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MINUTES OF THE MEETING OF THE EXECUTIVE COMMITTEE  
OF THE BOARD OF DIRECTORS  
OF THE UNIVERSITY OF SHANGHAI  
September 16, 1938

Present: Dr. John Y. Lee, Chairman; Dr. C. G. McDaniel, Secretary; Dr. L. C. Hylbert, and Mr. D. T. Yui; Dean T. K. Van, ex-officio; and by invitation, Miss Annie E. Root, Deputy Treasurer.

Dean Van reported that the University has opened for the fall term. A general faculty meeting was held on September 6, at which plans for student welfare and faculty fellowship were discussed. He reported that Mr. and Mrs. E. Kelhofer, Mr. and Mrs. G. A. Carver, Miss Juanita Byrd, and Miss Ruth Bugbee have returned from their furlough and are taking up their work in the University again. The enrollment for the fall term is as follows: Seniors, 92; juniors, 90; sophomores, 130; freshmen, 286 (32 entered last February); guest students, 37; making a total of 635 college students. In addition, there are 25 exchange students from other institutions who are taking one or more courses in our institution. The middle school has 444 students enrolled; the Downtown School of Commerce has 281; and the Yangtszepoo Social Center has 1,055. The grand total of students registered in all the divisions is 2,415. All the science courses and laboratories of the college are held in the Continental Building. Although the whole second floor of the C.L.S. building has been leased, and four extra rooms have been taken on the third floor of the True Light Building, all the classes are still very crowded.

Dean Van presented the recommendations of the Administrative Council. He stated that emergency funds sent by the supporting Boards and the Associated Boards have paid for many of the emergency expenses of the University, and that there will be a cash balance at the end of the fiscal year, August 31, 1938, instead of the deficit that had been anticipated. On the other hand, there are still obligations for buildings erected in 1937, which have not been fully paid, and for which funds have had to be borrowed from the Seaman Fund, since it has been impossible to secure the contributions for buildings that were anticipated at the time the buildings were started. Since it is the policy of the University to draw on the Seaman Fund for temporary loans when necessary, and to replace such loans as soon as possible, it was

1. Voted: That the cash balance above the current budget remaining on August 31, 1938 be transferred to the Seaman Fund to cover obligations on building accounts.

Dean Van pointed out that the auditor's statement of the University accounts as of June 30, 1937, showed a balance in the Woman's Hall account of \$53.40 in the list of Accounts Payable, which accounts have been temporarily "frozen," pending the possibility of recovering the University records. The Woman's Hall Account was made up of special funds made or saved by the women students of the University, and was intended for the furnishing or decoration of Woman's Hall.

2. Voted: That the Woman's Hall account of \$53.40 (balance on June 30, 1937) be made available for current account for the equipment of room No. 312 (girls' rest room).
3. Voted: That \$400.00 be appropriated to the Music Department for the expenses not covered by music fees.

Miss Root presented the current budget for the University of Shanghai, college and middle school, for the fall term, 1938, as revised by the Finance Committee and recommended by the Administrative Council.

4. Voted: To adopt the revised budget for the college and middle school for the fall term, September 1, 1938 to February 28, 1939, as presented, with the change noted in Action 3 of this meeting.

Miss Root reported that the following fixed deposits in the Chekiang Industrial Bank fall due on September 20, 1938:

G003904/2642 School of Commerce Endowment Fund, \$1,360.00 & Int.  
G003905/2995 Endowment Fund, \$3,671.00 & Int.

5. Voted: To re-deposit in the Chekiang Industrial Bank for one year the School of Commerce Endowment Fund; and to convert into U.S. Dollars the University Endowment Fund, together with the amount of the matriculation fees collected in the fall, 1938.

The statement of the special financial need of the University of Shanghai for 1938-39 was discussed at some length.

6. Voted: To present to the supporting Boards the following statement of the special financial need of the University of Shanghai for 1938-39:
1. Rent allowance for Chinese members of the faculty who have formerly been provided with living quarters on the campus.....U.S.\$4,000.00
  2. Student welfare - to provide scholarships, and special aid toward travel and living expenses for destitute students..... 2,500.00
  3. Replacement of the loss in Government subsidy..... 4,000.00
  4. Rent for classrooms necessary for the conduct of the University during the emergency period when the campus cannot be used..... 1,500.00
  5. Preliminary repairs that will be necessary to protect the buildings from further deterioration when the campus is recovered..... 10,000.00
  6. Guards and coolies necessary for the protection of the campus when it is returned..... 2,500.00
  7. Outstanding building accounts from 1937, for which it is not possible to secure special contributions at this time..... 2,500.00
  8. Probable share in the promotional expense of the Associated Boards for Christian Colleges in China for the raising of special emergency funds..... 2,000.00
- Total special needs.....U.S.\$29,000.00

(Signed) Charles G. McDaniel  
Secretary

MINUTES OF THE MEETING OF THE EXECUTIVE COMMITTEE OF THE  
BOARD OF DIRECTORS OF THE UNIVERSITY OF SHANGHAI  
January 30, 1939

Present: Dr. C. G. McDaniel, Mr. D. T. Yui, Mr. Y. C. Hu, and Dr. L. C. Hylbert; Dean T. K. Van, ex-officio; and by invitation, Dr. M. T. Rankin, Secretary for the Orient of the F.M.B. of S.B.C., and Miss Annie E. Root, Deputy Treasurer.

In the absence of the Chairman and the Vice-Chairman, Dr. C. G. McDaniel, the Secretary, presided.

Dean T. K. Van reported that the fall term of the University has closed. On the whole, it has been quite a normal and happy term with no disturbance of any kind. The students and faculty have all shown good spirit during this time of crisis. They all feel that we have to stick together and do the best we can under the circumstances. The work done has been much better than that of last year. The cooperation with other Christian colleges in Shanghai has made it possible to offer laboratory work in all science courses.

Dean Van reported that Dr. H. B. Robins has written that the annual meeting of the Board of Founders has been postponed until the return of the two Board Secretaries, Dr. Decker and Dr. Maddry. He reported that letters of encouragement and sympathy have been received from many friends.

Dean Van gave the following detailed report of the things moved out from the campus:

(1) As to science equipment, the Chemistry Department will be able to offer all fundamental courses with the exception of a course in Physical Chemistry, for which apparatus is lacking; the Physics Department can offer all fundamental courses with the exception of freshman General Physics, for all the expensive equipment was concealed and saved, while the things for the freshman class were lost; 95% of the microscopes belonging to the Biology Department were saved, but all the other equipment for required courses was lost, so that the Biology Department can offer courses on a reduced scale with omissions. A good deal of money will be needed for the repair of the equipment, because of the conditions under which it was kept, and damage due to moving. For example, the Chemistry Department will require \$800.00 for the repair of balances alone. The Physics Department has estimated that it will need around \$1,000 for the repair of its equipment. While the Biology Department has not presented a statement of the actual amount required, presumably it will call for a similar amount.

(2) As to library books, only the English books have been checked over and counted so far. A total of 18,145 English books were recovered--4,853 less than the number of books accessioned up to the time the campus was left. 1,364 copies of U. S. Government publications, 4,562 copies of pamphlets, and 3,155 copies of unbound publications were saved, making a total of 9,081 pamphlets and unbound periodicals. The Chinese books will be checked over soon.

It was felt that all books and equipment brought out should be covered by insurance.

The budgets of the college and middle school, the Downtown School of Commerce, and the Yangtszepoo Social Center for the spring term, 1939, were presented by Dean T. K. Van and Miss Annie E. Root, Deputy Treasurer.

1. Voted: To adopt as presented the budgets for the College and Middle School, the Downtown School of Commerce, and the Yangtszepoo Social Center for the period March 1, 1939 to August 31, 1939.
2. Voted: To authorize the payment of the balance due for September, 1938, for the storage of furniture belonging to Mr. and Mrs. E. Kelhofer.
3. Voted: To confirm the Chairman's decision to pay the following amounts to Mr. and Mrs. E. Kelhofer: U.S.\$400.00 for compensation for loss; and C.Cy.\$125.00 per month for rental allowance.
4. Voted: To reconsider our previous action requesting the F.M.B. of S.B.C. to extend the time of Mrs. R. E. Chambers' furlough, and to request her to return to Shanghai as soon as she is ready.
5. Voted: To authorize the University administration to apply for a grant-in-aid from the government, and to leave to the Administrative Council the matter of deciding upon the exact amount for which to ask, with the understanding that the amount asked for should not be increased, and that new items should not be added to the list of requests.
6. Voted: To approve the recommendation of the Senate to make application to the Ministry of Education for recognition of our normal college, with the understanding that such negotiations should be conducted on the basis that the University will not be able to provide free board and tuition for students studying in the normal college.

(Signed) Chas. G. McDaniel  
Secretary

MINUTES OF THE MEETING OF THE EXECUTIVE COMMITTEE OF THE  
BOARD OF DIRECTORS OF THE UNIVERSITY OF SHANGHAI  
April 8, 1939.

Present: Dr. T. C. Bau, Vice-Chairman; Dr. C. G. McDaniel, Secretary;  
Mr. Y. C. Hu, Treasurer; Dr. L. C. Hylbert, and Mr. D. T. Yui;  
Dean T. K. Van, ex-officio; Mr. Percy Chu and Miss Annie E.  
Root, by invitation.

The meeting was opened with prayer by Dr. L. C. Hylbert. Dr. T. C. Bau,  
the Vice-Chairman, presided.

Dr. Bau expressed regret that Dr. John Y. Lee, the Chairman of the  
Executive Committee, could not attend the meeting. Dean Van was asked to  
send Dr. John Y. Lee a message of greeting on behalf of the Executive  
Committee.

Miss Root, the Deputy Treasurer, reported the fixed deposits which  
will fall due during the next few months.

1. Voted: To instruct the Deputy Treasurer to make the following dis-  
position of fixed deposits:

Chekiang Industrial Bank

G02984/110 Li Tsen Memorial Fund, \$80.00, due May 28, 1939  
- to be redeposited for five years.

G004022/2642 School of Commerce Endowment Fund, \$1,350.00,  
due March 23, 1939 - to be placed on special deposit

1899 Moving Picture Fund, \$389.76 & Int., due June 29, 1939  
- to be placed on special deposit

G004134/2579 Seaman Fund, \$6,000.00 & Int., due June 29,  
1939 - to be placed on special deposit

The Central Trust of China, Savings Dept.

3601 School of Commerce Fifth Anniversary Scholarship Fund,  
\$3,154.00, due June 28, 1939, and

3602 School of Commerce Reserve Fund, \$5,885.00, due June 28,  
1939 - to be withdrawn and deposited in the National  
Commercial Bank on fixed deposit for one year.

The receipt of U.S.\$3,030.00, for the first installment toward the  
U.S.\$12,500.00 accepted as the quote for the University of Shanghai of  
the emergency funds to be raised by the Associated Boards for Christian  
Colleges in China, was reported, and the question of its use was discussed.

2. Voted: (a) That the sum of U.S.\$2,500.00 of the emergency funds received from the Associated Boards for Christian Colleges in China be applied to the first item on the list of needs, namely, Rent Allowance for Chinese Members of the Faculty;
- (b) That the balance of U.S.\$530.00 be used at the discretion of the Administrative Council, to be applied to other items on the Directors' list of needs which are not otherwise provided for; and
- (c) That in case other installments of the emergency fund are received, the Executive Committee shall take action for their distribution.

The Special Committee on President reported.

3. Voted: To receive the report of the Special Committee on President, and to recommend to the Board of Directors that Mr. T. K. Van be elected Acting President until a permanent President is elected.
4. Voted: To adopt the following agenda for the enlarged meeting of the Executive Committee of the Board of Directors at 2:30 P.M., on April 10, 1939:
1. Devotional - Dr. C. G. McDaniel.
  2. Welcome to Dr. J. W. Decker.
  3. Response from Dr. J. W. Decker.
  4. Reports:
    - a. Administrative Commission.
    - b. Treasurer.
    - c. Dean.
  5. Program of cooperation.
  6. Recommendation from the Executive Committee.

(Signed) Chas. G. McDaniel  
Secretary.

MINUTES OF THE ENLARGED MEETING OF THE EXECUTIVE COMMITTEE OF  
THE BOARD OF DIRECTORS OF THE UNIVERSITY OF SHANGHAI  
April 10, 1939.

Present: Dr. T. C. Bau, Vice-Chairman; Dr. C. G. McDaniel, Secretary;  
Mr. Y. C. Hu, Treasurer; Dr. L. C. Hylbert, Mr. D. T. Yui, Miss  
Sophie Lanneau, Mr. C. C. Djao, Mr. E. H. Cressy, Mr. Li Tieh Hsin,  
Rev. T. E. Tong, Mr. Robert Ting, and Rev. T. C. Wu,  
Dean T. K. Van, ex-offido.  
By invitation: Dr. J. W. Decker, Foreign Secretary of the A.B.F.M.S.;  
Dr. C. H. Westbrook, Representative of the Board of Founders;  
and Miss Annie E. Root, Deputy Treasurer.

The meeting was opened with a short devotional service led by Dr. C. G. McDaniel.

Dr. John Y. Lee, the Chairman, was unable to attend the meeting on account of illness. In his absence, Dr. T. C. Bau, Vice-Chairman, presided.

Dr. Bau welcomed Dr. J. W. Decker, Foreign Secretary of the A.B.F.M.S., and expressed the pleasure of the Executive Committee in having him present at the meeting to discuss some of the problems of the University.

In response, Dr. Decker recounted briefly some of his experiences since he had left the Madras Conference. He traveled along the new road from Burma to Kunming, and then on to Szechuen. He stated that he found Szechuen perhaps the most optimistic section of the world that he had visited in recent times; that there is a spirit of optimism and courage up there that is really remarkable. In Chengtu he was especially inspired with the work that is being done for the farmers, by the Szechuen Agricultural Improvement Association, located outside Chengtu. He said that the work they are doing in the matter of improved wheat seed and fruit trees is based largely on what the Christian universities have done. West China Union University he found playing host to several other schools, with 1,300 students of college grade, 458 medical students, and a total population of 3,000 on its campus.

In Chungking, he had interviews with the Minister of Foreign Affairs, the Minister of Education, and with Generalissimo and Madame Chiang. He discussed with them the question of whether or not the Boards should sell the University property, and found them strongly opposed to any such move at this time.

In Swatow, he found the Swatow Academy on Kakchieh again open and running normally. He stated that the city of Swatow seemed fairly normal.

Touching on the affairs of the University, he stated very emphatically, "There is no institution in which Northern Baptists have taken, do take, and propose to take greater pride than in the University of Shanghai. There is no institution that we are prepared to give more care and support than the University. There is no institution whose affairs we follow with more care and greater interest than the University.....Whatever else you carry away from here, I hope you will carry away the most earnest assurances of which I am capable that we do regard the University of Shanghai as one of our key institutions and that our interest in it and our determination to support it to the



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best of our ability is second to none." He pointed out the fact that the reduced number of missionaries representing the A.B.F.M.S. on the University faculty is not due to any lessening of interest on the part of the Board, but to a process of retreat that has been forced on the Board by the lack of resources. Several missionaries who were on the University faculty have withdrawn, retired, or broken down in health, and the Board has not been able to replace them, just as it has not been able to replace its missionaries on other fields.

Dr. L. C. Hylbert, Chairman of the Administrative Commission, reported on the activities of the Commission in pressing for the return of the University campus. He stated that no progress had been made toward the return of the campus, but that the Administrative Commission was then working on the matter of being permitted to make temporary repairs on the University buildings. He said that the names of 30 workmen had been submitted, and it was likely that passes would be issued that week. The workmen would be permitted to stay on the campus while repairs were being made, so as to protect materials taken to the campus. Application had been made for continuous passes for the period during which work was being done, for nine persons--the Administrative Commission and members of the University faculty. He said that while it was not likely that missionaries would be permitted to live on the campus, it might be possible for one of them to stay over-night now and then, if it was desired.

Miss Annie E. Root, Deputy Treasurer, presented a financial report for the fall term, 1938, which was accepted.

Dean T. K. Van read his report for the year 1938-1939, and distributed a statistical report for the University.

1. Voted: To receive with appreciation the report of the Dean, and to express our appreciation for the efficient work of Dean T. K. Van during the past year.
2. Voted: To call the annual meeting of the Board of Directors at 2:00 P.M. on Saturday, May 13, in Room 305, Missions Building, with the understanding that if out-port members of the Board are not able to attend the meeting, those members resident in Shanghai will go ahead and hold the annual meeting of the Board of Directors.

Dr. J. W. Decker stated that a situation has developed in Japan which has made it advisable for Mr. Covell, a teacher of English in Mabie Memorial School, to withdraw from his work, at least for the time being, so that he might be available for designation to work elsewhere.

3. Voted: That upon hearing that Mr. Covell may be at liberty for designation outside of Japan, we request the A.B.F.M.S. to designate him to the University of Shanghai for service either on a temporary basis or as a permanent member of the staff.

The Program of the Associated Christian Colleges (in Shanghai) and Recommendations to the Executive Committee of the Board of Directors Concerning Program of Future Cooperation of the Christian Colleges (in Shanghai) were presented and discussed at length.

4. Voted: To approve the first two recommendations, as follows:

1. We approve of cooperation for the year 1939-1940.

2. We do not think it advisable to purchase land at the present time. If the Continental Building is not regarded as a suitable building for housing the four institutions, we suggest that a new site be rented in some central location within the Settlement boundaries or the French Concession.

5. Voted: That item 3 of the recommendations be referred to the Executive Committee for further study and report at the next meeting.

(Signed) Chas. G. McDaniel  
Secretary

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MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS OF THE  
UNIVERSITY OF SHANGHAI, MAY 13, 1939.

Present: Dr. T. C. Bau, Vice-Chairman      Mr. E. H. Cressy  
Dr. C. G. McDaniel, Secretary      Dr. L. C. Hylbert  
Mr. Y. C. Hu, Treasurer      Miss Sophie S. Lanneau  
Mr. C. C. Djao      Mr. L. B. Olive  
Rev. T. E. Tong      Dr. W. B. Glass  
Rev. Wang Chia Ching      Dr. B. L. Nichols  
Mr. Wang Hung Yeh      Mr. S. U. Zau  
Mr. Li Tieh Hsin      Mr. D. T. Yui  
Mr. Yu Bing Yung  
Mr. T. K. Van, Dean of Faculties, ex-officio  
By invitation: Dr. C. H. Westbrook, Representative of the Board  
of Founders; and Miss Annie E. Root, Deputy  
Treasurer.

Dr. T. C. Bau, the Vice-Chairman, welcomed Dr. B. L. Nichols, the newly-appointed representative of the Interior China Mission of the Southern Baptist Convention, Dr. W. H. Glass, alternate for Miss Jane Lide of the North China Mission of the Southern Baptist Convention, and Mr. L. B. Olive, of the Central China Mission, who had not been able to attend the meetings for some time.

A devotional service was led by Dr. L. C. Hylbert.

The members of the Board of Directors stood while Dr. C. G. McDaniel read an appreciation of Dr. John Y. Lee, the Chairman of the Board of Directors, who passed away on April 20, 1939, and also some resolutions regarding his death. After a moment of silence, Dr. L. C. Hylbert led in prayer.

1. Voted: To adopt the following resolutions concerning the death of Dr. John Y. Lee. (See attached sheet)

Mr. T. K. Van, Dean of Faculties, read his report for the year 1938-39.

2. Voted: That the report as submitted by Dean T. K. Van be accepted with thanks and appreciation.

Dean T. K. Van and the other members of the faculty who were present in the meeting were asked to withdraw while the members of the Board of Directors considered a recommendation from the Executive Committee.

3. Voted: To elect Mr. T. K. Van as President of the University.

Mr. Van was called before the Board and informed by the Vice-Chairman that he had been unanimously elected as President of the University. Mr. Van responded briefly, accepting the position, yet expressing his reluctance to assume the office, and asking for the close guidance and co-operation of the Board of Directors.

The recommendation of the Executive Committee regarding cooperation with other Christian universities in Shanghai was considered. A slight change in wording was suggested.

4. Voted: To adopt the following statement of policy regarding cooperation with other Christian universities in Shanghai:

That the University of Shanghai wishes to continue the present degree of cooperation with the other Christian universities in Shanghai during this period of emergency and also wishes to keep open the possibility of such further cooperation as the exigencies of the future may call for, but it is not prepared at present to enter into any arrangement that would preclude its returning to the old campus, if this becomes possible.

Mr. E. H. Cressy asked to be excused from further attendance at the meeting, as he had some urgent matters to attend to before leaving on furlough on the following day. The members of the Board of Directors stood while Dr. C. G. McDaniel led in a prayer for Mr. and Mrs. Cressy as they leave on furlough.

5. Voted: To approve the recommendation of the Senate that the Library fee be increased to \$5.00 per term, \$1.00 for the Joint Library, \$4.00 for our own library; and that this fee be applied only if we can provide additional facilities for handling the books and for reading room.
6. Voted: To approve the recommendation of the Administrative Council that the Music fees be increased according to the following schedule:

|                        |         |              |         |
|------------------------|---------|--------------|---------|
| Piano, 2 credits       | \$30.00 | increased to | \$40.00 |
| " , 1 credit           | 20.00   | " "          | 25.00   |
| " , Group (Mus.106)    | 2.00    | " "          | 5.00    |
| Voice, Group (Mus.172) | 2.00    | " "          | 5.00    |
| " , Semi-private       | 20.00   | " "          | 25.00   |
| " , Chorus (Mus.194)   | 2.00    | " "          | 3.00    |

Any contracts based on this estimate must be safe-guarded against an obligation for the University to put in more money than its estimate (\$800.00) from the college account. If income from fees does not enable the Music Department to balance the budget, adjustments must be made in the contracts.

The budgets for the University and Middle School, the Downtown School of Commerce, and the Yangtszepoo Social Center for 1939-40 were presented by Miss Annie E. Root, Deputy Treasurer.

7. Voted: To adopt the budgets for the University and Middle School, the Downtown School of Commerce, and the Yangtszepoo Social Center for 1939-1940 as presented.
8. Voted: On recommendation of the Nominating Committee, to elect the following officers of the Board of Directors for 1939-40:

Chairman - Dr. T. C. Bau  
 Vice-Chairman - Mr. S. U. Zau  
 Secretary - Dr. L. C. Hylbert  
 Treasurer - Mr. Y. C. Hu

9. Voted: On recommendation of the Nominating Committee, to re-elect Mr. D. T. Yui as a co-opted member of the Board of Directors.
10. Voted: On recommendation of the Nominating Committee, to elect Mr. Henry H. Y. Ling as a co-opted member of the Board to fill out Dr. John Y. Lee's unexpired term (one year).
11. Voted: On recommendation of the Nominating Committee, to elect the following members of the Executive Committee for 1939-40: Dr. T. C. Bau, Mr. S. U. Zau, Dr. L. C. Hylbert, Mr. Y. C. Hu, Dr. C. G. McDaniel, Mr. D. T. Yui, and Mr. H. R. S. Benjamin, with Mr. C. C. Djao as alternate for Mr. Benjamin.
12. Voted: On recommendation of the Nominating Committee, to elect Dr. J. B. Hipps as Representative of the Board of Founders for 1939-40.
13. Voted: On recommendation of the Nominating Committee, to elect Miss Annie E. Root as Deputy Treasurer of the University for 1939-40.
14. Voted: On recommendation of the Nominating Committee, to elect Mr. Victor Hanson as University Comptroller for 1939-40.

The Vice-Chairman brought to the attention of the Board of Directors the fact that Dr. M. T. Rankin, a member of the Administrative Commission of the University, will soon be leaving on furlough.

15. Voted: To nominate to the Board of Founders Dr. J. B. Hipps to take the place of Dr. M. T. Rankin on the Administrative Commission while Dr. Rankin is on furlough.
16. Voted: To express our appreciation to the Foreign Mission Board of the Southern Baptist Convention for its support of the University.
17. Voted: To express our appreciation to the American Baptist Foreign Mission Society for its support of the University.
18. Voted: To express our appreciation to the Woman's American Baptist Foreign Mission Society for its support of the University.

After prayer by Dr. W. B. Glass, the meeting was adjourned.

Chas. G. McDaniel  
Secretary

## RESOLUTIONS ON THE DEATH OF DR. JOHN Y. LEE

Whereas, after a long illness, Dr. John Y. Lee fell on sleep on April 19, 1939; and

Whereas, in his passing away, the University of Shanghai and its Board of Directors have suffered a great and irreparable loss; therefore, be it resolved:

1. That, though keenly feeling the need of Dr. Lee's friendship and counsel in these difficult and uncertain times, we resignedly submit to the will of the all-wise and beneficent Heavenly Father who saw fit to call him unto himself at his rather early age, knowing that, though his ways are past tracing out, he makes no mistakes and always does that which is for the benefit of those who rely upon him.
2. That we recognize that in the passing of Dr. Lee, a keen intellect, a rare character, and an able director has gone from our midst.
3. That we express our gratitude to God that he gave us Dr. Lee's fine service and leadership for so many years. He served the University at different times as treasurer, adviser in the industrial sciences, and as chairman of its Board of Directors.
4. That we record our recognition that it was during his chairmanship of the Board of Directors that the University of Shanghai, under its able president, went forward in such a way as to win a place among the great institutions of learning in China.
5. That we believe that this phenomenal growth of the University during his chairmanship of the Board of Directors was due in no small measure to his fine insight and judgment and to his loyal cooperation with those responsible for the internal administration of the University.
6. That we express our appreciation of the intelligent, the painstaking, and the unremitting efforts which he put forth in the performance of his duties as chairman of the Board of Directors.
7. That we express our determination to carry on the work of the University under the inspiration of the same Spirit which guided Dr. Lee in his noble and unselfish service.
8. That we call upon all members of the Board of Directors, all members of the faculty and staff, and all students and alumni, to keep in remembrance the faithful and efficient service to the University of this highly endowed yet humble follower of his Lord and Master.



9. That to this end, even in this dark hour of the world, while his career is fresh in our minds, we "highly resolve" to erect a worthy building to his memory on our campus by the Whangpoo in some future time, that the inspiration of John Y. Lee's life and service may pass down from generation to generation.

10. That we extend to Dr. Lee's widow and children our heartfelt sympathies in their sore bereavement and that we commend them to the compassionate Father of all who are in need of comfort and consolation.

11. That we spread these resolutions in our minutes for 1939 as a permanent record of our love and esteem for him who served us so long, so faithfully, and so well.

12. That we send copies of these resolutions to Mrs. Lee and her children and to our foreign mission boards in America.

## JOHN Y. LEE

### 1. The Christian

So gently and unostentatiously did John Y. Lee move among us that in summing up the influence of his life upon his generation, our minds go back to that beautiful passage in Hawthorne's story of "The Great Stone Face": "He had thought and felt so much, he had given so many of the best hours of his life to unworldly hopes for some great good to mankind, that it seemed as though he had been talking with the angels, and had imbibed a portion of their wisdom unawares. It was visible in the calm and well-considered beneficence of his daily life, the quiet stream of which had made a wide green margin all along its course."

Dr. Lee never made one think of the zealous and impetuous Peter, but anyone familiar with the character of the disciple "whom Jesus loved" could but see in the subject of this sketch much of the same type and spirit as that which characterized the great apostle whose name he bore, the disciple who leaned upon his Master's bosom, so close to him as to hear his faintest whispers. John Y. Lee was a beautiful Christian.

### 2. The Loyal Baptist

No one ever thought of John Y. Lee as a narrow sectarian. His main work for many years was with an interdenominational organization, and yet he was loyal to his own denomination. Some years ago, when the Cantonese Union Presbyterian Church was organized, knowing that Dr. Lee was a Y.M.C.A. worker, I rather expected that he would associate himself with that church, for at that time union was the order of the day. I was not long in learning what he would do. He said to me: "My father is a Baptist preacher; I was brought up in his faith, and I am going to continue my membership in our Cantonese Baptist Church."

### 3. The Scientist

As a student in the University of Chicago, John Y. Lee made such a brilliant record in science that he was appointed research assistant, and later instructor in the physics department in that institution. It was while working in that capacity that he devised a method for the production of extremely small spheres, the using of which made possible the first really accurate measurement of the electric charge of an electron by Professor Millikan. Dr. Lee's was a masterful mind.

### 4. The Chairman of the Board of Directors of the University of Shanghai

Some men seek office; office seeks some men. Dr. John Y. Lee belonged to this latter and higher type of leaders. He was made chairman of the Board of Directors of the University of Shanghai in 1931, and from that time on to the day of his passing away,

probably no one ever thought of proposing any other name for this position at our regular annual elections. He was so eminently qualified for the office, so faithful in the performance of his duties, so deeply and intelligently interested in the welfare of our institution, that it seemed but natural that he should be our chairman.

And yet ambition for this chairmanship, or any other honor within our bestowal, was never detected in Dr. Lee. As a matter of history, it should be recalled that many years ago, he was offered the chair of physics in the University--and what a great teacher of this subject he would have made us! But, though a physicist by nature and training, he felt that his field of service lay elsewhere. Again, in 1927, we elected him as president of the University, but again his sense of duty, and duty to him was higher than honor, led him to decline our urgent invitation to become the head of our institution. Later on, we called him to the chairmanship of our Board of Directors, and this he accepted.

All his fine qualities of heart and brain and all his ripe experience, Dr. Lee brought into his position as chairman of the Board of Directors of the University of Shanghai--and surely his far-sightedness and his sane counsel had something to do with the phenomenal progress of the University during his incumbency of office. Though gifted with a quick and comprehensive grasp of details in any situation, he trusted not to extemporaneous judgments, but through frequent and full consultations with those entrusted with the internal workings of the University, he kept himself familiar with all the affairs of the institution, so that when he came to a meeting of the Executive Committee or of the full meeting of the Board of Directors, he was able to lay the whole agenda before us with such conciseness and clearness that we could act with intelligence upon every matter submitted for our consideration. And yet there was nothing of the dictator in Dr. Lee. He never came to a meeting with the intention of putting through a measure regardless of the views of others. He never made you feel that you must vote his way, but rather always depended upon the sweet spirit of reasonableness to prevail in the settlement of every problem. And thus by the clearness of his thinking and the appeal of his Christian character, he steered us in our deliberations to right conclusions. I cannot think of a single instance where we ever went wrong under his guidance.

##### 5. Au Revoir

Dr. Lee was just past fifty-four years old when he passed away. He left us all too soon, but not hastily, and how grateful we are that we were spared the shock and disruption incident upon a sudden departure, and how beautiful it was that there was "no moaning of the bar, when he put out to sea",

"But such a tide as moving seemed asleep,  
Too full for sound and foam,  
When that which drew from out the boundless deep  
Turned again home."

And we doubt not that "when he had crost the bar, he saw his Pilot face to face."

If the spirits of the departed can take cognizance of the doings of the living, it is easy for us to believe that John Y. Lee is watching over our proceedings here today.

Let us thank God that he gave us the leadership of this rare and worthy man for so many years. Let us, in recognition of his service, take steps to perpetuate his influence and keep alive his name as an inspiration to us in the years to come. Let us, even in this dark hour of the world, "highly resolve" to erect a noble building to his memory on our campus by the Whangpoo, when Jehovah brings back our captivity, that we, our children, and our children's children shall not forget that John Y. Lee lived and wrought among us, lived beautifully, and wrought nobly, for the glory of his Master and for the good of his fellow men.

MINUTES OF THE MEETING OF THE EXECUTIVE COMMITTEE OF THE  
BOARD OF DIRECTORS OF THE UNIVERSITY OF SHANGHAI  
June 17, 1939.

Present: Dr. T. C. Bau, chairman; Mr. S. U. Zau, vice-chairman; Dr. L. C. Hylbert, secretary; Mr. Y. C. Hu, treasurer; Dr. C. G. McDaniel, Mr. C. C. Djao, and Mr. D. T. Yui; President T. K. Van, ex-officio; and Miss Annie E. Root, by invitation.

The meeting was opened with prayer by Mr. C. C. Djao.

The chairman extended a welcome to Mr. C. C. Djao, a new member of the Executive Committee, who was attending as alternate for Mr. H. R. S. Benjamin.

As this was the first meeting of the Executive Committee since the annual meeting of the Board of Directors, President Van took the opportunity to express his gratitude for the honor bestowed upon him in electing him to the presidency. He said that he realized that the responsibility was heavy and the task was difficult, but with the support of the Board and the co-operation of the faculty, he had faith that the University would not only maintain its present status under the difficult and trying days, but would also make some progress.

President Van reported that the term is rapidly drawing to a close. There will be 94 graduates from the University, including 16 who fulfilled their requirements in January. There will be 60 students graduated from the senior middle school, and 60 from the junior middle school. There will be a joint Baccalaureate service for the Christian colleges in Shanghai on June 18, and a joint Commencement on June 24, in which we shall participate. The middle school will have joint Baccalaureate and Commencement Exercises with other Baptist schools in Shanghai.

1. Voted: To appoint the following Chairmen of Departments for the year 1939-40:

|                         |   |
|-------------------------|---|
| Chinese                 | C. S. Wang  |
| English                 | George A. Carver  |
| Education               | T. L. Ling  |
| Political Science       | Stewart Yui   |
| Sociology               | J. H. Wiley   |
| Religious Studies       | J. B. Hipps   |
| Music                   | Ruth Bugbee   |
| Biology                 | C. C. Chen  |
| Chemistry               | K. C. Lee (Acting in the absence of<br>T. W. Zee, Chairman of the Department) |
| Physics                 | Y. C. Tu  |
| Business Administration | S. C. Djen  |

2. Voted: To appoint the following Chairmen of Colleges for the year 1939-40:

|                     |            |
|---------------------|------------|
| College of Arts     | T. L. Ling |
| College of Science  | C. C. Chen |
| College of Commerce | S. C. Djen |

3. Voted: To make the following promotions in faculty rank:

| <u>Name</u>      | <u>Former Rank</u> | <u>New Rank</u>     |
|------------------|--------------------|---------------------|
| George A. Carver | -                  | Associate Professor |
| K. C. Lee        | Instructor         | Associate Professor |
| Woodrow Ging     | Instructor         | Associate Professor |

4. Voted: To ask the Chairmen of the Colleges to sign the English diplomas in the place of the Dean for this year.
5. Voted: To resume the practice of the University of having written contracts with the faculty, and to follow the old custom of considering a group of the faculty as engaged on a contract for an indefinite period.

The President was asked to bring in for consideration at the next meeting a list of the group of the faculty to be engaged on a contract for an indefinite period.

6. Voted: To approve the recommendation of the Administrative Council that each college student be charged \$2.00 and each middle school student, \$1.00, for physical education fee for the fall term, 1939, when facilities are provided.

It was reported that the Associated Boards for Christian Colleges in China had sent a second allotment of U.S.\$1,720.00 to the Board of Founders, where U.S.\$1,239.00, our share in the promotional expense of the Associated Boards, was deducted and the balance of U.S.\$481.00 was sent to the University. This allotment has already been received. Word has come from the Board of Founders that a third allotment of U.S.\$4,000.00, a special emergency grant from the Rockefeller Foundation through the Associated Boards, will soon be forthcoming.

7. Voted: To approve the recommendation of the Administrative Council that the U.S.\$481.00 in the second allotment of the emergency fund be reserved for library books.

8. Voted: To approve the recommendation of the Administrative Council that the third allotment of the emergency fund be disbursed for the following items:

1. Rent allowance for 1939-1940.
2. Library.
3. Campus expenses not taken care of by the funds from the Boards.
4. Unforeseen deficit in current budget.
5. Replacement of the reduction in Government Grant-in-Aid.

9. Voted: To present to the supporting Boards the following list of emergency needs for 1939-1940:

|   |                        |
|---|------------------------|
| 1. Rent allowance for Chinese members<br>of the faculty.....          | U.S.\$ 3,000.00        |
| 2. To cover reduction in Government<br>Grant-in-Aid.....              | 2,000.00               |
| 3. Library books.....   | 1,000.00               |
| 4. Rent for rooms.....  | 1,000.00               |
| 5. Hostel for girls.....  | 500.00                 |
| 6. Hostel for boys.....   | 1,500.00               |
| 7. Science apparatus (including<br>Psychology).....                   | 1,000.00               |
| 8. Office equipment.....  | 1,000.00               |
| 9. Care and possible re-occupation of<br>the campus by Americans..... | 2,000.00               |
|   | <u>U.S.\$13,000.00</u> |

The business meeting was adjourned, and Dr. and Mrs. M. T. Rankin were welcomed to a luncheon in their honor. Dr. and Mrs. Rankin are going to America soon, and the hope was expressed that they would do their best to present the needs of the University to the Baptist people in the United States. Dr. Rankin was requested to attend the meeting of the Board of Founders, if possible, and explain fully the position of the faculty and of the Board of Directors of the University regarding cooperation with other Christian colleges in Shanghai.

(Signed) L. C. Hylbert  
Secretary

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To the Board of Directors of the  
University of Shanghai.

This is not intended to take the place of an annual report which usually covers various phases of our work. Instead, I beg to present you only matters of pressing importance and hope it will also serve as confidential information to the Board for discussion in this special meeting.

The psychology of war scare is now changed to a feeling of confidence. So with the University. After having two years of struggle, we are coming to a position from which we can see things more clearly. In the first place, without severe or unexpected interruption, the University can maintain its existence in this condition, it may be for years. By this I mean that financially we are trying to meet the expenses with current income, maintain a minimum faculty, and admit as many students as we can accommodate. We are tiding over the situation and remaining intact in that we do not seek for expansion, but we are trying to conserve our forces and maintain a strong position.

For the past year, we had 642 students in the fall term and 602 in the spring. The difference is due to the fact that 17 seniors fulfilled their requirements for graduation in January, and we did not receive new students in the freshman class, because we could not afford to open new sections for them. I wish to submit a statistical report of the academic phase of the college work for the spring, 1939. As to the University Middle School, the number of students is the same as for the fall term, namely, 444. There are 339 in the Downtown School of Commerce.

We all agree that we have reached our capacity both in physical accommodations and other facilities. The joint enterprises have relieved the situation by allowing us to conduct our science classes in the morning in the Continental Building. Despite the lack of precedent for running such a joint enterprise, all concerned are seeking for improvements as the days go on.

The things moved out from the campus have enabled us to offer some of our equipment for common use in the joint laboratories. We have rented three extra rooms in the C.L.S. Building in which to store science equipment, and by the kind offer of St. John's University, we have moved 117 boxes and 172 bundles of books to the St. John's campus to be stored. We have put over 2,000 volumes in our own reference library, and 3,600 volumes have been put in the joint library.

In regard to new developments throughout the year, I may report that the Ministry of Education has issued an order that the training of teachers is now assigned to national universities and independent national normal colleges. This implies that private institutions, beginning with next fall, are not allowed to receive any Education majors. Our School of Education has long been one of our strongest

and most popular divisions of work. We are unwilling to give up the training of teachers for Christian middle schools, if we can find a way to continue our School of Education.

The Executive Committee of the Board of Directors has approved our plan, and we have already made application for government recognition of our Normal College. If our application is granted, we may continue with the work of training teachers. At the meeting of the heads of Christian universities soon to be held in Hongkong, plans for a fifth year of graduate work in Education for students who have majored in other subjects will be discussed. It is possible that we may jointly maintain a fifth year in teacher training in East China.

Another urgent question before us is that of outlining a program of cooperation for the Associated Christian Colleges (in Shanghai).

The University is facing a very grave situation, resulting from the present hostilities, which challenges our best effort and thought in moulding the future policy of the institution. In order to appreciate the views that may be expressed in formulating the future policy, it may be necessary to understand what the problems at issue are. I take the liberty of enumerating a few.

The uncertainty regarding the University campus has led some to take the view that it would be more profitable to give up the property without a total loss. This view is more or less under the influence of material inducement. So far there is no out-spoken move toward that end. On the other hand, one view held more generally is that we should take the same stand as was agreed upon by the Boards in America and the whole Chinese constituency, namely, to press for the return of the property to the proper owners. We have no idea at all that the owners will take a contrary step without considering the consequences involved. In spite of the consistent pressure that is being exerted in America as well as on the China side through the Administrative Commission, the property has not yet been legally returned, so the question of its future destiny remains unanswered.

While the way to answer such a question is beyond our knowledge at present, the work of the University must be carried on. It is not so much the problem of a lack of devotion or willingness to suffer that we are facing, as it is the lack of a definite formula or method of procedure for carrying on the work.

To be specific, the University is sharing with other Christian institutions in Shanghai, emergency funds from the Associated Boards to maintain a joint laboratory and library. After nearly two years of experience, much can be said to show that such a need has been met. We are grateful for the thought and effort of

those who are making the joint enterprise a going concern. Questions arise as to whether there should be further and closer cooperation among the institutions. If the University of Shanghai is in favor of greater unity, how and to what extent it will cooperate must be decided. This is what I mean by saying that we lack a definite method of procedure.

It seems unwise to commit ourselves to anything at present for the same reason that other things are so uncertain. Yet we cannot afford to be blind to the situation, nor can we hinder others in their development. Therefore, it is only reasonable that the University should come to some sort of an understanding, even though it may not be for publication.

In thinking back over the past history, one cannot help but draw the conclusion that the University represents a distinctive denominational enterprise which, in turn, speaks for the faith and hope that millions of Baptists in America have for the University. Should there be any indication of a loss of interest on the part of the Baptist constituency, it would not only be detrimental to the physical well-being of the University but would immediately create a diversified interest which might bring about a disaster quite within our imagination. It is only fair for us to recognize the fact that no other force can wreck the institution than the unwise move of drifting away from our constituency.

The vision of a more unified front for Christian institutions is attractive, not without ground and prospect. Only time can tell whether a close cooperative plan may become a necessity under certain circumstances. But from the standpoint of our University, its background as well as its future existence must be taken into careful consideration. I have already stated the background of phenomenal growth without interruption for the last thirty years. We are sure that there will be continuous support for our work.

Now only at this juncture we are confronted with the necessity of making a forecast for the future. In the first place, the situation resulting from the present hostilities, particularly related to property, is a challenge to the Baptist work. China has been and is receiving mission work with open arms, and is doing her best to facilitate it. It is only by an alien power that the mission work is being hampered. To take a course ignoring what may be the temporary nature of the set-back under war conditions would mean submission to and recognition of a dominating force. If the Christian forces should retreat or diminish, they would be influenced not by the repulsion of the government of the land, but by compulsion from other sources, and such an action would just fit into the program of aggression. Therefore, we pray that our Baptist constituency will take a strong stand in endeavoring to rehabilitate the institution. Only such a stand and action will make the world feel and believe in Christian sympathy, courage, and faith.

Of course, pooling our resources will strengthen the position of all, but in any joint enterprise nominally or organically united each

element must share and serve proportionately. There cannot exist equality and independence in any organization if its partners are of varied status. It seems that the best policy for the institution is to strengthen its own organization and to cooperate with the other institutions in whatever way is practical. Thus the potential power and resources of the Baptist constituency will be preserved and the University will be in a position to serve others rather than to be served, or to survive at the discretion of an out-side controlling body.

We pray for Divine guidance for the Board of Directors and the supporting Boards, that they may leave no stone unturned in formulating a policy for the future of the University. Such a policy should be based upon three points: The preservation of Baptist identity, the rehabilitation of the University at its own cost and effort, and co-operation--not union--with other sister institutions.

RECOMMENDATIONS TO THE EXECUTIVE COMMITTEE OF THE BOARD OF  
DIRECTORS CONCERNING PROGRAM OF FUTURE COOPERATION OF  
THE CHRISTIAN COLLEGES (IN SHANGHAI)

1. We approve of cooperation for the year 1939-1940.
2. We do not think it advisable to purchase land at the present time. If the Continental Building is not regarded as a suitable building for housing the four institutions, we suggest that a new site be rented in some central location within the Settlement boundaries or the French Concession.
3. For our guidance in dealing with the future development of cooperation, we present the following:
  - A. Aims of cooperation:
    - (1) To house the four cooperating colleges, or such part of each of them as may be most expedient in the circumstances.
    - (2) To increase the effectiveness of Christian higher education in the East China area.
    - (3) Specifically, to avoid unnecessary duplication of materials and teaching effort--not in order to reduce costs but to increase efficiency, giving better instruction and giving specialized courses that could not be offered by each institution working separately.
  - B. The integrity, equality, and independence of the University must be secured.
    - (1) Each institution shall be maintained as an independent entity with its own organization, and shall have equal representation and authority with the other cooperating institutions.
    - (2) All funds and property contributed for the Shanghai group of Colleges shall become the property of these colleges individually, being divided equally among them.
    - (3) The cooperating colleges shall share equally in funds raised for the group and also in supporting joint enterprises. All funds received for the purpose of cooperation shall be applied to its realization in all good faith.
    - (4) The central organ of cooperation shall be the meeting of the representatives of the four institutions concerned. All important actions of this central organ shall be subject to approval by the cooperating institutions.

MINUTES OF THE MEETING OF THE EXECUTIVE COMMITTEE OF THE  
BOARD OF DIRECTORS OF THE UNIVERSITY OF SHANGHAI  
January 9, 1940

Present: Mr. S. U. Zau, vice-chairman; Dr. L. C. Hylbert, secretary; Mr. Y. C. Hu, treasurer; Mr. D. T. Yui, Mr. C. C. Djao, and Dr. C. G. McDaniel; President T. K. Van, ex-officio; Miss Annie E. Root, deputy treasurer.

President Van reported briefly as follows:

"We are grateful to both the Foreign Mission Board of the Southern Baptist Convention and the American Baptist Foreign Mission Society for their additional emergency appropriations to offset the high exchange rate. Our request was fully granted. The Southern Board has informed us that an emergency grant will be made to the University for the year which will cover the difference between the fixed rate and the current rate. The special appropriation from the Northern Board together with the usual amount in Gold from the W.A.B.F.M.S. will also add a substantial sum to our income. We have no idea as to what the rate of exchange will be in the future. We shall be cautious in disbursing the entrusted funds.

"The meeting of the Board of Founders was held on December 22, 1939, in Richmond. We are anxiously waiting for the minutes of the meeting.

"Mr. and Mrs. Stephen J. Goddard, who were appointed to the faculty of the University by the A.B.F.M.S., arrived in Shanghai before Christmas, and have now gone to Peiping for language study. They are expected to return to the University to serve in the English Department of the Middle School in the fall term, 1940.

"The Administrative Commission, under the chairmanship of Dr. L. C. Hylbert, has been compiling information as to the losses of University property for record, and possibly for other use.

"The fall term is coming to a close. On the whole, the term may be said to be rather successful. No new freshman students will be admitted for the spring term, but entrance examinations may be conducted for a few transferred students.

"I wish to express my appreciation for the interest of the supporting Boards in the school, not only for the special grants, but for the encouraging words they have sent. I also wish to express my appreciation to the members of the Board of Directors, as well as to the faculty, who have been working together throughout the year."

Dr. L. C. Hylbert, chairman of the Administrative Commission, reported briefly the progress of the work of the Commission. He stated that the Commission had a group of experts working on an appraisal of the value of the buildings and land prior to hostilities, and of the amount of damage sustained. Inventories of the books, furniture, and equipment saved and statements of those lost are being prepared.

It was reported that Mr. W. Robt. Taylor, a member of the Administrative Commission representing the A.B.F.M.S., has gone to America, and will be absent from Shanghai for about six months. It was felt that someone should be appointed to take his place on the Administrative Commission during his absence.

1. Voted: To nominate to the Board of Founders Mr. V. Hanson as a member of the Administrative Commission in the place of Mr. W. Robt. Taylor during his absence from Shanghai.

President Van reported that the furlough of Miss Edyth Boyd is due in June, 1940.

2. Voted: To invite Miss Edyth Boyd to return after furlough in time for the opening of the fall semester, 1941, to serve in the English Department of the Middle School.

It was reported that early in August, in facing the shortage of rice in Shanghai, the four Christian institutions collectively ordered rice from Saigon to be sold to the members of the faculty and staff at a guaranteed price of \$40.00 per bag, which was much lower than the market price. From the rice sold there was a deficit amounting to \$425.31.

3. Voted: That the deficit on the sale of 63 bags of rice sold at the price of \$40.00 per bag (amounting to \$425.31) be charged against the Emergency Fund from the Associated Boards.

The recommendation of the Finance Committee regarding the investment of U.S.\$5,000.00 for the Liu Memorial Scholarship Fund was considered.

4. Voted: To approve of investing in stocks or bonds the fund of U.S.\$5,000.00 contributed by the Woman's Missionary Union of Virginia for the Liu Memorial Scholarship Fund, and to refer the matter with power to act to a committee composed of Mr. Y. C. Hu, Mr. D. T. Yui, and Mr. S. U. Zau.

It was reported that a fixed deposit in the Chekiang Industrial Bank, S000565, University of Shanghai Wilder Scholarship Fund, Principal \$400.00, deposited January 9, 1925, is due on January 9, 1940.

5. Voted: To redeposit the principal, \$400.00, and to deposit the accumulated interest, \$828.00, of the Wilder Scholarship Fund, in the Chekiang Industrial Bank for one year.
6. Voted: To deposit in the Chekiang Industrial Bank for one year the Fei Shih Ling Memorial Scholarship Fund, \$200.00 balance brought forward from 1937.

The Annual Financial Report of the Treasurer for 1938-39 was presented, and the report of the auditor was reviewed.

7. Voted: To approve with appreciation the report of the Treasurer for 1938-39, as audited.
8. Voted: To express to the Foreign Mission Board of the Southern Baptist Convention our appreciation for its interest and support as shown in the special appropriation made to the University.
9. Voted: To express to the American Baptist Foreign Mission Society our appreciation for its interest and support as shown in the special appropriations made to the University.

(Signed) L. C. Hylbert  
Secretary



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MINUTES OF THE MEETING OF THE EXECUTIVE COMMITTEE OF THE BOARD  
OF DIRECTORS OF THE UNIVERSITY OF SHANGHAI

March 16, 1940

Present: Dr. T. C. Bau, chairman; Mr. S. U. Zau, vice-chairman;  
Dr. L. C. Hylbert, secretary; Mr. Y. C. Hu, treasurer;  
President T. K. Van, ex-officio; by invitation: Dr.  
J. B. Hipps, Representative of the Board of Founders,  
and Miss Annie E. Root, deputy treasurer.

President Van reported briefly as follows:

The spring term opened on February 15. The enrollment of the different divisions is: College, 690; middle school, 475; Downtown School of Commerce, 383; and the different branches of the Yangtsepoo Social Center have a total of 2,135. The college is now conducting classes in the morning, in exchange with the middle school.

A medical examination was conducted by several doctors for a whole week before the opening. It was reported that on the whole, the health of the student body was good. Of the nearly 700 students in the college, 27 were advised to take a reduced load.

There are not many changes in the personnel of the faculty for the spring term, except that we regret that Rev. C. H. Wong has left for another position. Rev. C. K. Djang is now serving as Executive Secretary of the University Church.

The unexpressed hope of many faculty members and students has been realized, for we have revived a separate worship on Sundays for the University Church. The services are conducted in the lecture hall of the Royal Asiatic Society Building. The music is quite appropriately provided by the Music Department under the leadership of Miss Bugbee. It is the hope that this united spiritual expression in worship among the faculty and students will draw more students to attend the services. The college chapel has also been revived. It is held after the last period, from Monday through Thursday, while Friday is reserved for assembly. We shall attempt to give our best effort to carrying out these activities.

It is now no longer necessary to have passes to go out to the campus. I visited the campus on February 20, and spent the whole afternoon going over the buildings. Much has already been reported on the condition of the buildings. I was told that they were much improved over what they were originally. The natural impression that anybody would get after a visit is that a tremendous amount will be necessary to restore the campus to its normal condition.

1. Voted: That CCy. \$1,430.00 be taken from the Emergency Fund for scholarships for the spring semester, 1940.

2. Voted: To recommend to the supporting Boards the following list of emergency needs for 1940-41, and to request them to present it to the Associated Boards for Christian Colleges in China:

1. Emergency allowances for rent and high cost of living to Chinese faculty and staff.....US\$3,000.00
  2. Student welfare (scholarships and other aid)..... 1,000.00
  3. Rent for rooms..... 1,000.00
  4. Replacement of library books lost..... 1,000.00
  5. Partial replacement for immediate use of science apparatus lost..... 3,000.00
- Total.....US\$9,000.00

The minutes of the meeting of the Board of Founders held on December 22, 1939, in Richmond, Va., which were circulated in advance, were reviewed, and the action regarding future cooperation with other Christian colleges in Shanghai was noted in particular. Appreciation was expressed for the clear statement given in the minutes, which indicated that the Board of Founders and the Board of Directors were working along the same line. President Van presented a letter from Dr. E. H. Cressy on the same subject, and the contents were discussed. President Van was instructed to reply to the letter, informing Dr. Cressy that as conditions remained the same, the Executive Committee still upheld the principles laid down by the Board of Directors last year.

3. Voted: To acknowledge the receipt of the minutes of the meeting of the Board of Founders held on December 22, 1939, in Richmond, Va., and to express appreciation for the fine spirit shown in them.

The matter of the time when President Van should make a trip to America was discussed.

4. Voted: To recommend that President T. K. Van should not go to America this year, because of the urgency of his being here, and that he postpone his trip until 1941.

Miss Root, deputy treasurer, reported that the following fixed deposits mature in March:

Commercial Bank of China - Nantao Branch

March 21, 1940 - (5 years, 10%)

C8/1314 University of Shanghai, School of Commerce Endowment Fund  
Deposited March 21, 1935, Principal \$1,400.00, Int. 10%  
Interest due, \$700.00

C10/1316 University of Shanghai, Endowment Fund  
Deposited March 21, 1935, Principal \$1,263.50, Int. 10%  
Interest due, \$631.75

C9/1315 University of Shanghai, School of Commerce Reserve Fund  
Deposited March 21, 1935, Principal \$1,000.00, Int. 10%  
Interest due, \$500.00

Chekiang Industrial Bank - Savings Dept.

March 23, 1940 - (1 year, 7%)

3666 University of Shanghai, School of Commerce Endowment Fund  
Deposited March 23, 1939, Principal \$1,350.00, Int. 7%  
Interest due, \$94.50

5. Voted: To redeposit in the same banks and for the same periods of time the principals of the fixed deposits due.
6. Voted: To authorize the deputy treasurer to deposit in the Chekiang Industrial Bank for five years the sum of \$438.00 given by the 1939 Annual Board for prizes.

The committee on the investment of the Liu Memorial Scholarship Fund reported that U.S. Treasury Bonds, 4% interest, in the sum of US\$4,300.00 were purchased at a total cost of US\$4,958.19, and that the bonds had been delivered to Mr. Forrest Smith, Treasurer of the A.B.F.M.S., for safe keeping, and for the collection of interest. After making this investment, a balance of US\$41.81 was left of the Liu Memorial Scholarship Fund contributed by the Woman's Missionary Union of Virginia. The matter of the investment of the balance was discussed.

7. Voted: To authorize the deputy treasurer to convert into Chinese currency US\$41.81, the balance of the Liu Memorial Scholarship Fund, and add the proceeds to the \$69.00 Chinese currency already in the account, and put it on special deposit for one year in the Chekiang Industrial Bank, and that the interest be accumulated.

Miss Root, deputy treasurer, reported that the Northern Board has decided to pay travel allowance to Northern Baptist missionaries residing on the University campus, covering such items of travel as are necessary in connection with their work as missionary members of the faculty of the University, and that according to the contract of the University with Mr. E. Kelhofer, a similar allowance should be made to cover the travel of Mr. and Mrs. E. Kelhofer. It was agreed that the deputy treasurer should pay travel allowances to Mr. and Mrs. E. Kelhofer on the same basis as it is paid by the Northern Board for its missionaries residing on the University campus, in accordance with the terms of Mr. Kelhofer's contract.

Dr. Bau, the Chairman, presented a letter from Mrs. Charles H. Sears, secretary of the Board of Founders, containing a resolution expressing the appreciation of the Board of Founders for the way in which the Board of Directors has carried on the University of Shanghai during the period of emergency. The resolution was received with appreciation.

Dr. Bau, the Chairman, reported the receipt of a letter from Mr. E. Kelhofer requesting that the wording of his contract be changed: that the statement that he should be the Superintendent of Buildings and Grounds be stricken out, and that the contract provide that he give full time to teaching, as he is actually doing at present. It was understood that Mr. Kelhofer was giving full time to teaching, but no action was taken.

The time for the annual meeting of the Board of Directors was discussed.

8. Voted: To hold the annual meeting of the Board of Directors on May 25, 1940.

(Signed) L. C. Hylbert  
Secretary

RECEIVED  
UNIVERSITIES  
MAY 2 1940  
PORT OFFICE

MINUTES OF THE MEETING OF THE EXECUTIVE COMMITTEE OF THE  
BOARD OF DIRECTORS OF THE UNIVERSITY OF SHANGHAI  
May 21, 1940

Present: Dr. T. C. Bau, chairman; Mr. S. U. Zau, vice-chairman; Dr. L. C. Hylbert, secretary; Mr. Y. C. Hu, treasurer; Dr. C. G. McDaniel, and Mr. C. C. Djao; President T. K. Van, ex-officio; and by invitation, Miss Annie E. Root, deputy treasurer.

1. Voted: To recommend to the Board of Directors that fees for the Music Department be increased as follows:  
(See attached)

2. Voted: To recommend to the Board of Directors that middle school laboratory fees be increased as follows:

| <u>Class</u> | <u>Old Fee</u> | <u>New Fee</u> |
|--------------|----------------|----------------|
| Senior 3     | \$ 4.00        | \$ 6.00        |
| 2            | 5.00           | 8.00           |
| 1            | 3.00           | 5.00           |
| Junior 3     | 2.00           | 3.00           |
| 2            | 2.00           | 3.00           |
| 1            | 2.00           | 3.00           |

3. Voted: To recommend to the Board of Directors that college tuition be increased from \$100.00 to \$130.00 a year, for the time being.

4. Voted: To recommend to the Board of Directors that the tuition for senior middle school be increased from \$80.00 to \$100.00 a year, and for junior middle school from \$80.00 to \$90.00 a year.

5. Voted: To recommend to the Board of Directors that the incidental fee for the middle school be increased from \$3.00 to \$5.00 a semester.

Copies of the By-Laws of the University as edited and brought up to date by the committee appointed by the Senate were distributed, and the changes noted.

6. Voted: To recommend to the Board of Directors that a committee be appointed to study the By-Laws and suggest revisions.

7. Voted: To recommend to the Board of Directors the college budget for the year September 1, 1940 to August 31, 1941.

8. Voted: To recommend to the Board of Directors the middle school budget for the year September 1, 1940 to August 31, 1941.

It was noted that these two budgets were made and presented on the basis of the old rates of tuition and fees, and that some revisions would be recommended after the opening of the school term in the fall.

9. Voted: To recommend to the Board of Directors the budget for the Yangtsepoo Social Center for the year September 1, 1940 to August 31, 1941.
10. Voted: That the Chairman appoint a committee of three to make nominations, to report at the full meeting of the Board of Directors.

The proposed agenda for the full Board meeting was noted, and approved in general.

(Signed) L. C. Hylbert  
Secretary

10. Voted: To recommend to the Board of Directors the budget for the Downtown School of Commerce for the year September 1, 1940 to August 31, 1941.

MINUTES OF THE ANNUAL MEETING OF THE BOARD OF DIRECTORS OF THE  
UNIVERSITY OF SHANGHAI  
May 25, 1940

Present: Dr. T. C. Bau, Chairman Mr. Wang Hung Yeh  
Mr. S. U. Zau, Vice-Chairman Mr. Li Tieh Hsin  
Dr. L. C. Hylbert, Secretary Mr. H. C. Ling  
Mr. Y. C. Hu, Treasurer Mr. E. H. Clayton  
Mr. Robert Ting Dr. C. G. McDaniel  
Mr. C. C. Djao Mr. L. B. Olive  
Rev. T. E. Tong Dr. J. T. Williams  
Dr. Kenneth G. Hobart, proxy for Mr. R. T. Capen  
Dr. E. S. Burket, proxy for Dr. E. H. Cressy  
Dr. Josephine C. Lawney, proxy for Miss Ellen J. Peterson  
President T. K. Van, ex-officio  
By invitation:  
Dr. T. L. Ling, Acting Dean  
Dr. J. B. Hipps, Representative of the Board of Founders  
Miss Annie E. Root, Deputy Treasurer

The meeting was opened with a short devotional service led by Dr. T. C. Bau, who read some verses beginning with Matt. 7:15, and Matt. 5:13. He remarked briefly on two contrasting experiences that he had had: The first was in 1922 when he was pastor of the Hangchow Church, at the time when everyone was trying to protect the Christian religion from the attacks of anti-Christian groups. The principal of a government school said to him at that time, "You Christians have talked too much, but you have done too little." The second was only a few days before the meeting, while he was travelling in Chekiang. Someone remarked to him, "We know Christianity much better because you have shown it by your actions." He concluded his remarks by saying, "The Christian religion today in the free areas as well as in the occupied area, is in action. Everybody sees it, and the attitude of the people has changed because they see that the Christian religion is not a selfish religion. This is the best opportunity that God has given us to practice what we believe."

Rev. T. E. Tong was called upon to lead in prayer.

The Chairman welcomed new members of the Board, and those serving as proxies for regular members who were unable to attend.

The President's Annual Report was presented by President T. K. Van.

1. Voted: To receive with appreciation the Annual Report of the President.

Dr. L. C. Hylbert, chairman of the Administrative Commission, reported on the progress of the work of the Commission.



2. Voted: To express our appreciation and confidence to the Administrative Commission for the work that they have done so faithfully.

President T. K. Van reported the receipt of letters from Dr. J. W. Decker and Dr. Chas. H. Maddy regarding future cooperation between the University of Shanghai and East China Colleges. They were not discussed at any length.

A recommendation from the Administrative Council regarding the revision of the list of missionaries requested from the Northern Board was presented. It was pointed out that, with the coming of Mr. and Mrs. S. J. Goddard and Miss Inabelle Coleman, the need for an English teacher was not as great as that for teachers of other subjects.

3. Voted: That the request for missionaries from the Northern Board be revised as follows:
1. Physics - Electricity
  2. Business
  3. English

Recommendations from the Executive Committee of the Board of Directors regarding the increase of various fees were presented and discussed.

4. Voted: That fees for the Music Department be increased as follows: (See attached)

5. Voted: That middle school laboratory fees be increased as follows:

| <u>Class</u> | <u>Old Fee</u> | <u>New Fee</u> |
|--------------|----------------|----------------|
| Senior 3     | \$ 4.00        | \$ 6.00        |
| 2            | 5.00           | 8.00           |
| 1            | 3.00           | 5.00           |
| Junior 3     | 2.00           | 3.00           |
| 2            | 2.00           | 3.00           |
| 1            | 2.00           | 3.00           |

6. Voted: That college tuition be increased from \$100.00 to \$130.00 a year, for the time being.
7. Voted: That the tuition for senior middle school be increased from \$80.00 to \$100.00 a year, and for junior middle school from \$80.00 to \$90.00 a year.
8. Voted: That the incidental fee for the middle school be increased from \$3.00 to \$5.00 a semester.

The budgets for 1940-1941 were presented. It was pointed out that the budgets were made on the basis of the old rates of tuition and fees, with the exception of the fees for the Music Department, and that changes would be recommended at the beginning of the fall term, to correspond with the receipts from the increased fees.

9. Voted: To adopt the college budget for 1940-41 as presented.
10. Voted: To adopt the middle school budget for 1940-41 as presented.
11. Voted: To adopt the budget for the Yangtszepoo Social Center for 1940-41 as presented.
12. Voted: To adopt the budget for the Downtown School of Commerce for 1940-41 as presented.

The amendment to the Constitution proposed at the last meeting of the Board of Directors was read.

13. Voted: To amend Article IV, Section 1, of the Constitution, as follows:

Present Reading

Sec. 1. There shall be a Board of managers consisting of twenty-six members to be elected as follows:

- 4 Members elected by the Chekiang Shanghai Baptist Convention
  - 2 Members elected by the Kiangsu Baptist Association
  - 2 Members elected by the Mandarin Baptist Association
  - 1 Member elected by the Honan Anhwei Baptist Association
  - 1 Member elected by the Hwanan Baptist Convention
  - 3 Members elected by the Alumni Association
  - 4 Members elected by the Central China Mission of the Southern Baptist Convention
  - 4 Members elected by the East China Mission of the American Baptist Foreign Mission Society
  - 1 Member elected by the Interior China Mission of the Southern Baptist Convention
  - 1 Member elected by the South China Mission of the American Baptist Foreign Mission Society
  - 3 Chinese members at large who shall be Baptists elected by the Board of Managers
- The President, ex-officio, without vote.

No member of the faculty or other person in the employ of the College or student shall be a member of the Board of Directors. All members shall be professing Christians, and at least three-fourths shall be members of Baptist Churches.

Amended Reading

Sec. 1. There shall be a Board of Directors consisting of twenty-six members to be elected as follows:

- 4 Members elected by the Chekiang Shanghai Baptist Convention
  - 3 Members elected by the Kiangsu Baptist Convention
  - 1 Member elected by the Lingtong Baptist Convention
  - 1 Member elected by the Leungkwang Baptist Convention
  - 3 Members elected by the Alumni Association
  - 4 Members elected by the East China Mission of the American Baptist Foreign Mission Society
  - 3 Members elected by the Central China Mission of the Southern Baptist Convention
  - 1 Member elected by the South China Mission of the American Baptist Foreign Mission Society
  - 1 Member elected by the South China Mission of the Southern Baptist Convention
  - 1 Member elected by the Interior China Mission of the Southern Baptist Convention
  - 3 Chinese members at large who shall be Baptists elected by the Board of Directors
- The President ex-officio, without vote.

No member of the faculty or other person in the employ of the University or student shall be a member of the Board of Directors. All members shall be professing Christians, and at least three-fourths shall be members of Baptist Churches.

Copies of the By-Laws as edited by the Senate committee were distributed. It was felt that further revision of the By-Laws was needed, and there was some discussion as to whether the Senate or the Board of Directors should appoint a committee to suggest revisions.

- 14. Voted: That the Board of Directors appoint a committee of three to study the By-Laws and suggest revisions.
- 15. Voted: That Dr. T. C. Bau, Mr. C. C. Djao, and Dr. L. C. Hylbert be appointed as a committee to study the By-Laws and suggest revisions.

The nominating committee appointed at the last meeting of the Executive Committee reported.

- 16. Voted: To elect Dr. T. C. Bau as Chairman of the Board of Directors for the year 1940-41.
- 17. Voted: To elect Mr. Robert Ting as Vice-Chairman of the Board of Directors for the year 1940-41.
- 18. Voted: To elect Dr. L. C. Hylbert as Secretary of the Board of Directors for the year 1940-41.

19. Voted: To elect Mr. Y. C. Hu as Treasurer of the Board of Directors for the year 1940-41.
20. Voted: To elect Mr. T. T. Zee as a Co-opted Member of the Board of Directors.
21. Voted: To appoint Dr. T. C. Bau, Mr. S. U. Zau, Dr. L. C. Hylbert, Mr. Y. C. Hu, Dr. J. T. Williams, Mr. D. T. Yui, and Mr. E. H. Clayton, with Mr. C. C. Djao as alternate for Mr. Clayton, members of the Executive Committee for the year 1940-41.
22. Voted: To elect Dr. J. B. Hipps as Representative of the Board of Founders for the year 1940-41.
23. Voted: To elect Miss Annie E. Root as Deputy Treasurer of the University for the year 1940-41.
24. Voted: To elect Mr. Victor Hanson as Comptroller of the University for the year 1940-41.
25. Voted: To express our appreciation to the American Baptist Foreign Mission Society for its continued interest in and support of the University.
26. Voted: To express our appreciation to the Foreign Mission Board of the Southern Baptist Convention for its continued interest in and support of the University.
27. Voted: To express our appreciation to the Woman's American Baptist Foreign Mission Society for its continued interest in and support of the University.
28. Voted: To express our appreciation to the Woman's Missionary Union of Virginia for its contribution of an endowed Liu Memorial Professorship in the Sociology Department of the University.

After prayer by Dr. J. T. Williams, the meeting was adjourned.

(Signed) L. C. Hylbert  
Secretary

# RECOMMENDED INCREASE IN MUSIC FEES

| <u>Course No.</u> | <u>Description</u>                  | <u>Old Fee</u> | <u>New Fee</u> |
|-------------------|-------------------------------------|----------------|----------------|
| 101-102           | Music Appreciation                  | \$ 2.00        | \$ 3.00        |
| 105-106           | Private Piano:<br>(1 credit)        | 25.00          | 30.00          |
| 107-108           |                                     |                |                |
| 205-206           |                                     |                |                |
| 207-208           |                                     |                |                |
| 111-112           | Private Piano:<br>(2 credits)       | 40.00          | 50.00          |
| 121-122           |                                     |                |                |
| 211-212           |                                     |                |                |
| 221-222           |                                     |                |                |
| 171-172           | Private Voice:<br>(1 or 2 credits)  | 25.00          | 60.00          |
| 173-174           |                                     |                |                |
| 271-272           |                                     |                |                |
| 273-274           |                                     |                |                |
| 181-182           | Private Violin:<br>(1 or 2 credits) | 60.00          | 60.00          |
| 183-184           |                                     |                |                |
| 281-282           |                                     |                |                |
| 283-284           |                                     |                |                |
| 105-106 G         | Group Piano                         | 5.00           | 10.00          |
| 171-172 G         | Group Voice                         | 5.00           | 10.00          |
| 181-182 G         | Group Violin (New)                  | --             | 10.00          |
|                   | Introduction to Chinese Music (New) | --             | 3.00           |
| 191-192           | Orchestra (None 1939-40)            | --             | 5.00           |
| 193-194           | Chorus                              | 3.00           | 5.00           |
|                   | Practice:                           |                |                |
|                   | Semester                            | 12.00          | 20.00          |
|                   | Hour                                | .20            | --             |

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JUL 31 1940

JOINT OFFICE

A. C. Hylbert

MINUTES OF THE MEETING OF THE EXECUTIVE COMMITTEE OF THE BOARD  
OF DIRECTORS OF THE UNIVERSITY OF SHANGHAI.  
January 7, 1941.

Present: Dr. T. C. Bau, chairman; Dr. L. C. Hylbert, secretary;  
Mr. D. T. Yui, treasurer; Mr. S. U. Zau; Dr. J. T.  
Williams, Mr. C. C. Djao, alternate for Dr. E. H.  
Clayton; President T. K. Van, ex-officio; and Dr. J. B.  
Hipps, by invitation.

The meeting was called mainly to discuss the matter of  
distribution of the special fund to the University employees who  
suffered losses in 1937. On the basis of all information  
available the following actions were taken.

1. Voted: To reserve approximately 10% of the fund for special  
emergency needs of the employees.
2. Voted: To approve the classification indicating members of the  
staff with family living on the campus in 1937, and tho-  
se without family or single living on the campus in  
1937.
3. Voted: That differentiation be made for those members of the  
faculty who are regarded as "permanent members" with  
indefinite term of contract.
4. Voted: That the payment be made through the Chairman and  
Treasurer of the Board.
5. Voted: To adopt the following schedule of distribution:  
"permanent members" be entitled for 60% of annual  
salary; for members with family on the campus, 55%  
and 20% for members without family or single living  
on the campus.
6. Voted: To appoint the Chairman, Treasurer and President to  
form the committee for working out and attending to  
details.

(Signed) L. C. Hylbert  
Secretary

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MAR 31 1941  
OFFICE

TO THE PRESIDENT OF THE UNITED STATES  
FROM THE SECRETARY OF THE UNITED STATES  
SUBJECT: [Illegible]

TO THE PRESIDENT OF THE UNITED STATES  
FROM THE SECRETARY OF THE UNITED STATES  
SUBJECT: [Illegible]

TO THE PRESIDENT OF THE UNITED STATES  
FROM THE SECRETARY OF THE UNITED STATES  
SUBJECT: [Illegible]

TO THE PRESIDENT OF THE UNITED STATES  
FROM THE SECRETARY OF THE UNITED STATES  
SUBJECT: [Illegible]

TO THE PRESIDENT OF THE UNITED STATES  
FROM THE SECRETARY OF THE UNITED STATES  
SUBJECT: [Illegible]

TO THE PRESIDENT OF THE UNITED STATES  
FROM THE SECRETARY OF THE UNITED STATES  
SUBJECT: [Illegible]

TO THE PRESIDENT OF THE UNITED STATES  
FROM THE SECRETARY OF THE UNITED STATES  
SUBJECT: [Illegible]

TO THE PRESIDENT OF THE UNITED STATES  
FROM THE SECRETARY OF THE UNITED STATES  
SUBJECT: [Illegible]



MINUTES OF THE MEETING OF THE EXECUTIVE COMMITTEE OF THE BOARD  
OF DIRECTORS OF THE UNIVERSITY OF SHANGHAI  
February 18, 1941.

Present: Dr. T. C. Bau, chairman; Dr. L. C. Hylbert, secretary;  
Dr. T. Williams, and Mr. D. T. Yui, treasurer; Mr.  
S. U. Zau, Mr. T. T. Zee, President T. K. Van, ex-officio;  
Dr. J. B. Hipps, Mr. H. H. Snuggs, Deputy Treasurer,  
by invitation.

President Van made brief report on the opening of the spring term. The enrollment is as follows: College -775, Middle School-502, Downtown School of Commerce-400, and Social Center Schools-2,440. The term is shortened by reducing number of holidays so as to close by June 7th, covering eighteen weeks of academic work. The Christian Colleges in Shanghai agreed to begin early and to make use of the days available for work.

The courses left over by the members of faculty who have evacuated have been provided for either by additional load to other members or by engaging part-time teachers in the various departments.

For the religious work, the University Church has engaged a full-time associate secretary to assist the director of religious and student activities.

Our supporting boards have been giving us assurances of financial assistance in facing the new situation. We are grateful to them for their encouragement and timely assistance.

The special committee reported on the distribution of the emergency aid to the University employees as was authorized at the previous meeting.

1. Voted: To approve in principle and to refer the granting of emergency aid from the ten per cent reserve of the emergency aid fund to the special committee for action.

The question of continuing the high cost of living allowances No.2 was raised.

2. Voted: That the high cost of living allowances No.2 for faculty and staff be continued this term.
3. Voted: To include the new teachers and staff members in the high cost of living allowance list No.2 on the same basis as other teachers.

In view of the ever-increasing high cost of living, it was

4. Voted: To appoint Dr. T. C. Bao, Dr. L. C. Hylbert, and Dr. J. B. Hipps, with power to coopt, as the committee to study the finances of the school, and the needs of the members of the faculty and staff.

President Van pointed out that it is the time to make the appeals to the Associated Boards for emergency needs for 1941-42.

5. Voted: To recommend to the supporting boards the following list of emergency needs for 1941-42 and to request them to present it to the Associated Boards for the Christian Colleges in China.

1. The emergency allowance for rent and high cost of living to Chinese faculty and staff.....US\$5,500.00
2. Rent for rooms..... 2,250.00
3. Reference books and current periodicals.. 500.00
- Total.....US\$8,250.00

It was pointed out that the Board of Directors is obliged to make a statement with regard to Mr. and Mrs. E. Kelhofer in the face of the second advice of evacuation by the U. S. Government.

6. Voted: In view of the State Department's advice for Americans to leave China and return to America, to state to Mr. and Mrs. E. Kelhofer that they are at liberty to evacuate at any time they so desire, and that the Board of Directors are prepared to provide tourist-class passages from Shanghai to America.

The question of Retiring and Children's allowances was discussed.

7. Voted: That the Board of Directors of the University of Shanghai will continue the salary and allowances including children allowances according to the regulations governing retired missionaries of the American Baptist Foreign Mission Society.

8. Voted: To ask the chairman and secretary to convey the above actions to Mr. and Mrs. Kelhofer.

9. Voted: To record the information from Mr. F. Smith, Treasurer of the Board of Founders that the \$4,300 US Treasury Bonds for Liu Memorial Scholarship fund were being transferred to the Treasurer of the Foreign Mission Board of the Southern Baptist Convention, Richmond, Virginia, on January 13, 1941, for safe-keeping.

(Signed) L. C. Hylbert  
Secretary

RECEIVED  
UNIVERSITIES  
MAR 31 1941  
JOINT STAFF

MINUTES OF THE MEETING OF THE EXECUTIVE COMMITTEE OF THE BOARD  
OF DIRECTORS OF THE UNIVERSITY OF SHANGHAI.

March 21, 1941.

Present: Dr. T. C. Bau, chairman, Dr. L. C. Hylbert, secretary;  
Dr. J. T. Williams; Mr. D. Y. Yui, treasurer; Mr. B. U.  
Zau, and Mr. T. T. Zee. President T. K. Van, ex-officio;  
by invitation Dr. J. B. Hipps, and Mr. H. H. Snuggs who  
made report on finances at the afternoon session.

The special committee on revision of the By-laws, appointed  
at the annual meeting in May 1940, presented a proposed revision  
of the By-laws.

After a lengthy discussion it was

1. Voted: To approve of the proposed revision and to recommend  
it to the Board of Directors. (copy attached)

The special committee, appointed by the Executive Committee on  
February 18, submitted recommendations for granting further  
allowance to the faculty and staff. It was approved that the  
amount required to cover the increase should be drawn from emer-  
gency grants or gifts not included in the budget.

2. Voted: That a 40% increase on the total of rent and H.C.L.No.1  
allowances besides H.C.L. No.2 be granted to the members  
of the faculty and staff for the spring term beginning  
February 1, 1941.
3. Voted: That a 40% increase on the present wage and allowances  
be granted to the servants beginning February 1, 1941.
4. Voted: To recommend that increases in tuition and fees be  
made; the exact amount of these increases to be deter-  
mined after further consideration of all departments  
of the University.

The committee on faculty emergency aid to University employees  
recommended the use of portion of the 10% reserve for granting  
aid to those who were not strictly employees of the University  
but suffered losses in 1937 and to those staff members who deserve  
further aid.

5. Voted: To approve the list of names and amounts to be paid to  
each and to appropriate \$1,970 from the 10% reserve of  
the emergency aid fund to cover the amounts approved  
for distribution.

The Deputy Treasurer submitted a list of fixed deposits due.

7. Voted: That the deposits due now be re-deposited, but that  
deposit No.6, So. Baptist Student Relief fund be with-  
drawn and deposited in the current account so as to  
make it available for the designated purpose.

8. Voted: That the Deputy Treasurer be authorized to exceed the budget in items which are incurred on account of the rise in costs.
9. Voted: That the remuneration of the Downtown School part-time teachers on hour basis be raised from \$3 to \$4 per period and that additional allowances be granted to the executive secretary and staff according to the recommendation contained in the minutes of the Downtown School Cabinet of March 6, 1941.
10. Voted: That in response to the request of China Baptist Publication Society; the University accept the refund on \$100 debenture and that the amount be added to the Liu Memorial Scholarship fund.

(Signed) L. C. Hylbert  
Secretary

Records of 1  
to turn...

UNITED STATES DEPARTMENT OF JUSTICE  
FEDERAL BUREAU OF INVESTIGATION  
WASHINGTON, D.C.

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UNIVERSITY OF TORONTO

MAY 9: 1941

Joint effort

MINUTES OF THE MEETING OF THE EXECUTIVE COMMITTEE OF THE BOARD  
OF DIRECTORS OF THE UNIVERSITY OF SHANGHAI.  
May 14, 1941.

Present: Dr. T. C. Bau, Chairman; Dr. L. C. Hylbert, secretary;  
Dr. J. T. Williams, Mr. S. U. Zau, Dr. E. H. Clayton.  
President T. K. Van, ex-officio;  
By invitation Dr. J. B. Hipps and Mr. H. H. Snuggs, who  
represented the budgets at the afternoon session.

The Chairman explained reasons for further amendment on the  
proposed revision of the By-laws.

After lengthy discussion it was

1. Voted: To approve the amendments and incooperate them in the  
proposed revision of By-laws to be presented to the Board  
of Directors.
2. Voted: To accede the request of A.B.F.M.S. to release Mr. Stephen  
Goddard for urgent service in Swatow with the understand-  
ing that the leave of absence will be only for one year  
and that the Board will provide funds for a substitute.
3. Voted: To approve and recommend the increase in tuition and fees
  - a. Increase in college tuition from \$130 to \$200 a year.
  - b. Increase in Middle School tuition from \$100. to \$150.  
per year for the senior Middle School and from \$90 to  
\$130 per year for the junior Middle School.
  - c. Increase in Downtown School tuition from \$4 to \$5 per  
credit.
  - d. Increase in Middle School fees:  
Chemistry from \$16 to \$24 per year  
Physics from \$12 to \$16 per year  
Biology from \$10 to \$14 per year  
General Science from \$6 to \$10 per year  
Library from \$2 to \$4 per year  
Incidentals from \$5 to \$10 per year
  - e. Increase in music fees for the college:  
101-2 Appreciation; 201-2 Music History; 301-2 Intro-  
duction to Chinese Music - \$5. each.  
Chorus - 117-18; 217-18; 317-18; 417-18 - \$5. each.  
Orchestra - 121-2; 221-2; 321-2; 421-2; - \$5. each.  
Chinese Orchestra - 319-20; 419-20 - \$5 each.  
Chinese Instruments - 209-10; 309-10 - \$10 each.  
115-6G Group Piano; 115-6G Group Violin; 115-6G Group  
Voice - \$10. each.  
Piano, Voice or Violin - 105-6; 205-6; 305-6; 405-6 -  
\$60 each.  
Voice or Violin - 105-6; 205-6; 305-6; 405-6 - \$75 each.  
Piano - 115-6; 215-6; 315-6; 415-6 - \$40 each.  
Violin or Voice - 115-6; 215-6; 315-6; 415-6 - \$75 each.  
311-2 Ensemble - \$10.  
Practice  
Semester ( 6 hours per week) - \$20; Hour(each) \$.40
  - f. Increase in summer school tuition.  
College from \$ 4. to \$6. per credit  
Middle School from \$10. to \$15 per student.

4. Voted: To confirm the raise of salary for part-time teachers as from February 1, 1941  
College from \$4 to \$5 per hour  
Downtown School of Commerce from \$3 to \$4 per hour
5. Voted: To recommend the budget for 1941-42 to the Board for consideration and approval.
6. Voted: To approve of the agenda for the Annual Meeting on May 17, 1941.
7. Voted: To appoint Dr. T. C. Bau, Mr. S. U. Zau and Dr. L. C. Hylbert as a committee to consider the renewal of the lease by the University of Shanghai for the 2nd floor of the True Light Building.
8. Voted: To elect Mr. James Tzao to be the auditor for 1941-42.
9. Voted: To express to Dr. J. B. Hipps sincere appreciation for his service as a member of the staff, as a representative of the Board of Founders, and as a member of the Administrative Commission.
10. Voted: To approve the furlough for Dr. and Mrs. J. B. Hipps and invite them to return to the University after furlough.
11. Voted: To appoint Dr. Williams, Dr. Hylbert, and Mr. C. C. Djao as nominating committee.

(Signed) L. C. Hylbert  
Secretary



Resolved: To consider the raising of salary for part-time teachers  
and from January 1, 1941

Resolved: To consider the raising of salary for part-time teachers  
and from January 1, 1941

Resolved: To recommend the budget for 1941-42 to the Board for  
consideration and approval.

Resolved: To approve of the agenda for the annual meeting on May  
17, 1941.

Resolved: To appoint Mr. E. E. E. as a member of the Board  
and to consider the removal of the Board  
and to consider the removal of the Board  
and to consider the removal of the Board

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Resolved: To appoint Mr. E. E. E. as a member of the Board  
and to consider the removal of the Board  
and to consider the removal of the Board

(Signed) L. C. Wilson  
Secretary

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MINUTES OF THE ANNUAL MEETING OF THE BOARD OF DIRECTORS OF THE  
UNIVERSITY OF SHANGHAI  
May 17, 1941.

Present: Dr. T. C. Bau, Chairman Mr. H. C. Ling  
Mr. Robert Ting, Vice-Chairman Mr. C. C. Chih  
Dr. L. C. Hylbert, Secretary Miss Ellen G. Peterson  
Mr. D. T. Yui, Treasurer Dr. E. H. Clayton  
Mr. S. U. Zau Dr. C. G. McDaniel  
Mr. C. C. Djao Rev. L. B. Olive  
Rev. Shepherd Djang Dr. J. T. Williams  
Mr. Chen Tse Tsu Dr. B. L. Nichols  
Miss M. Franks, proxy for Dr. C. L. Culpepper  
Rev. E. S. Burket, proxy for Mr. E. H. Cressy  
President T. K. Van, ex-officio  
By invitation:  
Dr. T. L. Ling, Acting Dean  
Dr. J. B. Hipps, Representative of the Board of Founders  
Mr. H. H. Snuggs, Acting Deputy Treasurer

Dr. M. T. Rankin, Secretary for the Orient, was also present.

The meeting was started by a brief devotion led by Dr. B. L. Nichols.

Dr. T. C. Bau was in the Chair. A word of welcome was extended to Dr. Rankin for his presence and the members from outports.

1. Voted: That the agenda be adopted as presented.

The chairman called the attention of the Board to the minutes of the Executive Committee of January 7, February 18, and March 21 for review.

2. Voted: To approve the minutes of January 7, February 18, and March 21, 1941 of the Executive Committee as distributed.

The minutes of the Board of Founders meeting of December 14, 1940 were distributed and reviewed.

3. Voted: To record that the minutes of the meeting of the Board of Founders of December 14, 1940 were reviewed, and to express deep appreciation for their continued interest in the work of the University.

The President's annual report was presented by President T. K. Van.

4. Voted: That the report be accepted with appreciation.

The chairman declared that it had been suggested to hold a closed meeting of the Board while discussing the revision of the By-laws. The president and the members of the faculty were asked to withdraw. The discussion continued until 12:30 and was resumed at 2:00 P.M. The revised By-laws as recommended by the Executive Committee on May 14, 1941 was used as the basis for discussion. After full discussion item by item, it was finally and unanimously

5. Voted: That the revised By-laws of the University of Shanghai as amended be adopted (Copy attached).

The faculty members rejoined the meeting.

Dr. L. C. Hylbert chairman of the Commission made a brief report on the work of the Administrative Commission during the year, which was chiefly concerned with the maintenance of the Campus.

6. Voted: To receive the report of the Commission with appreciation.

The president presented a list of increases in tuition and fees, as approved and recommended by the Executive Committee.

7. Voted: To approve the increases of tuition and fees as recommended.
- a. Increase in college tuition from \$130 to \$200 a year.
  - b. Increase in Middle School tuition from \$100 to \$150 per year for the senior Middle School and from \$90 to \$130 per year for the Junior Middle School.
  - c. Increase in Downtown School tuition from \$4 to \$5 per credit.
  - d. Increase in Middle School fees:
    - Chemistry from \$16 to \$24 per year
    - Physics from \$12 to \$16 per year
    - Biology from \$10 to \$14 per year
    - General Science from \$6 to \$10 per year
    - Incidentals from \$5 to \$10 per year
  - e. Increase in music fees for the college:
    - 101-2 Appreciation; 201-2 Music History; 301-2 Introduction to Chinese Music - \$5 each.
    - Chorus 117-18; 217-18; 317-18; 417-18 - \$5 each.
    - Orchestra 121-2; 221-2; 321-2; 421-2 - \$5 each.
    - Chinese Orchestra 319-20; 419-20 - \$5 each.
    - Chinese Instruments 209-10; 309-10 - \$10 each.
    - Group Piano, Violin Voice 115-6 G - \$10 each.
    - Piano, Violin or Voice 105-6; 205-6; 305-6; 405-6 - \$60 each.
    - Voice or Violin 105-6; 205-6; 305-6; 405-6 - \$75 each
    - Piano 115-6; 215-6; 315-6; 415-6 - \$40 each
    - Violin or Voice 115-6; 215-6; 315-6; 415-6 - \$75 each
    - 311-2 Ensemble - \$10
    - Practice: Semester (6 hours per week) - \$20.
    - Hour (each) - \$.40
  - f. Increase in Summer School tuition:
    - College from \$4 to \$6 per credit
    - Middle School from \$10 to \$15 per student

8. Voted: To approve the minutes of the meeting of the Executive Committee of the Board of Directors of the University of Shanghai on May 14, 1941.

Mr. H. H. Snuggs, the Acting Deputy Treasurer, presented the University Budget for 1941-42.

9. Voted: That in all budgets the salary for missionaries be included as one item indicating the contribution from the respective Boards on the income side, and in a sum aggregating the total amount in missionary salary on the disbursement side.

10. Voted: That the finance committee be asked to decide the rate of exchange in recording the missionary salary.

11. Voted: To adopt the budget for 1941-42 of the University.

The Acting Deputy Treasurer presented the Middle School budget. It was

12. Voted: To adopt the Middle School budget for 1941-42.

13. Voted: To adopt the budget of the Social center for 1941-42.

It was noted that matriculation fees which are for endowment should be included in the budget and appear on both sides.

It was pointed out that further revision in the matter of budgets be taken up by the Finance Committee for consideration of the Executive Committee.

On the recommendation of the nominating committee, officers were elected.

14. Voted: To elect the following officers for the Board of Directors for 1941-42.

|                      |                     |
|----------------------|---------------------|
| <u>Chairman</u>      | - Dr. T. C. Bau     |
| <u>Vice-Chairman</u> | - Mr. D. T. Yui     |
| <u>Secretary</u>     | - Dr. L. C. Hylbert |

15. Voted: To re-elect for 1941-42 Mr. S. U. Zau as a co-opted member of the Board of Directors.

16. Voted: To elect the following members for the Executive Committee for 1941-42:

|   |                    |
|---|--------------------|
| Dr. T. C. Bau                                     | Dr. L. C. Hylbert  |
| Mr. S. U. Zau                                     | Dr. J. T. Williams |
| Mr. D. T. Yui                                     | Dr. E. H. Clayton  |
| Mr. C. C. Djao                                    |                    |
| Alternate for Dr. E. H. Clayton, Mr. Robert Ting  |                    |
| Alternate at large: Rev. T. C. Wu, Mr. T. T. Zee. |                    |

17. Voted: To elect for 1941-42 Dr. C. Hart Westbrook as representative of the Board of Founders.

18. Voted: To elect Mr. H. H. Snuggs as Acting Treasurer of the University for 1941-42.

19. Voted: To elect Mr. George A. Carver as Comptroller of the University for 1941-42.

20. Voted: To elect for 1941-42 Mr. Victor Hanson as superintendent of Buildings and Grounds.
21. Voted: To elect the following members on the University Council for 1941-42:
- President T. K. Van
  - Mrs. C. C. Chen
  - Professor Victor Hanson
  - Dean T. L. Ling
  - Dr. Howson Lee
  - Dr. C. Hart Westbrook
  - Professor Stewart Yui
22. Voted: To elect the following members of the Finance Committee for the year 1941-42:
- Mr. D. T. Yui
  - Mr. C. C. Chih
  - Dr. L. C. Hylbert
  - President T. K. Van
  - Treasurer H. H. Snuggs
  - Comptroller George A. Carver
23. Voted: To express a deep appreciation to the American Baptist Foreign Mission Society for its continued interest in and support of the University.
24. Voted: To express a deep appreciation to the Foreign Mission Board of the Southern Baptist Convention for its continued interest in and support of the University.
25. Voted: To express a deep appreciation to the Woman's American Baptist Society for its continued interest in and support of the University.

After prayer by Dr. C. G. McDaniel the meeting was adjourned.

(Signed) L. C. Hylbert  
Secretary.

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MINUTES OF THE MEETING OF THE EXECUTIVE COMMITTEE OF THE BOARD  
OF DIRECTORS OF THE UNIVERSITY OF SHANGHAI  
September 20, 1941

Present: Dr. T. C. Bau, chairman, Dr. L. C. Hylbert, secretary,  
Dr. J. T. Williams, Mr. D. T. Yui, President T. K. Van,  
ex-officio.  
By Invitation: Dr. C. H. Westbrook, representative of the  
Board of Founders, and Mr. H. H. Snuggs, acting treasurer.

President Van reported on the opening of the new school year. The enrollment for the University is 870; Middle School 520; Down-town School of Commerce 497; Social Center Schools 2,477. The University again had unusual number of applicants for freshmen in the two entrance examinations. While the total number of applicants being around 1,600, the freshman class consists of about 300.

The English department has suffered the most in the number of personnel. It was necessary to ask one of the well established members of the department, Miss Juanita Byrd, to act as the head of the English department. Our efforts have resulted in securing one full-time and two part-time American teachers. There are a number of part-time teachers added in all the departments to take over the courses left by absent members or to offer some new courses.

Since the adoption of the standard curriculum two years ago, we have to maintain a maximum number of courses within our financial and physical capacity.

According to the new by-laws, meeting of the division committees have been held after the opening. It is to the satisfaction of all concerned that these division committees will take important and responsible share in the administration of the University. Each division has appointed a cabinet to take care of internal routine matters. The committees will meet regularly. Thus, the administration is now more closely related to the work of the auxiliary and extension divisions.

The finance of the University will be studied in due time after the auditing of the books is finished for the fiscal year ending August 31, 1941. As to the new school year, it would be necessary for the Executive Committee to revise or modify the budget in view of unavoidable changes. We must stress the fact that the Board of Directors should expect emergency funds throughout the year to defray expenses outside of the budgeted items.

Correspondence from our supporting Boards have been most encouraging. We are assured that their sympathy and support are for the University.

1. Voted: To appoint the following chairmen of colleges for 1941-42.

College of Arts ..... Dr. T. L. Ling  
 College of Science ..... Dr. C. G. Chen  
 College of Commerce .... Prof. S. C. Djen

2. Voted: To appoint the following chairmen of departments for 1941-42.

Chinese ..... Wang Chih Sing  
 English ..... Juanita Byrd  
 Education ..... T. L. Ling  
 Political Science ..... Stewart Yui  
 Sociology ..... Arthur S. Y. Chen (Acting)  
 Religious Studies ..... C. K. Djang  
 Music ..... Ruth Bugbee  
 Biology ..... C. C. Chen  
 Chemistry ..... N. K. Tang (Acting)  
 Physics ..... Y. C. Tu  
 Business ..... S. C. Djen

3. Voted: To elect the following members of the University Senate.

|                                  |                     |
|----------------------------------|---------------------|
| President T. K. Van (ex-officio) | Dr. P. C. Hsu       |
| Mr. S. S. Beath                  | Mr. Chen Hui        |
| Miss Ruth Bugbee                 | Mr. E. Kelhofer     |
| Miss Juanita Byrd                | Dr. Howson Lee      |
| Dr. Arthur Chen                  | Dr. T. L. Ling      |
| Mr. C. B. Chen                   | Mr. H. H. Snuggs    |
| Mrs. C. C. Chen                  | Dr. N. K. Tang      |
| Dr. C. C. Chen                   | Dr. Y. C. Tu        |
| Mr. C. K. Djang                  | Mr. C. S. Wang      |
| Mr. S. C. Djen                   | Dr. C. H. Westbrook |
| Dr. Woodrow Ging                 | Dr. Wu Tsu Ying     |
| Mr. V. Hanson                    | Mr. Stewart Yui     |

4. Voted: To recommend to the Board of Directors the ranking of the following members who have joined the University in 1940.

|                   |                         |                 |
|-------------------|-------------------------|-----------------|
| I. G. Coleman     | English, A.B.,          | Instructor      |
| Arthur S. Y. Chen | Sociology, M.A., Ph.D., | Professor       |
| S. C. Chen        | Physics, M.A., Ph.D.,   | Associate Prof. |
| N. K. Tang        | Chemistry, M.S., Ph.D., | Professor       |

5. Voted: To approve the recommendation that a standing request to the C.B.P.S., Fed. Inc., (True Light Building) to lease all the rooms on the third floor with the understanding that the University will take each room when it becomes available.

6. Voted: To request the W.A.B.F.M.S. for the services of Miss Margaret Cuddiebeck for the University of Shanghai.



The acting treasurer presented a list of fixed deposits due, and the amount of receipt up to the present from the student fees.

7. Voted: To redeposit the Moving Picture Fund; Chekiang Indust. Bank; Prin. \$446.23, Int. 132.74; Amt. \$478.96.
8. Voted: To redeposit Seaman Fund; Chekiang Indust Bank; Prin. \$9,630.00, Int. 706.20; Amt. \$10,336.20.
9. Voted: To redeposit furlough travel of Mr. and Mrs. E. Kelhofer, \$300.00.

The question of further increase in faculty and staff allowances was discussed.

10. Voted: To request the Finance Committee to make a study of the financial condition of the University with the view to undertake further increase in allowances.

The President presented a proposition to start a two-year course in hotel management in the Downtown School of Commerce. The managers of the leading hotels have been looking for a training course in hotel management. There is a new science of hotel management being developed in the West. Mr. Myron Ling, sub-manager of the Park Hotel, who has received advanced education in that line, is very much interested in the project. It was

11. Voted: That a two-year course in hotel management leading to a certificate be organized in the Downtown School of Commerce.

The chairman of the Administrative Commission called the attention to the fact that Rev. Robert Taylor has returned to China.

12. Voted: To express appreciation to Prof. V. Hanson, who has served as a member of the Commission during the absence of Rev. Taylor, and to request Prof. Hanson to continue his service as superintendent of buildings and grounds on the campus.

(Signed) L. C. HYLBERT  
Secretary

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JOINT CHIEFS OF STAFF

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS OF THE

UNIVERSITY OF SHANGHAI

June 30, 1945

The Annual Meeting of the Board of Directors of the University of Shanghai was held on June 30, 1945 at the residence of Acting-President Henry H. Lin at 14 Lin Kiang Road, Chungking, China.

Members present: Mrs. Horman Liu, Dr. G. W. Strother, Mr. Loh Z Ying also representing Mr. E. L. Pan, Mr. T. Chow also representing Mr. C. Y. Yin, Acting-President Henry H. Lin also representing Dr. T. G. Ling, and Dr. J. B. Hipps, Representative of the Board of Founders.

The Chairman of the Board, Mr. Liang Han Tsho being absent, the Chinese Secretary, Mr. T. Chow presided. Dr. Hipps offered prayer.

President Lin made a full report of the School of Commerce for the last year. The following are the most important items of the report: (1) There was an enrollment of 481 students in the School of Commerce and 423 in the Soochow School of Law. There were 38 teachers conducting 10 classes. (2) Student activities: The publication of a Commercial Science Monthly and bulletins of war news; participation in English and Chinese oratorical contests, winning second place in both contests. Twenty-one students joined the Chinese Army. (3) Religious activities: Voluntary Bible classes conducted by Miss Tilford and Dr. Hipps; the organization of a Student Christian Fellowship which meets regularly at the Baptist Center. (4) An alumnus of the University was engaged as Registrar of the School of Commerce. (5) The two schools- School of Commerce and School of Law -spent \$2,500,000 for additional rooms. (6) The two school had to secure a loan of \$5,000,000 at a very low rate of interest to be able to carry on until the opening of the fall semester. (7) The School of Commerce has no graduates this year, but eight students of the University of Shanghai who are majoring in Chemistry, Commerce and Education at other colleges participated in our Commencement.

The Commencement was held July 1-3, 1945. Dr. J. B. Hipps delivered the Commencement Sermon at the Baptist Center, Sunday evening, July 1 and Judge Nyi, an old University of Shanghai student and graduate of the Soochow Law School delivered the Commencement Address during the graduation exercises on the evening of July 3.

The School of Commerce, the School of Law, and the School of Engineering of Hangchow University have sent a joint petition to the Chinese Government for permission to coordinate the three Schools into one (Federated) University beginning August 1, 1945. These Schools will have a joint office and joint staffs. St. Johns University is considering the possibility of joining the group with her College of Arts.

A report from the Alumni Association in regard to post-war plans for the University was presented by Mr. T. Chow. One item in the

June 30, 1945

report regarding internationalism was not considered sufficiently clear and was referred to the Alumni Association for further clarification. The Alumni suggested that the emphasis should be put upon the quality of the foreign faculty, meaning by quality that they should be experts in the fields in which they taught. The Alumni also proposed that there should be no limitation on the number of students in the University. The Board of Directors expressed its desire to preserve and improve the pre-war standards of the University, taking the position that the number of students should depend upon the capacity of the University-faculty and facilities - to receive students and maintain high academic standards and the Christian character of the University.

The Alumni further proposed that the permanent President of the University be an alumnus of the University. In regard to this matter the Board of Directors took the following action: Voted to attach to the minutes of this Meeting the action of the Alumni Association in regard to the election of a permanent President for the University from the Alumni.

Voted to recommend to the Board of Directors of the University in Shanghai when that Board is re-established that consideration be given to the continuation of the School of Commerce in Chungking after the war.

Voted to accept the resignation of Mr. Henry H. Lin as Dean of the School of Commerce to be effective August 1, 1945, and in taking this action, to express to him our deep appreciation for his valuable services in this capacity during these trying years.

Voted to elect Mr. Chen Wei-ts, who is receiving his Ph.D. in the U. S. in September, as Dean of the School of Commerce succeeding Mr. Lin.

Voted to appoint Mr. Yao Teh-sing Acting-Dean of the School of Commerce succeeding Mr. Lin.

Voted to appoint Mr. Yao Teh-sing Acting-Dean of the School of Commerce until Dr. Chen Wei-ts returns to China.

T. Chow, Chairman, protem  
J. B. Hipps, Secretary

POSTWAR PROGRAM FOR THE UNIVERSITY OF SHANGHAI  
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The general approach to the Postwar Program for the University is being made from the standpoint of what seems to be the needs of China after the war, the thought being that the University should make a real contribution to postwar China. It was felt that this would call for a willingness to change the program of the University so as to cultivate the desired aim.

Without attempting the great needs of China, it was suggested that the contribution of the University should lie along six main lines:

1. In the building of Christian character and in the turning out of Christian leaders for all walks of life.
2. In creating a spirit of internationalism among our students in an effort to help build up such a spirit in China and in the world.
3. In training our students to deal with social problems which China must face after the war, especially such problems as may be connected with the industrialization of the country.
4. In the field of business administration to train men and women who not only would know modern business methods, but would also possess a Christian spirit in their business dealings.
5. In turning out great numbers of teachers who would help China in her great educational problem.
6. In the establishment of a Research Institute for postgraduate studies, so that M. A. degree may be conferred.

Such a program as this would not necessitate any drastic change in the three colleges, namely:- the College of Arts, the College of Science, and the College of Business Administration, which the University had before the war.

The finances of the University would come from four main sources: the Foreign Boards, tuition and fees from students, alumni, and the Chinese Government. An effort is being made to save the appropriations from the Foreign Boards during the war. The sixty thousand dollars which came from the Japanese as indemnity for the damage they have done to the University is being kept in a bank in New York. The alumni are in a campaign to raise \$10,000,000 for an endowment fund.

In regard to the foreign faculty, the Foreign Boards would be expected to staff the English Department and furnish one foreigner for each of the other departments except the Chinese Department. A few young Americans would be needed to work especially among the students. The general policy would be to retain all of the old staff of Chinese teachers and strengthen this group as soon as possible.

It is suggested that if the University returns to the old campus that 1000 students be set as the goal for enrolment. This would be apart from the Middle School, which might be moved to Shanghai.

## Postwar Program for the University of Shanghai

-2-

In the matter of cooperation, it is felt that cooperation with other institutions will have to be left until after the war, so that the situation then can be studied thoroughly, but the University would need to reopen as soon as possible following the war. The University would cooperate fully with its Baptist and other Christian constituency in China and abroad, continuing its cooperation in the Associated Boards.

Four important factors need to be emphasized in strengthening the University after the war:

1. Great care needs to be taken in the selecting of a permanent president and in the building up of a strong faculty.
2. The building up of a first-class library.
3. The establishment of well-equipped laboratories for science work.
4. The maintenance of a school, at least the School of Commerce, in Chungking even after the war.

Meeting of the Board of Directors of the University of Shanghai at the home of Mr. Liang Han Tsao. Chairman of the Board. Liang Lu Ko, Chungking, Sept. 15, 1945.

Members present: Mr. Liang Han Tsao, Mr. Loh Z. Ying, Mrs. Herman Liu, Mr. T. Chow, Dr. Greene W. Strother, Dr. E. H. Cressy, and Dr. J. B. Hipps, Representative of the Board of Founders.

The Chairman, Mr. Liang Han Tsao, presided.

Dr. Strother led in prayer.

The Chinese Secretary, Mr. T. Chow, reported an informal meeting of Mr. Liang, Mr. Henry T. Lin, and Mr. Chow held before Mr. Lin's departure for Shanghai in which Mr. Lin was requested to take \$300,000 CN for the University faculty in Shanghai. Mr. Lin was also requested to help reorganize the University in Shanghai.

Mr. T. Chow made a verbal report of the reopening of the School of Commerce, saying that the enrollment had not yet been completed but up to that time 470 had been enrolled in the School of Commerce with 120 in the freshman class. Mr. Chow reported that \$6,000,000 had been received from tuition by the School of Commerce, \$2,000,000 by the Soochow Law School, and \$1,000,000 by the Hangchow School of Engineering. The money, according to Mr. Chow was being invested in reliable Chinese factories, the China Travel service, the Bank of Communications, and with the Ministry of Economic Affairs. These investments were made in order to cover the deficit which was estimated to be about \$10,000,000.

There was considerable discussion over the finances of the School. The deficit was due to the falling off of the enrollment because of unsettled conditions in Chungking. Mr. Chow thought that the administration of the Schools could make some arrangement about the deficit for the Board questioned the advisability of investment of the money in factories at this time. The Board took the following actions in regard to funds belonging to the School of Commerce: 1. That the disposition of all funds belonging to the School of Commerce be subject to the action of the Board of Directors. 2. To authorize the Dean of the School of Commerce to deposit immediately \$5,500,000 collected from tuition in Government banks, namely: The Bank of China, the Central Bank, and the Bank of Communications.

VOTED: To request Acting President Henry H. Lin, Dr. J. B. Hipps, Representative of the Board of Founders, and such members of the old Board of Directors and the Faculty in Shanghai as may be agreed upon to form a Commission to have responsibility for the property of the University and the affairs of the University until the Board of Directors can be re-established in accordance with the original agreement between the Board of Founders and the Board of Directors in Shanghai and until the re-established Board in Shanghai is in a position to administer the affairs of the University.

VOTED: To request Dr. J. B. Hipps to proceed as soon as possible to Shanghai to assist Acting President Henry H. Lin and the University group there in the task of rehabilitating the University. Pending the setting up of the Commission, the Board requests Mr. Henry H. Lin in cooperation with representatives of the old Board of Directors and Faculty to do whatever can be done to protect the property belonging to the University.

VOTED: To elect Mr. T. Chow Dean of the School of Commerce.

(s) J. B. Hipps, Secretary

6 Kung Yuen Road, Chungking, China  
Sept. 24, 1945.

Miss Annie E. Root  
152 Madison Ave.  
New York City

Dear Miss Root:

I am inclosing the minutes of the last meeting of the Board of Directors of the University held here Sept. 15, 1945.

There are some items in the minutes that require comment. You will note the rather large deficit for the three schools. This is not so bad for the School of Commerce for its share of the tuition is \$6,000,000 and each School is to go on its own income outside of the sharing of the expenses of the office staff and incidentals. There will be some income from deposits in the banks and investments. The rest, I think, they hope to get from the Associated Boards. There was no mention of a request from our Boards. This deficit is unavoidable because so many business firms, students, and others are planning to leave Chungking in the immediate future.

The reason for the actions regarding funds is that the economic situation here is very unsteady. Some of the smaller banks have failed and some business concerns have closed up. The safe thing was to have all of our funds deposited in Government banks though the rate of interest there is much lower.

There was no action taken in regard to closing the School of Commerce at the end of this semester but that is the plan at present. There will be a general exodus from Chungking towards the end of the year and it would not be feasible to carry the School on longer. Later I plan to send the Board of Founders a brief report giving something of an estimate of the value of the University organization and the School of Commerce in Chungking.

The action concerning a Proposed Commission to carry on in Shanghai may not be of any use because we have heard through Mr. Henry H. Lin, our Acting President that is in Shanghai, that members of the old Board of Directors there have met and decided to re-open the University with Mr. T. K. Van as President. This means, of course, that the Shanghai Institute has gone out of existence. That would follow with the defeat of the Japanese and the return of the authority of the National Government to Shanghai. Mr. Lin did not try to interfere with this plan for he said his chief interest was that the University should continue to function. This shows a fine spirit on his part and means I think that we will have no difficulty between the Eastern and Western group in our University constituency. I hope there will be no difficulties with the Shanghai group itself. This set-up in Shanghai seems to be temporary looking towards the re-established Board of Directors. It may be the best thing that could have been done. I will write you more about it when I get to Shanghai.

Mr. Smith received, I am sure, the cable I sent in regard to the University property. We have heard other rumours about it. Miss Bugbee wrote me that the U. S. Army had set up an American Commission to look after American property in Shanghai. I have heard this from other sources also. Another report is that the Chinese Army has occupied the campus. There is no indication from Mr. Lin's letter that the University group has possession of the campus or that there is any plan to return there. I suppose that extensive repairs would need to be made before the campus could be re-occupied.



I shall be glad to see Mr. Smith when he arrives in China. If he makes an extensive trip he would come through India to West China and then on to East China. It would be fine if he could be in China for the National Christian Conference which may be a year from this fall.

Now that the war is over I hope that all the old members of the faculty will be coming back to Shanghai as soon as they can get passage. Certainly they will all be needed. From her letter Miss Bugbee seems to be well and plans to remain in Shanghai though she did not say so.

Very cordially yours,

(s) J. B. Hipps

M I N U T E S  
EXECUTIVE COMMITTEE MEETING  
BOARD OF DIRECTORS

Time: February 16, 1949 - noon.

Place: Bankers' Club, Shanghai

Those in attendance: T. G. Ling, S. U. Zau, Daniel C. Fu, A. I. Nasmith, G. D. Wu, B. L. Nichols, J. B. Hipps, and ex-officio, President Henry H. Lin.

The meeting was called to order by the chairman, Dr. T. G. Ling with the opening prayer led by Dr. J. B. Hipps.

The President's report covered a telegram and some letters from the Board of Founders, a statistical report on student enrollment, current budget, and an announcement concerning the dedication of the new buildings on the campus --- the Liu Memorial Library and the new Women's Dormitory.

RESOLUTIONS:

48-49:24 VOTED: To confer upon Dr. Francis J. White, ex-president, the title of President Emeritus.

48-49:25 VOTED: To confer upon Dr. T. L. Ling the title of Dean Emeritus and Professor of Education.

48-49:26 VOTED: To appoint Dean Stewart Yui concurrently Chairman of the College of Arts.

48-49:27 VOTED: To adopt the budget in principle and to authorize the President to seek means of eliminating the deficit.

48-49:28 VOTED: To request that President Lin correspond with Mr. Forrest Smith, treasurer of the Board of Founders, regarding funds for emergency purposes.

48-49:29 VOTED: To adopt the names for the following buildings on the campus as follows:

|                  |                     |
|------------------|---------------------|
| Auditorium       | - White Auditorium  |
| Old Women's Hall | - Treat Hall        |
| New Women's Hall | - Franklin-Ray Hall |

48-49:30 VOTED: To delegate Dr. A. I. Nasmith to convey to Dr. Francis J. White in person the greetings of the Board of Directors and to present to him a scroll from the University and to inform him the actions of the Board honoring him with the title of President Emeritus and the naming of the auditorium after him.

ADJOURNMENT