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WCUU  
Administrative  
Board of Governors  
Executive and Finance Joint  
Meetings 1911, 1942

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WEST CHINA UNION UNIVERSITY.

Joint Meeting of Executive and Finance Committees.

Minutes of Meeting, New York, Dec. 12, 1911.

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A Joint Meeting of the Executive and Finance Committees of the Board of Governors of the West China Union University, was held in the Bar Association Building, 42 West 44th Street, New York, on Tuesday, Dec. 12th, 1911.

The members present were: Mr. Mornay Williams, Rev. Dr. Goucher, Rev. Dr. T. S. Barbour, Dr. H. T. Hodgkin and Rev. T. E. Egerton Shore.

There were also present: Mr. James Wood, Mr. R. J. Davidson, and Mr. H. T. Silcock.

Mr. Williams was appointed Chairman, and Rev. T. E. Egerton Shore, Secretary.

Rev. Dr. Barbour led in prayer.

An Agenda was presented by the Secretary, covering various matters referred to the Executive by the Joint Commission or growing out of the financial problems.

AGENDA.

1. Relation to Western Universities.
2. Appointment of President, Policy to be recommended.
3. Appointment of Educational Secretary - Procedure.
4. Staff required for University-- Referred by the Joint Commission-- Recommendations of Senate.
5. Incorporation of University-- Special Committee to Report.
6. Education of Women-- Senate to devise plan and submit same to Executive Committee.
7. Cooperation of China Educational Commission of United States and Canada-- Instruction of Joint Commission.
8. Medical Department-- Plans devised by Senate to be submitted to Executive Committee.
9. Budget of Senate for 1911 and 1912-- Recommendations to the Board.
10. Plan for passing University Budget.
11. Contributions from Mission Boards to Working Capital.
12. Arrangements for paying Orders on University Account.
13. Report of Senate Treasurer.
14. Auditing of University Accounts.
15. Method of Keeping Accounts.

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16. Supplementary Estimates.
17. Contributions from Mission Boards for Additional Fund.
18. Plan for Raising Funds for University Buildings.
19. Question of Fixing Dates for Various Purposes.

#### RELATION TO WESTERN UNIVERSITIES:

Dr. Hodgkin reported for the Special Committee appointed by the Joint Commission, that owing to the development of plans for the affiliation of the Central China University with Oxford and Cambridge Universities, no further steps had been taken in England toward bringing the West China Union University into relation to the Universities in England.

The Executive then discussed at some length the question of the advisability of establishing a relation to Western Universities, and it was resolved to recommend to the Board of Governors, that the lines which appear to invite possible cooperation have reference mainly to the granting of degrees, the establishment of scholarships, and the securing of special teachers for the University staff: but that we do not consider that conditions are sufficiently mature to warrant action at the present time.

#### PRESIDENT OF THE UNIVERSITY:

Dr. Hodgkins reported that Prof. M. E. Sadler of Manchester was invited to consider accepting the Presidency of the West China Union University, but while expressing his deepest interest in that institution, and his willingness to act on the Board of Governors, he could not accept the position of President.

Dr. Goucher reported that he had approached Prof. E. D. Burton of Chicago with reference to this position, but that while the invitation would have been very tempting to him if he were a younger man, under his present circumstances he is unable to favorably consider the proposition. Prof. Burton further stated, that he would not be able to allow his name to appear as a member of the Board of Governors; but that he would be glad to meet with us, whenever possible.

The Committee discussed various phases of the Presidency of the University, and it was resolved to recommend the continuance of the present status quo, with the assurance that the Executive Committee will take further steps with a view to securing a suitable man for the Presidency.

#### FINANCIAL STATEMENT:

The Treasurer, Rev. T. S. Barbour, D.D., presents a general financial statement as follows:

RESOLVED that the Treasurer be authorized to pay the balance owing to the Friends Foreign Mission Association after satisfactory correspondence with the Mission field and with Dr. Hodgkin.

RESOLVED that the Treasurer be authorized to pay the account of Phillip Harris & Co. ordered by Parker M. Bayne, amounting to \$400.67.

RESOLVED that Dr. Barbour, Dr. Hodgkin and Mr. H.T. Silcock be a committee to report to the Board of Governors, on a definite policy and plan for the certification and payments of University accounts. It was afterward decided to refer to this committee for report items 9 to 16 inclusive of the Agenda of the Joint Committee.

RESOLVED that Dr. Goucher, Mr. Shore and Mr. Davidson be a committee to elaborate a statement of the buildings required for University work, and of the method which should be pursued to raise the funds to provide for these buildings.

RESOLVED that Dr. Hodgkin and Mr. Shore be a committee to fix the date of the next meeting of the Board of Governors and report to the Board.

#### EDUCATIONAL SECRETARY:

The action of the Joint Commission, and the Executive Committee, and the recommendations of the Senate respecting the appointment of an Educational Secretary were before the Committee.

RESOLVED to recommend that a report be presented to the Board of Governors of the steps taken by the Executive Committee and by the Senate, and that the Board consider the appointment in executive session.

It is understood that among the duties of the Educational Secretary will be the following: Member of University Staff, with large share in the Educational Department of the University, Registrar and Secretary of the West China Educational Union, Visit the schools, examine the work done, and consult with the different teachers on the best method of teaching and school management, with such modifications or enlargements as the Board of Governors may from time to time decide upon.

RESOLVED that we recommend that in case of the appointment of a missionary to this position, the Board of Governors request the Mission Board concerned to release him for this special purpose; and that his maintenance and other allowances be fixed upon the basis of arrangements current in the mission with which he has been connected.

The Executive adjourned at 12.30 P.M. for luncheon, and resumed its session at 2 P.M. Dr. Goucher in the Chair.

**STAFF REQUIREMENTS:**

The recommendations of the Temporary Board of Management of June 23rd, 1910 and of the Senate of June 15th, 1911 were considered; and it was resolved to recommend that the Board of Governors call the attention of the Participating Missionary Organizations in some effective way to the urgent appeal from the senate of the University, and that we express it as our judgment that at least eight additional men for various departments of the General University work, and four men for medical work should be sent out by the Mission Boards at the earliest possible date, having in mind the fact that practically three years will elapse from the time of their appointment including time for language study until they can become effective workers on the field.

RESOLVED to recommend that the Board of Governors ask the Senate to prepare from year to year, a forecast for the University covering its possible need for a period of five years, as regards both staff and buildings, which shall be determined not by their conception of the likelihood of their being provided but by their conception of what should be ideally the policy of the University, and that we further ask the senate to append an estimate for the buildings required.

**EDUCATION OF WOMEN:**

The report of the Senate was presented showing that this work is in the hands of the women's organizations on the field and at home, and that steps have been taken for the establishment of the West China Union Normal School for Women.

Dr. Hodgkin reported that the China Emergency Appeal Committee had agreed to an extension for six months of their offer of £ 500 for Normal Work for women in West China.

RESOLVED to recommend that the thanks of the Board be given to the China Emergency Appeal Committee for their generosity and consideration in this matter, and that the Board express its gratification at the steps which have been taken for the establishment of a Union Normal School for Women, and its hope that this school may be located sufficiently near to the University grounds to facilitate cooperation.

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COOPERATION OF THE CHINA EDUCATIONAL COMMISSION OF UNITED STATES  
AND CANADA:

RESOLVED that the Executive Committee is informed that the responsibility of this special commission has been transferred to the American Section of the Special Committee on Education appointed by the Continuation Committee; and that it sees no occasion for action.

MEDICAL DEPARTMENT:

The action of the Joint Commission and the recommendations of the Senate were considered; and the Executive expresses satisfaction in the information that the Medical Department is now being organized by Dr. Kilborn, and desires to record its judgment that no phase of Missionary work in West China more urgently demands the attention of the Mission Boards.

EXECUTIVE COMMITTEE:

RESOLVED to recommend that in place of having two standing committees, the Executive and the Finance, there be but one, namely, the Executive Committee, and that the Treasurer be ex-officio a member of the Executive.

RESOLVED to recommend that Mr. James Wood be regarded as a consultative member of the Executive Committee, unless specially authorized by the Secretary of the Friends' Foreign Mission Association in England to represent him on particular questions.

RESOLVED to recommend that three members of the Executive Committee shall constitute a quorum; but that after a meeting of the Executive has been regularly called, if there are less than three members present, business shall proceed subject to ratification by a majority of the Executive Committee in correspondence.

ANNUAL REPORT:

RESOLVED to appoint Dr. Goucher, Dr. Hodgkin and Mr. Shore a committee to prepare the annual report of the Board of Governors to the participating Missionary Organizations.

BOARD MEETING: RESOLVED, to recommend the following hours for the sessions of the Board of Governors on Dec. 13th and 14th, namely, 10 A.M. to 12.30 P.M., 2 P.M. to 5 P.M. and 7.30 P.M. to 9 P.M.

COMMITTEE ADJOURNED.

Chengtu, December 19, 1910.

To the Board of Governors  
of the West China Union University.

Dear Brethren:

In reply to your minute, passed at the London meeting, requesting the Senate to take steps to provide facilities for the normal and higher education of women we beg to submit the following reply, with the hope that it will make clear that this branch of educational work is receiving due attention.

The educational work for girls and women in this province has from the first been cared for by the Women and the Women's Boards and for us to undertake this work would be looked upon as entering a field that is generally looked upon as their specific work.

These ladies have now under consideration a scheme for union in the normal education of women, as a preliminary to higher education, some-what after the West China Union University plan. The basis of union agreed upon was approved by the Board of Education at their last meeting and will be presented to the Missions at their coming annual sessions.

In the early stages of this movement the Senate had the matter under discussion and finally decided that it would be wiser to have the two works separate, at the same time, we wish to assure the Board of Governors that we are at one with them in their desire to advance this much needed branch of the educational work, and will hope that the institution, although located apart from the university, will be so situated that we can give considerable assistance in the development and furtherance of the work. We shall be glad to report to you from time to time the progress that is being made toward this end.

For the University Senate,

Yours respectfully,

(signed) Joseph Taylor, Chairman,

C. R. Carscallen, Secretary.

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Tentative Scheme for Union Normal School for Young Women.

1. Name- West China Union Normal School for Women.
2. Place- Chentu.
3. Object- Advancement of the Kingdom of God by training young women to become efficient teachers in the schools of West China.
4. Basis of Union-Missions may participate in the Union by,-
  - (a) Providing a share of the necessary funds for the institution, the amount of such share to be hereinafter determined by the participating missionary organizations.
  - (b) Providing one or more teachers
5. Control shall be vested in,-
  - (a) Board of Directors to consist of an equal number of representatives appointed by each of the participating organizations in the homeland.
  - (b) Council to consist of an equal number of representatives appointed by each of the participating Missions on the field.
  - (c) Executive Committee of Council to consist of at least five numbers in Chentu and the residents members of the foreign faculty.

In all matters of general policy and organization the final decision shall rest with the Home Boards of the Missionary organizations.
6. Faculty: To consist of such teachers as shall be appointed thereto by the Board of Directors or Council, which faculty must consist of at least two teachers preferably representing different Missions.

The faculty shall prepare and present to the Executive a course of study, such course to be approved by the Council. The Faculty shall have charge of all matters of discipline and conduct of the school except in the case of expulsion in which case they shall consult the Executive.
7. Requirements for entrance to the Normal School shall be at least graduation from a Senior Primary School. Exceptional cases are to be left with the Executive.
8. Duties. The Board of Directors shall act as TRUSTEES, receive and disburse funds, and secure teachers for said school.

The Council shall grant Diplomas on recommendation of the Executive. The Executive shall determine the length of the course.
9. Finances. Each Missionary Organization shall make an annual contribution to the Board of Directors for the support of teachers, up-keep, and general running expenses of the school, the amount and nature of this payment to be decided later.

Resolutions.

(Passed by the Board of Education)

Resolved

That we heartily approve the Scheme for the Union Normal School for Women.

Resolved

- That we ask the Councils,
- (a) to discuss the scheme,
  - (b) to agree to the general principle of Union in Normal Work,
  - (c) to state how far the year prepared to agree to the scheme in detail and,
  - (d) if approved by them to recommend it to their Home Boards.

Joseph Taylor.



MINUTES OF MEETING  
EXECUTIVE AND FINANCE COMMITTEES  
BOARD OF GOVERNORS  
WEST CHINA UNION UNIVERSITY

10:30 A.M., Friday, June 5, 1942  
Room 900, 150 Fifth Avenue, New York, N. Y.

List of Members

Executive Committee

\*Bishop Herbert Welch  
Dr. J. H. Arnup  
Mrs. G. D. Atkinson  
\*Dr. F. T. Cartwright  
Dr. J. W. Decker  
Dr. G. B. Huntington  
Mr. H. T. Silcock

Finance Committee

Dr. J. H. Arnup  
\*Dr. F. T. Cartwright  
\*Bishop Herbert Welch  
Mr. O. R. Judd  
Mr. Dean Sage, Jr.  
\*Mr. Forrest Smith

Those whose names are starred were present as were also Mr. Evans and Mr. Parker.

The meeting was opened with prayer by Dr. Cartwright.

ACTIONS BY THE HARVARD-YENCHING INSTITUTE

A report was presented covering various actions taken by the Harvard-Yenching Institute on May 25, 1942. They were as follows:

Restricted Funds Accumulation by Governors

The Institute refused to accept the return for Restricted Fund Balances of the special appropriation it has made over a period of years and voted:

"That the Board of Governors of West China Union University be informed that the Trustees of the Harvard-Yenching Institute recommend that they draw reasonably, from year to year, on the balances of the Restricted Funds which have been accumulating in New York since 1928 to make adjustments of all salaries at the University".

Restricted Funds accumulated by Institute

The Institute called attention to the fund held for the Colleges which accumulated from repayment of Aluminum Company dividends on Preferred Stock and, by mutual agreement with all the Colleges concerned, had been left with the Institute for safekeeping. The action was

"To advise the interested Colleges that, if in their judgment the emergency has reached a point where they need to begin to draw on the Restricted Fund reserve account, it would be looked on by this Board as something within their discretion and that the Trustees would feel that, in the present circumstances, no restriction should be placed on the application of these funds for whatever purposes seem dictated by the emergency; that the needs are likely to continue for several years and that that should be kept in mind in drawing on the fund."

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In connection with the foregoing, it was noted that the release of funds from the Restricted balances held by the Governors enabled further action to be taken regarding the equalization of salaries for Chinese members of the staff. After careful discussion, it was

EF-1673 VOTED that a cable be sent to the field requesting figures in American dollars which would be needed to equally bring up the Chinese salaries to the standard of other universities on the campus. These figures are to be for the year 1942-43.

It was also

EF-1674 VOTED that, if the amount received from the cable referred to above is approximately not more than \$10,000, the officers be authorized to arrange for the payment of the necessary amounts to the field.

For the information of the group, it was reported that the Institute had voted \$78,000 to the Associated Boards provided a similar amount can be secured from some other source.

In addition to the consideration of the matter of salary adjustments, it was pointed out that one question which needs to be studied is whether or not staff members have had to borrow money for living expenses prior to the year 1942-43, and whether or not additional grants will be necessary to help adjust this particular problem.

It was noted that the Harvard-Yenching Institute had refused the offer of the return of certain funds voted by the West China Executive Committee. It was

EF-1675 VOTED to express to the Harvard-Yenching Institute the appreciation of the Board of Governors for their great generosity in releasing their restricted funds for use by the University as may be necessary and for the granting of the use of the funds which had been indicated by the West China Board as being available to the Board for refund by the Institute.

#### ALLOCATIONS FROM THE RESERVE FUNDS

At the meeting of the Executive Committee on May 6, it had been voted to send \$3,000. from the reserve funds at once for adjustment of basic salaries at the University and to instruct the Finance Committee/study the matter further and to use an additional \$2,000 if necessary. In view of the generous action taken by the Harvard-Yenching Institute in releasing funds which may be used for this purpose, it was

EF-1676 VOTED to set aside the actions of the Executive Committee, E-1659 and E-1660, in which amounts from the reserve fund were authorized for salary adjustments.

#### BUDGET FOR 1942-43

The budget for 1942-43 had been referred by the Executive Committee to the Finance Committee. It was noted that Mr. Robert Barnett would soon be returning from China with considerable information which would throw additional light on the needs of the University. It was, therefore, agreed that further action regarding the 1942-43 budget should be postponed until a report can be received from Mr. Barnett.

THE THEOLOGICAL COLLEGE

It was reported that the American Baptist Board made an additional appropriation of \$2,000, Chinese dollars, supplemental to their regular appropriation. Dr. Cartwright reported that the Methodist Board had also increased their appropriations in U.S. dollars in an amount which is commensurate with the increase by the Baptist Board.

The minutes of the meeting of the Board of Management of the Theological College held on April 13, 1942, were reported and reviewed.

SALE OF ALUMINUM COMPANY STOCK

A previous action of the Finance Committee had provided for the sale of 200 shares of Preferred Stock of the Aluminum Company of America. Since that action the market price has gone down. After carefully considering the situation, it was

EF-1677 VOTED that the 200 shares of the Preferred Stock of the Aluminum Company of America be sold at 104 whenever the market makes such sale possible.

The meeting adjourned.

JOSEPH I. PARKER  
Secretary

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