mow could be sold within a short time.

Library Building:

Construction of the new library building has been progressing steadily since the last report. There have been no very serious delays since the building permit was finally granted, and work has now reached the second floor level. Contracts have just been let for lighting, heating, and plumbing; and conversations are under way with the China Training Institute in regard to the installation of stacks. The chief difficulty which the committee now faces is that caused by the one hundred percent increase in the cost of steel caused by the world armaments race, which is making it difficult to provide the Library with all the equipment it needs.

Freshmen Dormitory:

Although approval was given for the site of the Freshmen dormitory southwest of the Tiao Ching dormitory, it has been found impracticable to place the building in this position. The city has planned two minor roads (green roads on the maps) which would both cross the site of the proposed building. It is hoped

Report of the President:

that the roads will not be constructed but the Municipal office is not in a position to give a definite statement or to give a permit for a building on a site that has been marked for future roads. The Board is requested to take action concerning the site in order that construction may be started at an early date.

Bailie Extension Building:

Approval was given to construct Bailie Extension Building directly west of Bailie Hall. The trees were removed and it was decided that this site was not desirable for a second agricultural hall. The light was not adequate and the whole section was too crowded. The College of Agriculture requests for the privilege of having the second Agricultural Science Hall located in the South Campus in line with Swazey Hall. Efforts are being made to raise funds for this building.

Science Laboratory Building:

The science laboratory building will be finished in a few months. It is now a three story building with attic and basement and will greatly aid the Science departments to carry on their work.

Development of South Campus:

After careful consideration plans have been made to move the present wall around the dormitory for women students a few feet to the west, and to build a moon gate at the entrance to the small chapel. It has been approved that the second gatehouse will be placed opposite the present gatehouse, but no definite steps have been taken to start construction until after approval is given for the construction of the Agricultural Hall.

Ferguson Museum:

The first plans have been presented by Dr. Ferguson and steps should be taken to proceed with the construction of this building. The final decision for the site should be made at this time. Dr. Ferguson has chosen the site in the compound known as the Hutcheson Compound.

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And now I shall tell you some of the events and impressions that I received during the months that I spent in the United States and Europe. The first half month was spent in Southern California, where, as the guest of Dr. and Mrs. Bowen, I had an opportunity to meet many of the old friends of the University. At that time it gave me pleasure to invite Mr. and Mrs. Bowen to come to the University of Nanking, and today we have the great

Report of the President:

pleasure of welcoming them to our city. They arrived in China on the tenth of March and will be with us for an indefinite length of time. We have been looking forward to this day for many years and are glad to have the counsel and advice of Dr. Bowen in the many difficult problems that are before us constantly.

During the five months that I spent in the United States, I visited forty cities, passed through many others, and spoke over one hundred times to different groups. For many years I have been writing letters to officials of our Board of Founders, the Associated Boards and the cooperating mission boards, but this was the first time that I have been able to meet the individual members. I was able to attend meetings of the Presbyterian, Methodist, Baptist and Disciples Mission Boards as well as our own Board of Founders. It was a privilege to be able to work with the members of the Associated Boards for Christian Colleges in China and to cooperate in the great task as one of the units that have united for the promotion of Christian education in China.

At the Board of Founders meeting in November, I availed myself of the opportunity to extend to the Board of Founders our respectful regards. The members of the Board of Founders expressed very cordial greetings to the Board of Directors, speaking with special appreciation of the good work that the Board of Directors is doing on the field in carrying on the task faithfully in a spirit of good will and sympathetic cooperation. They wished me to convey these greetings and words of appreciation to you, as well as their good wishes for the continued progress of the work.

In the education field, I visited many institutions, universities and colleges, the outstanding ones being the University of Southern California, the University of California, Chicago University, Cornell University, Oberlin College, Columbia University, Yale University and Harvard University, where I had the opportunity to attend the Tercentenary Celebration.

After crossing the Atlantic Ocean, I visited Oxford University and had a fleeting glimpse of Berlin University and the University of Paris. I met many of our own University graduates who are now studying abroad, and was pleased to hear splendid reports of the work they are doing. In talking with students who are graduates of government institutions in China, I learned that they had experienced much difficulty in their work especially in relation to entrance examinations, and was told by them how easily the graduates of the University of Nanking managed these problems. They told me that usually the registrar of their chosen institution would ask if they came from the University of Nanking, stating that our graduates had a very good reputation in the institutions in America. It was gratifying to hear this

Report of the President:

report from men who are not connected in any way with our University or with any other Christian institution in China. Cornell University and the University of Minnesota have the largest number of our alumni while the University of California and University of London have proved to be the second choice of our men.

Besides the educational institutions, I took the opportunity to visit various foundations and to become familiar with some of the projects that are being carried on by such foundations as the Rockefeller Foundation, the Carnegie Foundation, Harvard-Yenching Institute, Institute of Pacific Relations, and others.

For the past ten or twelve years we have been deeply concerned with internal organization and problems on our own campus, partly due to the new and changing conditions in China, and we have not been able to keep in close touch with our friends, particularly in America. While I was in America, I made a special effort to meet as many of our old friends as possible and to try and tell them of the work that we have accomplished during the past few years. I found many people were much interested to know of the efforts that had been made in China to secure support for the work that is now being done. It is an indication of the increasing responsibility that is being assumed by the Chinese community for the institutions that were started to serve the youth of China. You are familiar with the gifts and grants that have been received in China during the past five to eight years, and will note that last year 63% of our total budget was received in China. We are depending upon our Board of Founders to provide 37% of the funds that are needed to carry on the work of this institution. There is one point that remains a difficult one and that is the fact that most of the gifts or grants given in China today are for designated purposes and projects. So far it has not been possible to interest a large number of people to give to the current expense budget of any university, but we are hoping that this need will be met in time. We shall have to depend upon our friends in the West to help us secure funds to carry some of the current expenses and appreciate the evidence that has been shown of their willingness to continue to do so.

It may be well to make a brief report of the united campaign. Although efforts are being made to secure funds under the united campaign, it seems to me that we should not count upon this source for any great amount of additional funds unless we have a representative to cooperate in such an undertaking. I was impressed by the need to have a man definitely responsible for our institution if we hope to secure any new funds. The institutions that have been successful in raising funds have been the ones who have employed a promotional agent to serve them in connection with the united campaign. I am in favor of supporting the united campaign and the efforts of the Associated Boards, but if we really anticipate securing funds as a result of this

Report of the President:

campaign, we will have to appoint some person to represent us during the next few years. It takes a long time to build up a group of interested people, and our lists show very few prospective donors. I have in mind suggesting that Mr. Wheeler be asked to serve as the representative of the University, working in cooperation with the Associated Boards. I am not sure how it may be financed, but hope some way may be found to enable him to continue to work in our behalf in the United States for at least another year.

Toward the end of our trip, we secured from friends in America \$3000 in cash for the new dormitory. Mr. Wheeler is still continuing work on this. We feel confident that our freshman dormitory can be erected without any financial difficulty, and again I feel it is quite desirable to have Mr. Wheeler continue on the work in helping the Associated Boards and particularly in laying a good foundation for the promotional work of the University.

Wherever I went in America or Europe, I found that our friends were very much interested in the newer developments in China, the political unity and particularly the concrete and fundamental projects undertaken by the Christian institutions. Everyone expressed deep satisfaction with the part that the Christian institutions are having in the plans for reconstruction in China, especially throughout the rural districts. Probably in no other country have the Christian institutions held such an important part in the development of the nation. It is a challenge to Christian education in China, and I feel will be met with courage and faith by all the institutions.

Coupled with the impressions I have received while traveling and the reflections that I have been able to make since my return, I am beginning to feel more and more that we are holding a very strategic position in the Christian movement in China. The country is anxious to increase the number of educated people and must have trained leadership for the public movements and policies. They are looking to the educational institutions for men and support. The time has come for all Christian enterprises to evaluate their work, and I am impressed by the need for all Christian institutions to take a more aggressive part in the promotion of the reconstruction of the nation. In planning the place for Christian education in China in the whole program, we will either lead or follow. There can be no middle ground. We are now in a current of rapid progress that is sweeping over the entire country and cannot expect to compete in equipment and facilities with government institutions, but we must compete in training men and in providing the Christian movement with well trained leadership. This is our opportunity to lead and to take our place in the Christian movement in China. We must help the church as it meets these new problems and struggles for a place in the national program today.

Report of the President

May I call your attention to the fact that there are only 500,000 Protestant Christians in the entire 450,000,000 people in China, or only about one person in every thousand is a Christian? This is the result after one hundred thirty years of work by thousands of men and women. Every year there are a few Christians added to the group, and we rejoice that this is true, but it takes a long time. We may become discouraged and, at times, even overwhelmed. We must take more strategic approach and continue to lead in spite of the overwhelming majority that seems to be against us. It is our opportunity to give to China this trained Christian leadership and every effort must be made to put this need above every other need in the immediate years that are before us. This is my message to you today and my request that every member of this Board will give us hearty support in carrying out this great challenge and in accepting our place in the program that will cooperate to help the church to build a strong and impregnable Christian leadership for the whole of China.

I wish to call your attention to the reports of the different administrative units, which are attached. They give in more detail a report of the work that is being done.

At this time I wish to express my appreciation of the good work that has been accomplished so quietly during my absence. I appreciate very much the efforts made by Miss Priest, and the three Deans, Dr. Liu, Dr. Wei, and Mr. Chang, and the Administration Committee in managing the various details and problems very successfully. Returning to the campus, I was gratified to find everything going along smoothly. It was good to learn of the splendid unity that was shown by all the groups.

D-2061 VOTED to accept the report of the President with appreciation.

D-2062 VOTED to express our appreciation to Miss Priest, Dr. Liu, Dr. Wei, Mr. Chang and the other members of the Administration Committee for their fine service during the absence of the President.

D-2063 VOTED to confirm and approve the new faculty and staff appointments as presented in the report of the President for the Spring Term, 1937. (DEF-1227)

Celebration of the Tenth Anniversary of the
Presidency of Dr. Chen:

In view of the fact that the Commencement of June, 1937 marks the tenth Commencement since Dr. Chen has been president, and in recognition of the ten successful years of the presidency of Dr. Chen, it was

D-2064 VOTED to celebrate the Tenth Anniversary of the presidency of Dr. Chen at the Commencement to be held June 1937, and to appoint the following committee to make the necessary arrangements: L. W. Han, Chairman, Handel Lee, R. A. Ward in cooperation with the administrative heads of the units of the University.

Representative of the University of Nanking
with the Associated Boards:

According to the recommendation of the President that, while he is in support of the united campaign, as being carried on by the Associated Boards of Christian Colleges in China, a special person be appointed to represent the interests of the University of Nanking during the next few years, serving as a representative of the University working in cooperation with the Associated Boards, it was

D-2065 VOTED that the matter of employing a representative of the University of Nanking to work in cooperation with the Associated Boards, be left in the hands of the President, with power to act.

Furloughs:

D-2066 VOTED to request the Board of Foreign Missions of the Presbyterian Church of the U. S. A. that, after their furlough, Dr. and Mrs. J. Horton Daniels and Dr. and Mrs. William P. Fenn be returned to the University of Nanking as regular representatives of the Presbyterian Church on the staff of the University Hospital, and on the faculty of the University of Nanking, respectively. (DEF-1228)

D-2067 VOTED to request the Board of Foreign Missions of the Methodist Episcopal Church that, after their furlough, Mr. and Mrs. Francis P. Jones be returned to the University of Nanking as regular representatives of the Methodist Episcopal Church on the faculty of the University of Nanking. (DEF-1229)

Minutes of the Executive-Finance Committee, March 18, 1937:

The minutes of the Executive-Finance Committee meeting, held March 18, 1937, were presented for approval, and were taken up item by item.

Meeting of the Board of Directors, March 19, 1937

17.

Election of Coopted Members

D-2068 VOTED to re-elect Mr. C. T. Wang and Mr. K. P. Chen as coopted members of the Board of Directors of the Class of 1939. (DEF-1224)

D-2069 VOTED to authorize the President's invitation to Bishop W. E. Hammaker to attend the meeting of the Board of Directors on Friday, March 19. (DEF-1225)

D-2070 VOTED to elect Bishop Hammaker an alternate at large for the coopted members. (DEF-1226)

Report of the Treasurer:

The treasurer presented the budget for the ensuing year, balanced at \$1,248,448.66.

D-2071 VOTED to approve the balanced budget as presented for the year 1937-1938, in the amount of \$1,248,448.66. (DEF-1232)

D-2072 VOTED that in anticipation of the continued success of the united campaign being conducted by the Associated Boards, we authorize that a minimum amount of US \$5000.00 be included in the anticipated income for 1937-1938, with the earnest hope that other important needs of the institution may be met from the result of the campaign. (DEF-1233)

D-2073 VOTED to send a request to the Board of Founders expressing appreciation for the appropriation of US \$5075.00 from the December twenty-first payment of the accrued dividends from the Aluminum stock, and to request further that such portion of the balance of the accrued dividends, amounting to US \$12,600.00, when and if paid by the Aluminum stock, be sent to the field to clear the deficit. (Note: After payment of US \$5,075.00 is deducted, approximately US \$9,000.00 will be required to clear the deficit.) (DEF-1230)

D-2074 VOTED to send a cable to the Board of Founders incorporating the above action. (D-2073) (DEF-1231)

D-2075 VOTED that we record our deep appreciation and our admiration for the especially fine service of the administration in recent years in directing the financial affairs of the University in such a manner that the current deficits have been kept at a minimum without impairment of the efficiency of the University. (DEF-1234)

Increase of Salaries:

The treasurer presented a list of faculty and staff members as recommended by the Deans for increase of salary on the basis of merit.

in the amount of \$2850.

D-2076 VOTED to approve of the salary increases/of various faculty and staff members as recommended by the Deans of the Colleges of Arts, Science, and Agriculture, respectively, and the Administration on the basis of merit: these increases to be effective September 1, 1937:

1. For professors who are now receiving \$250.00 or above, increases to be \$10.00 to \$25.00 per month.
2. For instructors who are now receiving \$120.00 or above increases to be \$5.00 to \$10.00 per month.
3. For such adjustments as may be required in special cases.

It is understood that the funds are available and are included in the budget as approved, in the amount of \$2850.00. (DEF-1236)

D-2077 VOTED to approve the entertainment allowance for the colleges to be used by the Deans as follows:

1. College of Arts: \$400.00 per year.
 2. College of Science: \$400.00 per year.
 3. College of Agriculture: \$480.00 per year.
- (DEF-1237)

the adoption of

D-2078 VOTED to approve/the following scale of salaries adapted to become effective for all new faculty who may join the staff on or after September, 1937:

1. Professors who have spent three years abroad in advanced study and have received the degree of doctor of philosophy: their beginning salary to be \$200.00 per month;

D-2078 VOTED (continued)

2. Professors who have spent two years abroad in advanced study and have received the degree of Master of Arts or Science; their beginning salary to be \$190.00 per month;
3. Professors who have spent one year in advanced study abroad and have received the degree of Master of Arts or Science; their beginning salary to be \$180.00 per month;
4. Professors who have spent one year in advanced study abroad but have not received a degree; their beginning salary to \$170.00 per month;
5. Any professor who may have spent ten years or more on the staff before leaving for advanced study abroad shall receive special recognition in view of his service and experience.

(DEF-1238)

Travel Fellowships:

Following the policy adopted by the Board, the College of Agriculture has provided for one Travel Fellowship for 1937-38, from current funds of the college, and, due to the need for better trained instructors in the Department of Agricultural Economics, has set aside funds for two fellowships from the special funds of the department. In view of the cooperation with the Nanking Theological Seminary, it was suggested that a request be sent to the Nanking Theological Seminary for a fellowship for the Department of Religion, working out some method of cooperation whereby the Seminary assists in the development of the religious work on the campus, especially in relation to any fellowships that may be needed for members of this department.

D-2079 VOTED that Travel Fellowships of Ch. \$1000 each be granted to Mr. Chen Chi, of the Rural Leaders Training School; to Mr. Ying Lien-ken and Mr. Eo Yang Ping of the Department of Agricultural Economics; and Mr. Wang Chun of the Department of Religion, funds being available for these fellowships and included in the budget for 1937-1938.

(DEF-1239)

Acceptance of Report of the Treasurer:

D-2080 VOTED to accept the report of the Treasurer with deep appreciation for the sound financial condition of the University at the present time.

Dr. Robert O. Wilson:

D-2081 VOTED to approve the recommendation of the Hospital Committee to invite Dr. and Mrs. Robert O. Wilson to extend their term of service from three to five years. (DEF-1240)

Library Building Fund:

D-2082 VOTED to authorize the following items in connection with the erection of the new library building: (as presented in the Report of the Treasurer)

2. Electricity installed--estimate	1,680 00
3. Electricity fixtures--estimate	2,000 00
4. Heating and plumbing--estimate	14,400 00
5. Stacks ($\frac{1}{2}$) estimate	28,000 00
6. Architect's fees--estimate	5,000 00
7. Furnishings--estimate	5,000 00

with the understanding these expenditures be kept within the funds available. (DEF-1241)

D-2083 VOTED to authorize the creation of a deficit not to exceed \$2000.00 to construct the walks, move the present wall around the former Williams' Compound, and do a minimum amount of necessary planting. (DEF-1242)

D-2084 VOTED that the necessary retaining wall and leveling near the Library building be constructed, the total cost not to exceed \$2,500.00--this amount to be carried as a deficit until funds are available to cover the cost. (DEF-1243)

Development of the South Campus:

In view of the fact that the Municipal Government has not definitely settled its road building plans, and as we do not have enough money for permanent development at this time, it was, as a measure for the present,

- D-2085 VOTED 1. the entrance to the library shall be through the gate opposite the present gatehouse;
2. that the wall around the Women's Dormitory shall be moved West to the terrace and west of the present walk to Twinem Chapel;
3. that minimum walks be constructed following the proposal presented by the architect which provides for the entrance opposite the present gatehouse;

- (D-2085) 4. to defer construction of a second gatehouse or any change in the present boundary lines until funds are available. (DEF-1244)

Invitation to Dean K. S. Sie:

The President reported that Dean Sie had presented to him his resignation as Dean of the College of Agriculture and Forestry.

D-2086 VOTED that we invite Dean K. S. Sie to continue his present relation with the College of Agriculture and Forestry for another year and we express to him our appreciation for the work that he is doing in behalf of the College of Agriculture and Forestry. (DEF-1245)

Future Development of the Colleges:

D-2087 VOTED we request the administration to take the initiative in cooperation with the Policy Committee in making a study of the future development of the University, covering the following points:

1. inter-relations of the colleges;
2. Use of restricted and non-restricted funds;
3. probable future development of the Colleges and University in view of the changed political and educational situation in China;
4. the distinctive contribution of the University of Nanking as a Christian University, and its relation to the whole group of Christian Colleges and universities.

(DEF-1247)

Scattered Lots of Land:

D-2088 VOTED that with a view to the consolidation of the land owned by the University we authorize any sale of scattered pieces of land and the purchase of certain other pieces necessary to round out our holdings with the understanding that the Executive-Finance Committee is instructed to authorize such sales and purchases, item by item on the basis of detailed information to be furnished by the administration.

(DEF-1248)

New Departments:

D-2089 VOTED that in keeping with the recommendation from the Council of Higher Education, we record as a matter of procedure that whenever the University plans to open new work, or to make structural changes, it will first confer with the Council of Higher Education before such changes are made. (DEF-1249)

Agricultural Hall:

D-2090 VOTED that we have received the suggestion of the College of Agriculture and look with favor upon plans for a second major building, and that the question of exact location be a matter of study by the administration for discussion and approval by the Board at a future meeting. (DEF-1250)

Ferguson Museum:

D-2091 VOTED that having received with interest the draft for the Ferguson Museum, we request the Ferguson Museum Committee and the administration, in consultation with Dr. Ferguson, to make further study of the matter, including the costs involved. (DEF-1251)

Presentation of Reports of the Units:

Various points or requests as made in the reports of the units as well as points denoting specific and special progress were pointed out to the members of the Board for special notation.

D-2092 VOTED to express our appreciation of further plans of cooperation between the Colleges, noted in the report of the College of Arts, as follows:

"Steps have been taken in cooperation with the College of Agriculture. Arts students are allowed to minor in Agricultural Economics and Rural Education.

"Courses in Agricultural Economics, Rural Sociology, and Rural Education may also be counted credits in Economics, Sociology and Education. The agricultural students are taking their fundamental training in these subjects in courses offered in the Arts College. Further plans of cooperation are under discussion as to the division of the field and cooperation of research schemes in their subjects."

Presentation of Reports of the Units: (continued)

D-2093 VOTED to express our appreciation of the reports of the units, with special reference to the items making mention of progress.

Unified Research Program:

Mr. E. H. Cressy made report of the opportunity of taking steps toward a unified research program in view of the fact that Dr. Serge Elisseeff of the Harvard-Yenching Institute is now visiting in China, as well as Dr. Eric M. North of the American Bible Society.

D-2095 VOTED that Dr. Y. G. Chen, Dr. L. W. Han, and Mr. E. H. Cressy be appointed as a committee, authorized to take up the whole matter of a wider and more unified research program. (DEF-1235)

Site of the Freshmen Dormitory:

It is necessary to construct a dormitory for freshmen. The site approved by the Board of Directors at the meeting in November, 1936, has proved impracticable due to two proposed "green" roads that will cross at that particular point. The administration presented the site northwest of the gymnasium, but it was the opinion of the Board that this was not as desirable as the site west of Bailie Hall and Sage Chapel, opposite the McDormick Dormitory, known as "CD". A building in this location will complete the dormitory quadrangle. Until the proposed Socchow Road is cancelled, it will be impossible to construct any building on this site. Therefore, in order to have the new dormitory built as early as possible, it was

D-2096 VOTED to instruct the President to approach again the authorities of the government and to present the proposition that the road in front of the University gatehouse be widened, and the "green" road, as proposed by the city, to be built between Sage Chapel and Bailie Hall, be cancelled in order to make possible the best development of the present campus.

D-2097 VOTED to defer decision for the site for the Freshmen Dormitory until President Chen has had an opportunity to approach the Government, concerning the proposed road, final decision to be made by the Executive-Finance Committee.

Report of the Board of Founders:

President Chen conveyed the greetings of the Board of Founders to the members of the Board of Directors and gave a brief report of the proposal for the united Board for all institutions.

Registration of Land:

Mr. Cressy and Dr. Han presented briefly a draft for the Trust Agreement to be sent to the Board of Founders in relation to the registration of land.

D-2098 VOTED that the special committee, Mr. E. H. Cressy, Dr. L. W. Han, and Mr. T. C. Woo, be requested to prepare the final draft of the Trust Agreement, copies to be forwarded by the administration to the members of the Board for approval, the final draft to be approved and adopted by the Executive-Finance Committee.

Future Trend of the University:

It was noted that the University should be aware of the trend of the times in relation to its own specific development in carrying on its educational program according to the needs and direction of the government, but at the same time not to lose sight of its definite contribution as a Christian institution and its part in the whole program for Christian universities in China. The situation of the University of Nanking is unique in that it is in the capital of China, and has a peculiar opportunity and privilege in working with many government agencies. Already the University has had innumerable ways of cooperating with the government, and it is to be expected that these opportunities will grow and change the future development of the country. The University must stand ready to take its place in providing leadership in the future development of the nation.

Election of Officers:

A Nominating Committee was elected, consisting of Messrs. R. Y. Lo, Tung Teh-fu, and K. Campbell, to bring in nominations for officers for 1937 and for the Executive-Finance Committee. On the report of this committee, the following actions were taken:

D-2099 VOTED that the recommendations of the Nominating Committee for the officers of the Board of Directors for 1937 be accepted as follows:

D-2099 (continued)

Election of the Executive-Finance Committee for 1937:

E. H. Cressy
C. S. Chen
L. W. Han
C. A. Burch
Handel Lee
R. A. Ward
R. Y. Lo
T. C. Woo, Chairman, ex-officio
A. J. Bowen, ex-officio
Y. G. Chen, ex-officio
Miss E. M. Priest, ex-officio

According to the by-laws of the Board, standing committees shall be nominated by the Chairman of the Board in consultation with the President of the University, and elected by the Board at its annual meeting or as soon thereafter as possible, to serve until their successors are appointed. The Chairman of the Board shall designate the chairman and vice-chairman of each committee, each committee electing its own secretary. The following nominations for the standing committees for 1937 have been made in accordance with the by-laws and are submitted for approval by the Board. Should there be no objections to these nominations after the minutes have been circulated, the members listed may consider themselves duly elected.

Policy Committee: E. H. Cressy, Chairman
L. W. Han
R. Y. Lo
T. C. Woo)
Y. G. Chen) ex-officio
A. J. Bowen)

Building and Property Committee:

A. J. Bowen, Chairman
Peter S. T. Shih
Handel Lee
C. Y. Tang
R. A. Ward
T. C. Woo)ex-officio
Y. G. Chen)

Standing Committees for 1937:

Faculty Sub-committee: C. T. Gee, Chairman
 J. H. Daniels
 Djang Fang
 W. P. Fenn
 C. W. Chang
 K. C. Liu
 H. R. Wei
 Miss E. M. Priest)
 Y. G. Chen) ex-officio
 A. J. Bowen)

Arts: R. Y. Lo, Chairman W. H. Wei
 E. H. Cressy T. C. Woo)
 L. W. Han Y. G. Chen) ex-officio
 P. F. Kao A. J. Bowen)

Science: L. W. Han, Chairman
 K. Campbell
 Peter S. T. Shih T. C. Woo)
 H. F. Li Y. G. Chen) ex-officio
 C. Y. Tang A. J. Bowen)

Agriculture: C. Y. Tang, Chairman
 T. C. Bau
 C. A. Burch T. C. Woo)
 T. F. Tung Y. G. Chen) ex-officio
 Handel Lee A. J. Bowen)

Middle School: H. F. Li, Chairman
 S. H. Wang
 E. H. Cressy T. C. Woo)
 Handel Lee Y. G. Chen) ex-officio
 Miss M. Vautrin A. J. Bowen)

Hospital:

<u>Class of 1937</u>	<u>Class of 1938</u>	<u>Class of 1939</u>
Dr. S. F. Chao	Dr. Y. L. Mei	Mr. W. P. Mills
Dr. H. R. Wei	Mr. J. H. McCallum	Miss Ravena Tien
Mrs. Edward James	Dr. D. S. Chen	Dr. L. W. Han

-Ex-officio: Messrs. T. C. Woo, A. J. Bowen, Y. G. Chen
 J. H. Daniels, and Miss E. M. Priest.

Promotion Committee: K. P. Chen, Chairman C. T. Wang
 J. C. Ferguson W. H. Wei
 P. F. Kao T. C. Woo) ex-
 R. Y. Lo Y. G. Chen) officio
 R. A. Ward A. J. Bowen)

Joint Committee on Cooperation: with Ginling College and the
Nanking Theological Seminary:

University: E. H. Cressy
R. Y. Lo
C. S. Smith
Y. G. Chen, ex-officio

Ginling: W. P. Roberts
T. F. Tung
V. Hanson
Y. F. Wu, ex-officio

Seminary: K. T. Zaung
H. F. Li
J. T. Illick
Handel Lee, ex-officio

Appreciation of Hospitality:

D-2101 VOTED to express appreciation to Dr. and Mrs. Y. G. Chen for their hospitality in entertaining the members of the Board of Directors.

Adjournment.

Respectfully submitted,

RALPH A. WARD
Secretary

UNIVERSITY OF NANKING
Nanking, China

Report of the University Library, March, 1937:

The development of the work of the University Library since the meeting of the Board of Directors in November 1936 may be summarized and presented as follows:

The contents of the Library, excluding unbound periodicals.

Chinese books	111,614
Western books	25,945
Pamphlets	81,934
Total	219,593

The increase of number of volumes from November 1936 to the end of February 1937 may be seen in the following figures:

	Purchased	Gift
Chinese books	1,618	161
Western books	372	70
Pamphlets		2,195
Total	1,990	2,426

Most of the purchases were made possible by special funds granted for the purpose, especially by that of the China Foundation for plant pathology and that of the Ministry of Education for the College of Arts. Practically all the pamphlets were acquired through the exchange of publications of the University. They would cost more than Chinese \$2.00 if they were purchased at market value.

Books on China: The Cataloging Department of Western books has prepared, chiefly through the efforts of Mr. Wang Chao-yong, a classified list of "Books on China" that are in the University Library. This list comprises books from these sources: Books acquired from the University Fund, The Keen Memorial Collection, and Books acquired on the Harvard-Yenching Fund. This list contains 1633 items in 129 single mimeographed pages.

Uses of the Library: As to the use of the Library in the past six months, the following table will show how many volumes have been borrowed.

1933--1934	88,081
1934--1935	90,958
1935--1936	95,185
July 1936 to February 1937	97,266

Report of the University Library, March 1937:

The most significant development of the Library, of course, is the construction of the Library Building. This is being briefly reported on in connection with that of the Building and Property Committee, so I need not say anything more about it here. May I report a paragraph from my previous report submitted to the last Annual Meeting of the Board?

"Naturally with the new building the demand for a greater staff is unavoidable. Not mentioning the need in the cataloging departments, we must increase the staff in the circulation and reference departments, and have more janitors to take care of the building."

The proposal for the addition of three junior assistants is entirely inadequate for the supervision of the reading rooms. We need at least a college graduate to help in this work, for his training and prestige will mean very much in keeping order and in giving help to the readers. I am grateful to the President and to the Treasurer of the University for their help in granting the increase of expenses for the coming year over the present. But it is still hoped that some way can be found to finance such an assistant, perhaps giving it preference on any unbudgeted income secured during the year.

Respectfully submitted,

(Signed) K. C. LIU,
Librarian

UNIVERSITY OF NANKING
Nanking, China

Report of the College of Arts, March, 1937:

The opening of the Spring Semester finds the College of Arts in a normal condition. Twenty-seven new students have been taken in through the entrance examination. The total enrolment in the College is 281, and is distributed as follows:

Regular college course		201
Freshmen	76	
Sophomore	48	
Junior	37	
Senior	<u>40</u>	
Special course in Chinese		24
Advanced Special course		
in Chinese studies		4
On probation		12
Special students		3
Ginling College girls		17
Make-up course		8
Faculty members registered		
for one or two courses		<u>12</u>
		281

This number of students is just about the size that the College is able to take care of and will probably remain as the limit for a few years to come. The distribution of students in the different departments may be seen according to the following table:

	Majors	Minors
Chinese	16	16
English	34	24
History	23	18
Political Science	36	37
Economics	84	42
Sociology	18	19
Education	2	17
Library Science		15

This gives a predominant majority to Economics, while the money spent for that department is less, say, than that of Sociology. This is a point where we need strengthening very badly. It may be that important work for the future of the College is the determination of a policy and the preparation of a more workable program for each of the departments, as was done for the College as a whole, three years ago.

Report of the College of Arts, March 1937:

Steps have been taken in the cooperation with the College of Agriculture. Arts students are allowed to minor in Agricultural Economics and Rural Education.

Courses in Agricultural Economics, Rural Sociology, and Rural Education may also be counted credits in Economics, Sociology and Education. The Agricultural students are taking their fundamental training in these subjects in courses offered in the Arts College. Further plans of cooperation are under discussion as to the division of the field and cooperation of research schemes in their subjects.

There are 92 courses offered amounting to 256 credits. There are a few small classes, which, I believe have come to the minimum, with the present size of the College. They might be reduced a little more if the distribution of students in the departments becomes more even than it is now.

No great change in the faculty needs to be noted. Mr. Tsui Tsiang-chi of the Economics Department resigned at the beginning of the semester, and Messrs. Hsu Peng-i and Wu Shi-shui are engaged to take his place. Otherwise, the members of the faculty remain just the same.

The graduate work in the Department of History will begin next autumn. Preparations are being made by the History Department in connection with the Institute of Chinese Cultural Studies. Some details are to be completed and formal announcement will probably be made sometime in May as to the contents of the courses to be offered next year.

In the future, the watchword for the work of the College should be "quality". This means that we should have better teachers and better students. It comes at last to the question of finance, and we must avoid that poor policy to secure money by taking in more and probably less desirable students. A good College of Arts needs perhaps just as much financial aid as others.

Respectfully submitted,

(Signed) K. C. LIU, Dean
College of Arts

UNIVERSITY OF NANKING
Nanking, China

Report of the Institute of Chinese Cultural Studies:

Generally speaking, the work of the Institute consists of two divisions; namely, teaching of the Chinese language, literature, and history; and research, mainly in Chinese history. Since Mr. Liu Chi-hsuen consented to head up the Chinese Department, we have a man especially to pay attention to the instruction of the Chinese language and literature. I am sure, he is able to bring about improvement in the instruction of these subjects. One more assistant has been added to the Chinese Department, thus bringing the total number of the teaching staff of the department to eight persons, six being full-time men, and two part-time men.

With regard to Chinese history, Mr. Chen Kung-luh came back from the National Wuhan University to fill the vacancy of Mr. Chen Teng-yuen, who left the University in the winter of 1934. We have only four men (two part-time and two full-time) responsible for Chinese history. If the teaching of Chinese cultural subjects is to be strengthened at all, Chinese history ought to receive primary consideration. This should be more obviously so in view of the fact that the University is going to start graduate work in history in the coming fall. Under the present financial circumstances the University should make the best use of the present staff members of the Institute for this purpose. Moreover, any money available out of Harvard-Yenching Trust Fund should be primarily used for Chinese history instead of any other subjects.

In this connection a fundamental question is called to your attention. Thus far we have requested the Harvard-Yenching Trustees for the use of the grant for the graduate work in history. Director Serge Elisseeff will visit the University in April. Is it wise for us to ask his opinion as to the arrangement for the staff members receiving salaries out of the trust fund to participate in the instructional work of the Graduate Division in History? If his attitude is favorable we may go on according to the plan we are contemplating. If not, some other adjustments should be made.

One guiding principle of the work of the Institute should be to develop specialists out of the staff members. If anybody on the staff of the Institute has sound training in, or enough background for, a special subject he should be provided opportunity to develop himself in that field. Helping promising men on the staff to get fellowships of the Harvard-Yenching Institute for further study at Harvard should be regarded as an

Report of the Institute of Chinese Cultural Studies:

appropriate movement under this principle too. We should approach Professor Elisseeff for the possibilities of granting fellowships to our men.

The Shanghai Municipal Museum, under the leadership of Mr. Yeh Kung-choh (葉公綽), approached us last year for the project of excavation of some historical ruins of the Warring States, Tsu, (戰國楚) at Shao-Chow, Anhwei, (安徽壽州). On the basis that we contribute expert service, We accepted the offer with the understanding that we contribute one man's service, but no money. The financing of the excavation with \$30,000.00 a year was passed by the Board of Trustees of the British Boxer Indemnity fund. Professor Shan Chen-tsu will take part in this excavation. A preliminary survey of the ruins was made and a report on the survey and the plan of excavation was submitted to the sub-committee of the Board of Trustees of the British Indemnity Fund. When a few points are settled with the provincial government of Anhwei, the excavation work will be started. Professor Shan is relieved of teaching this semester so that he can do the field work at Shao-chow. He is taking this opportunity to develop himself in the field of archaeology.

Respectfully submitted,

(Signed) T. L. TSU, Director
Institute of Chinese
Cultural Studies

UNIVERSITY OF NANKING
Nanking, China

Report of the College of Science, March, 1937:

There are 237 regular students in the College of Science this term, including 231 undergraduates and 6 graduates. In addition 13 Ginling girls, 5 special students, and 9 unclassified students take work in this College. The distribution of the regular students is as follows:

<u>Department</u>	<u>No. of Major Students</u>
Graduate Chemistry Course	6
Botany	4
Chemistry	31
Mathematics	24
Physics	39
Zoology	24
Electrical Engineering	49
Industrial Chemistry	60
	<u>237</u>

We continue our effort this term to strengthen our institution in the basic courses. Plans are under way to give more individual attention to students in the classroom and in the laboratory. The student work committee, with Dr. F. H. Lee as chairman, devotes its entire effort to the incoming students.

New Science Laboratory:

The members of the Science staff appreciate very much the authorization of the Board to finish the new science laboratory at this time. The cost of the third floor and the roof with attic is \$14,500, which is \$500 less than the amount authorized by the Board. The total cost of the building is \$32,750.00.

The first two floors are already in use, though painting has not been finished due to the cold weather. Members of the Board are invited to visit the building.

Visual Education Classroom:

In the new science building there will be one room given to visual education. The room is equipped with a movie projector, a slide projector and a screen. Any class which desires to make use of movies or slides may meet in that room. The entire film library and service of the Department of Cinematography will be open to the departments. When this room is finished, we hope to invite you to see some of our recent productions in the educational movie.

Respectfully submitted,

(Signed) H. R. WEI, Dean
College of Science

UNIVERSITY OF NANKING
Nanking, China

Report of the College of Agriculture and Forestry
For the Period from December, 1936 to March, 1937:

Graduates:

The fall term of 1936 closed with 19 graduates from the College; 11 Agricultural Economics, 6 Agronomy, 1 Botany and 1 Forestry. They are all placed in work for which they have been trained.

Enrollment:

The spring term of 1937 opened with an enrollment of 412 students for the College. They are distributed as follows:

273 in the College proper (4 graduate students -
259 regular students -
10 special students)
106 in the Rural Leader's Training School
27 in the Training Course for Women Students in
Sericulture
6 in the Correspondence School of Forestry

Staff Changes:

The following members have left the institution:

Agricultural Economics: Wang Lien
Chen Tseng-ching (part-time)

Rural Education: Sing Rwen-tang

Botany: Cheng Nai-tao (died)

Agronomy: Chang Sih-chang (successful candidate
for Tsinghua Fellowship)

The following members have joined the institution:

Agricultural Economics: Hsu Tao-fu, Oxford diploma
Ko Fuh-ting, Nanking B.S.
Liu Fang-wei, Nanking B.S.
Swen Tsu-ying, Nanking B.S.

Report of the College of Agriculture and Forestry
For the Period from December, 1936 to March, 1937:

(Members who have joined the institution, continued):

Agronomy: Hwang Shui-tsai, St. Paul, Minnesota M.S.
Li Hwang-chang, Nanking B.S.
Ying Tsu-chang, Rural Leader's Training
School Graduate
Peng Shu-hsuin, Typist

Botany: Ling Chwang-kwang, Nanking B.S.

Rural Education: Pao Wen-ming, St. Paul, Minnesota M.S.
Chang Chi-shen, Central University
B.S. (part-time)

Sericulture: Chu Tao-chang, Assistant

North China Council for Rural Reconstruction:

On the invitation of the North China Council for Rural Reconstruction the College has participated in the Council field in Shantung for the improvement of agriculture. In order to do the work properly we have arranged to let Mr. Y. W. Chang, Head of the Department of Rural Education, and Mr. S. T. Hwang, Professor of Soils and Fertilizers, stay in the field to take full charge of the work, with a group of our graduates. Our work is financed by both the Government of Shantung and the Rockefeller Foundation. Our work consists of seed multiplication and extension, and agricultural instruction. In our seed multiplication we are trying to make our seed farm self-supporting in the course of two or three years, trying to demonstrate to the people how a seed farm should be managed. This coming summer we are going to send a group of fifty students from the College for two months of practice in the field. Should this prove satisfactory we will use the field to a greater extent for student practice.

The Training Course for the Farm Credit Administration Bureau of the Ministry of Industries:

The College has been asked by the Ministry of Industries to conduct a training course in Agricultural Economics for the Farm Credit Administration Bureau. The upper class has 33 students, while the lower class has 50, making a total of 83. The training course began in September, 1936, and will close in March, 1937. For this the government gave us \$37,350.00. We are glad that we can render such service to the Government. We are glad that this course has been satisfactorily managed,

Report of the College of Agriculture and Forestry
For the Period from December, 1936 to March, 1937

Further Cooperation with the National Rice and Wheat
Improvement Institute:

At the suggestion of the visiting professor, H. K. Hayes, of Minnesota, the wheat production of the University and the National Rice and Wheat Improvement Institute has become a joint project whereby the facilities of the two institutions will be used jointly to advance as rapidly as possible the wheat breeding program. When a new variety is obtained from this joint program it is to be considered as a result of the joint cooperation between the two institutions and so referred to in publications. For this joint project an agreement satisfactory to both institutions will soon be signed.

Reisner Hall Instead of Bailie Extension:

After the trees were moved from the terrace west of Bailie Hall we found that the site for the proposed Bailie Extension was not quite suitable. We are planning to give this up and build another hall in line with Swasey and in front of the new Library building, thus completing the quadrangle of the campus. This hall is being planned with possibilities for future extension. For the construction of the hall proper the cost will be from \$60,000 to \$80,000. This sum of money will come from savings of this year and expected contributions, in addition to what we have proposed for the erection of the Annex. We suggest that this hall be named after Reisner for his effort in building up the College. I have asked Mr. Gee, architect of the University, to prepare a draft showing the location of the proposed hall for the approval of the Board. When the detailed plan for the construction is in shape we will submit it to the Board.

Respectfully submitted,

(Signed) C. W. CHANG, Dean

UNIVERSITY OF NANKING
Nanking China

Report of the University Middle School:

March 19, 1937

The work of the University Middle School may be summarized and reported as follows:

Number of students and classes:

<u>Class</u>	<u>Number of Students</u>	<u>Class</u>	<u>Number of Students</u>
71A	37	101A	41
B	33	B	40
C	32	102A	41
D	33	B	41
72A	39	C	42
B	41	111	50
C	39	112A	49
81A	37	B	49
B	37	121A	27
82A	38	B	27
B	39	122A	35
91A	40	B	35
B	40		
92A	30		
B	30		
		12 Classes	477 Students
15 Classes	545 Students		

The total enrollment of this spring term is 1022. Out of this number 545 are junior students and the remaining 477 students are senior students. There are 15 classes in the junior section and 12 classes in the senior section.

From this table it is clear that there are two classes below thirty, eighteen classes above thirty, and only seven classes above forty.

Changes in Personnel:

Miss Lu Ching-ai and Miss Leng Chuh-chun have left for some other work. Mr. Yang Chen and Miss Leng Shu-yien have joined us as full-time teachers of science and Chinese, and Mr. Yang Lih-Yien as part-time teacher in the Mathematics Department. Mr. Ting Ching-chao, the secretary of the principal's office, and Miss Li Chieh of the business office have left the Middle School permanently.

Report of the University Middle School, March 19, 1937

The General Situation:

The Middle School as a whole is well organized now. Not only the student body is divided into many groups, according to the Military Drill, but also the time of the members of the faculty is better utilized and arranged. Nearly every function of the work of the whole institution is very definitely assigned to a responsible person to carry out or enforce.

For a long time, the dining room has been a problem to us. However, we are glad to report that after the experiment of last term, we have found the right solution to the problem. Although the cost per student has been reduced, the food has been much improved. The students are also keeping very good order in the dining room.

Respectfully submitted,

(Signed) DJANG FANG

Principal,
University Middle School

UNIVERSITY OF NANKING
Nanking, China

Report of the University Hospital, March, 1937:

The progress of the hospital may be expressed in figures of a twenty-five per cent gain in dispensary calls, over that of a year ago, or by the bed occupancy pushing a few tenths of a per cent higher against an irresistible outer wall. It is more vitally seen, however, in the crowds awaiting each day to be attended to in the clinic, in the face of the rickshaw puller with pneumonia who must be told there is no empty bed or with the rich young ruler's wife, in her great need, who does not understand why money cannot buy another room when all the rooms are filled. It is an urgent problem for us and for the growing capital city, but an enlargement of our hospital brings up many other factors for consideration.

Property changes:

Property changes for this period have been few, but many plans are on paper or in the mind especially with the hope of settlement before the acting superintendent leaves on furlough.

The gate house, approach and circle have had frequent consideration and have been the subject of negotiations with the city government.

The morgue still stands in the most conspicuous spot of the hospital from the Chung Shan Road. Plans are being developed for a new location.

The staff homes and the dormitories vie with the patient's wards for early consideration. Dr. Brady's house plans are nearly ready for the contractor and I sincerely hope there may be funds this spring for some building of Chinese staff homes as well.

Changes of personnel:

Changes of personnel include the return of Miss Grace Bauer from furlough and the retirement of Mr. Tsing Song Lin, who after 38 years of faithful service to this hospital, is now leaving at 65 years of age.

Administration changes:

Administration changes are anticipated chiefly in the transfer of the acting superintendency to Dr. James T. Cheng, present assistant superintendent, which will become

Report of the University Hospital:

effective before the present incumbent leaves on furlough in June. It is the understanding of all that the permanent superintendent should be a Chinese and that the Hospital Committee and the Board of Directors are free at any time to make such an appointment. There is every indication that Dr. Cheng will have the full support and backing of the staff.

Registration of the Ginling School of Nursing:

Registration of the Ginling School of Nursing with the Ministry of Education is now well under way, and there is every expectation that it will go through without difficulty. The school is still looking for a dean to take a part of the heavy responsibilities now carried by Miss Yu-Chih. The need for a new foreign nurse to take Miss Hynds' place in the future and to serve for the present on general supervisory duty must be given fair consideration.

The work of all of the departments has been going forward in a steady, encouraging way, and it is with confidence that I look forward to an ever increasing service on the part of the hospital to the peoples of this land. An expression of appreciation is also given to the Hospital Committee and to the Board of Directors for their interest and guidance, trusting that with the greater guidance of God, the hospital may ever come closer to its aim of service in His name.

Respectfully yours,

(Signed) J. HORTON DANIELS, M.D.
Acting Superintendent