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UBCHEA ARCHIVES
COLLEGE FILES
RG 11

Yenching
Academic
Re. faculty + staff
Salaries, pensions, annuities
1931, 1937, ind.

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YENCHING UNIVERSITY

SCHEDULE OF SALARIES AND ALLOWANCES FOR FOREIGN STAFF

January 1931

A. SIX YEAR CONTRACTS

1. Salaries in Local Currency.

One fourth of the salary may be drawn in gold at the exchange rate of 2:1. The balance shall be paid in local currency.

2. Salary Schedule.

Salary begins on date of sailing from home country.

3. Children's Educational Allowances.

Age 6 to 11	Gold \$	50	per year
Age 12 to 14		75	" "
Age 15 to 17		100	" "
Age 18 to 21		1,000	" "

These payments are to be drawn from a fund accumulated from annual payments by the University of Gold \$161 each together with interest at 5% beginning from the birth of each child.

If the faculty member leaves before he has completed ten years of service he is entitled to $\frac{2}{3}$ the amount accumulated to the credit of each of his children. If he leaves after he has completed more than ten years of service he is entitled to draw the full amount accumulated to the credit of each of his children.

Travel expenses of children to and from furlough will be paid, but not for return to China after the age of sixteen years.

4. Outfit Allowances.

	<u>Married</u>	<u>Single</u>
First outgoing,	G\$500	G\$250
Re-outfit on each return to the field,	250	125

5. Residence.

For families the University will supply residences and keep them in repair. For single persons the University will provide living accommodations.

6. Medical Provisions.

The free services of the University Physician are provided (or when the Physician is not on the field, there is a budget administered by the Medical Committee). The Trustees request each member of the Staff to have an annual examination and a semi-annual consultation with the University Physician.

7. Dental Fees

One-half of dental fees are paid if incurred with the prior approval of the

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University Physician or the Medical Committee.

8. Language Study.

The University will bear the expense of one hour per day for one year. Allowances for further study will be paid on the recommendation of the chairman of the department and the dean of the college concerned.

9. Furlough

- a. Frequency: At the end of the first six years of service on the field;
Length: Fourteen months' absence from the field.
- b. Full Salaries: May be drawn in gold at the exchange rate of 2:1.
- c. Medical and Dental Fees: Same as under Nos. 6 and 7.
- d. Rent: Up to G\$50.00 a month for families; G\$25.00 a month for a single person; on application to the Trustees.
- e. Study Allowances: Subject to recommendation by the Board of Managers in individual cases.
- f. Travel Expense: Borne by the University in both directions, as under No.10. Freight allowance on return to the field; two cubic tons per family, one cubic ton per single person.
- g. Re-outfit: See under No.4.

10. Travel Expenses.

Provided by the University from the home of the appointee to Peking by the most direct route. On Five-year or permanent appointments the University will similarly provide return travel. The University expects economy to be observed. It allows for first-class railroad travel; regular first-class fare on trans-Pacific boats; moderate-priced hotels; meals; tips up to G\$10.00 per adult for the entire trip; passports; baggage transfer; taxi-cab, if necessary.

Freight Allowances: First outgoing, four cubic tons per family, two cubic tons per single person. Return after furlough, two cubic tons per family, one cubic ton per single person. In case of permanent retirement after a full term of service, or longer period, the University will provide for four cubic tons of freight per family, or two cubic tons per individual.

11. Pension Provisions. (See separate statement.)

12. Miscellaneous Items

Cost of medical examination, preliminary to appointment, is borne by the University, but not the costs of inoculation, vaccination, etc.

13. Other Work. Foreign members of the Faculty, or their wives, are not to engage in additional remunerative employment, except by special arrangement.

B. SHORT-TERM APPOINTMENTS

Three-year appointment of persons may be made in special cases, to which the following provisions apply:

1. Salaries: As in No.2.
2. Children's Educational Allowances: As in No.3
3. Outfit allowances: An outfit allowance of G\$50.00, which can be made up to an amount of G\$125 if the appointee desires, but the difference between G\$50.00 and the amount allowed is to be deducted from the salary within the first two years after appointment. (Amount and time to be arranged by mutual agreement.)
4. Residences: The University to provide furnished quarters, to be paid for from a furnishing fund administered by a local committee. This furnishing fund shall be provided for by the University's paying into the fund \$200 Mox. for each new appointee.
5. Medical and Dental Service: As in Nos. 6 and 7.
6. Language Study: As in No.8
7. Furlough: Not provided.
8. Travel Expenses: As in No.10 except that for three years the University will provide three-fifths of the return travel; for four years, four-fifths.
9. Pensions: Not provided.
10. Miscellaneous Items: As in No.12.
11. Other Work: As in No.13.

If a short-term appointee becomes a long-term appointee, the salary and allowance to be made up to the usual rate for long-term appointments.

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Showing the minimum of years of teaching required for, and the initial salary of, each rank

SALARY TABLE

For Holders of Bachelor degrees or their equivalent

	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Assistant	75	75	85	85	95	95	105	105	115	115	125	125	135	135	135	135
Instructor	0	0	0	140	140	155	155	170	170	185	185	200	200	200	200	200
Lecturer	0	0	0	0	0	205	205	220	220	235	235	250	250	265	265	265
Asst. Prof.	0	0	0	0	0	0	0	270	270	290	290	310	310	330	350	350
Professor	0	0	0	0	0	0	0	0	0	360	360	380	380	400	400	400

For Holders of Master degrees or their equivalent

Assistant	105	105	115	115	125	125	135	135	135	135	135	135	135	135	135	135
Instructor	0	140	140	155	155	170	170	185	185	200	200	200	200	200	200	200
Lecturer	0	0	0	205	205	220	220	235	235	250	250	265	265	265	265	265
Asst. Prof.	0	0	0	0	0	270	270	290	290	310	310	330	330	350	350	350
Professor	0	0	0	0	0	0	0	360	360	380	380	400	400	420	420	440

For Holders of Doctor degrees or their equivalent

Assistant	135	135	135	135	135	135	135	135	135	135	135	135	135	135	135	135
Instructor	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200
Lecturer	0	205	205	220	220	235	235	255	255	265	265	265	265	265	265	265
Asst. Prof.	0	0	0	270	270	290	290	310	310	330	330	350	350	350	350	350
Professor	0	0	0	0	0	360	360	380	380	400	400	420	420	440	440	460

REPORT OF THE SPECIAL COMMITTEE ON REVISION
OF SALARY SCHEDULES

This report has been worked out with the hope that it may become effective for all Chinese members of the staff and for the foreign members who join the staff in the future. Special children's educational allowances and furlough arrangements for foreign members of the staff, both present and future, are appended.

I. SALARY SCHEDULE

<u>Rank</u>	<u>Salary</u>	<u>L.C. Frequency of increase</u>	<u>L.C. Amount of increase</u>
Professors	\$360 - \$460	2 years	\$20
Assistant Prof.	270 - 350	2 "	20
Lecturers	205 - 265	2 "	15
Instructors	140 - 200	2 "	15
Assistants	35 - 135	2 "	10

II. MINIMUM REQUIREMENTS FOR THE ACADEMIC RANKS.

	<u>Academic Training</u>	<u>Teaching Experience</u>	<u>Service Rendered</u>	<u>Original Work</u>
Professor	If B.A. or B.S. If M.A. or M.S. If Ph. D.	9 years 7 " 5 "	Able to direct grad. research.	Publication of such after taking the last degree.
Ass't. Prof.	If B.A. or B.S. If M.A. or M.S. If Ph. D.	7 years 5 " 3 "	Able to direct grad. research.	Publication of such after taking the last degree.
Lecturer	If B.A. or B.S. If M.A. or M.S. If Ph. D.	5 years 3 " 1 "	Able to offer under-grad problems.	None
Instructor	If B.A. or B.S. If M.A. or M.S. If Ph. D.	3 years 1 " none	Able to offer courses independently	None
Assistant	If B.A. or B.S. If M.A. or M.S. If Ph. D.	None None None	Able to assist in courses or labs. under supervision.	None

- NOTE:-
1. The Degree requirement---may be met by
 - (a) Equivalent graduate training or training in professional or technical courses.
 - (b) Special knowledge in Sinology acquired by Chinese scholars.
 2. The Experience requirement---may be met by
 - (a) Equivalent experience in professional or technical work.
 - (b) Previous experience in executive position in other institution of higher learning.

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III. PROMOTIONS OF THE ACADEMIC RANKS AND INCREASE OF SALARIES.

1. Qualifications for Promotions:

When proposed for promotion, a teacher must fulfill the minimum requirements in the proposed rank and must also have the following qualifications:-

- (1) Ability for planning, organizing, and building up the courses that are taught.
- (2) Executive ability for directing the activities of the assistants and students.
- (3) Devotion to the special subject.
- (4) Production of original research. (in the case of the professorial ranks)

2. Method of Promotions and Increases:

- (1) There shall be an annual review of the staff of each college in a meeting of the Dean and the chairmen of the departments.
- (2) All cases of appointment and promotion and increase of salaries shall be transmitted through the Dean of the college to the Chancellor and the President for decision.
- (3) Such decisions shall be referred to the G.F.E. for approval. A two-third vote of the entire body of the G.F.E. is necessary to vote such decisions.
- (4) Actions of the G.F.E. on all appointments and promotions shall be finally approved by the Board of Managers.

(Note: In case of necessity, an advisory committee may be formed to assist the Chancellor and the President to decide on questions of appointment and promotion brought before them.)

IV. REGULATIONS REGARDING SABBATICAL LEAVE

1. QUALIFICATIONS:

Full-time professors, assistant professors and lecturers who have no outside teaching with remuneration.

2. FREQUENCY:

Every 7th year.

3. LENGTH:

The maximum length shall be 7 or 14 months absence from the University.

4. SALARIES:

In taking a sabbatical leave, one may have an option between the following arrangements:

- (1) Full salary for half year
- (2) Half salary for whole year

5. RESIDENCE AND MEDICAL AND DENTAL PRIVILEGES:

During sabbatical year members of the staff may enjoy the usual privileges as regards residence, and medical and dental allowances if they remain on the campus.

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6. DECLINING TO TAKE THE SABBATICAL LEAVE:

In declining to take a sabbatical leave when it is due, one forfeits all the privileges pertaining to it and may not count the years prior to the next leave toward the following sabbatical term.

7. ARRANGEMENT FOR REST OR SPECIAL STUDIES IN CHINA:

Full salary for the whole year may be granted on joint-recommendation of the Dean and Department chairman and by approval of the Chancellor and President to one who does not accept a concurrent appointment in China with salary and

- (1) who is definitely engaged in special research in one of the institutions of higher learning in China,
- (2) who travels in China for investigations in a special subject,
- (3) who undertakes local surveys in a special subject,
- (4) who writes text-books or edits a piece of extensive work in a special subject,
- (5) who is advised by the University Medical Officer to take a complete rest.

8. ARRANGEMENT FOR STUDY ABROAD:

- (a) On the joint-recommendation of the Dean and the Chairman of the Department concerned, one may apply to the University for the arrangement for study abroad.
- (b) Along with the application there shall be submitted a detail outline of the proposed plan for research work or advanced study.
- (c) If the application is granted, one may draw the full salary for the whole year in gold at a guaranteed exchange of 2 : 1.
- (d) On accepting this arrangement one is obliged to carry out the proposed plan in full and to submit at the end of the year a report on the work signed by the proper educational authorities abroad.
- (e) On accepting this arrangement if one accepts any other allowance or subsidy amounting to G\$1200 or more, in which case the university reserves the right to make proper adjustments.
- (f) On accepting the arrangement, one is obliged to serve in the University for at least one year after the return.
- (g) By special approval of the University, one may extend the leave for not more than one year, during which time no salary nor rent may be granted.
- (h) The Committee suggests that the University administration consider the advisability of trying to secure an endowment fund to provide travelling expenses for those who take their sabbatical leaves on the arrangement for study abroad. It is our opinion that this special project may appeal to some prospective donor who might not be interested in giving money for general endowment or buildings.

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9. ADJUSTMENTS:

- (a) No Department may have more than two staff members on sabbatical leave in any one year.
- (b) The University reserves the right to postpone the sabbatical leave of a staff member for not more than one year. In this case the number of years postponed will be counted toward the next sabbatical term.
- (c) A staff member may by approval of the University postpone the sabbatical leave, but must declare, at the time when the leave is due, when the leave will be taken. Such declarations cannot be changed except by approval of the University. The number of years thus forfeited may not be counted toward the next sabbatical term.
- (d) A staff member leaving the University for one year or more may not count the years prior to this leave toward the next sabbatical term, except when such a leave is required by the University.
- (e) The Department may not spend more than half the amount of the salary of the person on leave for engaging short-term members to help adjust the work in the department.

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YENCHING

INDEXED

TRANSFER

Yenching University

April 2, 1931

To the Members of the
Salary and Pension Committee
Trustees of Yenching University

Ladies and Gentlemen

You will find enclosed herewith a copy of the new Schedule of Salaries and Allowances for Foreign Staff at Yenching University. This has been approved by the field and has been forwarded for the consideration and approval of the Trustees. Letters from Dr. Stuart and Dr. Galt indicate that the entire Western staff has agreed to serve under the new schedule.

We are passing this on to the Salary and Pension Committee for consideration in advance of the Trustees' meeting to be held on April 15. We shall be very glad to cooperate with the Committee in any way, either by setting up a meeting or conferring with other members of the Committee pointing toward recommendations to be submitted to the Trustees.

Attention is called to item 3 which provides for G\$1,000 per year for a child between ages 18 to 21 regardless of his attendance at school, whereas the ordinary procedure is to provide a certain amount for college training if the child actually attends college.

However, the plan, if properly operated, is perfectly feasible, the main difficulty which will be encountered being the handling of funds and making proper investments. We shall await further word from the Committee.

Very cordially yours

Assistant Secretary

CAE:MS
Enc.

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FOREIGN TEACHERS' SALARIES

	<u>Silver</u>
Dr/ B. L. L. Learmonth, Medical Officer	\$2880
* Miss A. M. Boring, Biology	1968
S. D. Wilson, Chemistry	3670
E. O. Wilson, Chemistry	4120
** L. W. Fawcett, English	4120
M. S. Stewart, English	2880
Miss E. L. Konantz, Mathematics	2256
H.E. Shadick, English	2880
* Miss Boring on furlough 1928-29	
** Dr. Fawcett - Episcopalian (note Chattanooga correspondence) Roots would like Board to take him. Chattanooga Church and Chicago might help. Bentley (Anglican) leaving.	

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CHINESE TEACHERS' SALARIES

	<u>Silver</u>
Vice-president Wu Salary 1200 Incid. <u>480</u>	\$ 1680
Stephen Tsai, Ass't. Treasurer	2700
S. J. Chuan, Ass't. to Pres.	3360
K. L. Chen, Registrar	2400
C. F. Wu, Head Biology	3600
J. E. Li , Head Old Testament	2400
Paul Lu, Biology	1800
C. P. Tsao, Chemistry	1560
T. C. Wang, Chemistry	1560
K. Ma, Head Chinese	3250
B. H. Li, Head Economics	3300
Wang Chien Tsu, Economics	2500
H. T. Ti, Economics	1200
P. C. Hsu, Religion	2400
Y. M. Hsieh, Physics	2400
C. W. Luh, Psychology	3600
Graduate Student Assistants	@ 600

Made out by Dr. Stuart in the spring of 1928

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YENCHING COLLEGE
FOR WOMEN

SALARY TABLE

sent with Rev
Jan - Tu 10 1935
6/30/35

Showing the minimum number of years of experience required for, and the initial salary of, each class.

Salary Class	Years of Experience															
	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Clerks	15	20	25	30	30	30	30	30	30	30	30	30	30	30	30	30

For Clerks

For Assistants and Stenographers

Class C	35	40	45	50	50	50	50	50	50	50	50	50	50	50	50	50
Class B	0	0	0	55	60	65	70	70	70	70	70	70	70	70	70	70
Class A	0	0	0	75	80	85	90	90	90	90	90	90	90	90	90	90

For Divisional Officers and Secretaries

Class C	0	100	100	115	115	130	130	130	130	130	130	130	130	130	130	130
Class B	0	0	0	145	145	160	160	175	175	175	175	175	175	175	175	175
Class A	0	0	0	0	0	190	190	205	205	205	205	205	205	205	205	205

For Same Term of appointments of W salaried staff 1/2 hours (3 mgs. Term) 9/18/36
See section on M. B. Spoon

SALARY SCHEDULE

<u>Rank</u>	<u>Salary</u>	<u>Min. Freq. of increase</u>	<u>Max. Amount of increase</u>
Divisional Officers & Secretaries	\$100-\$205	2 years	\$15.
Assistants & Stenographers	35- 90	1 year	5.
Clerks	15- 30	1 year	5.

MINIMUM REQUIREMENTS

	<u>Salary</u>	<u>Training</u>	<u>Experience</u>	<u>Service Rendered</u>
<u>Divisional Officers & Secretaries</u>				
Class A	\$190-205	College education or equivalent technical Training	5 years	Ability to conduct a division independently
Class B	\$145-175	ditto	3 years	ditto
Class C	\$100-130	ditto	1 year	ditto

Note:—Qualifications for divisional officers should include interest in work and ability to supervise the work of other people in the division. Promotion from one class to another should depend more on special fitness for the position than on years of experience.
Experience refers to experience in a business office.

Assistants & Stenographers

Class A	\$75-90	Assistants: Business training with knowledge of typing & bookkeeping Stenographers: Knowledge of stenography	3 years 3 years	Ability to type and do simple bookkeeping Ability to take dictation
Class B	\$55-70	ditto	3 years	ditto
Class C	\$35-50	ditto	No experience	ditto
<u>Clerks</u>	\$15-30	Knowledge of Chinese characters	No experience	Ability to copy Chinese characters

*The first year employment should be considered as experimental. Salary and rank may be adjusted after the first year without reference to the above scale.

All members of the administrative staff shall enjoy medical and dental privileges as provided for the teaching members of the staff. They shall also be eligible to participate in the University Annuity Scheme. Divisional officers and secretaries are to attend General Faculty Meeting with the right to vote. Each staff member is entitled to take one month vacation during the year and the officers concerned may make special arrangements for vacation schedule of its members to suit the convenience of the offices.

FEC Minutes, January 19, 1932.

EXHIBIT A

TREATMENT OF ADMINISTRATIVE OFFICERS

The persons included are: Chancellor, President, Comptroller, Treasurers, Director of Studies, Dean of Women's College, Medical Officers, Engineer, Librarian, Chairman of Committee on Loans, Scholarships etc. together with other officers who are heads, or acting or assistant heads, of their respective offices.

The salary of the Chancellor and President may be from \$360.00 to \$500.00 per month.

The remaining officers shall be divided into three grades as follows:

- A. Administrator
- B. Associate Administrator
- C. Assistant Administrator

The salaries and treatment of the Administrator, Associate Administrator and Assistant Administrator shall correspond to those of the Professor, Assistant Professor and Lecturer, respectively.

The qualifications determining each grade shall be as follows:

A. Administrator

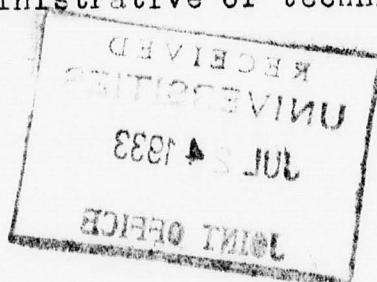
Education in a university or a higher technical school.
Professional study as required by the position.
Experience, 5 years.
Executive, administrative or technical aptitude and capacity including qualities of initiative and leadership.

B. Associate Administrator

Education in a university, or of a higher technical school.
Professional study as required by the position.
Experience, 3 years.
Executive, administrative or technical ability of a high order.

C. Assistant Administrator

Education in a university or technical school.
Experience, 2 years.
Executive, administrative or technical ability.



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YENCHING UNIVERSITY

SCHEDULE OF SALARIES AND ALLOWANCES FOR FOREIGN STAFF

(SINGLE WOMEN)

A. SIX YEAR CONTRACTS

1. Salaries in Local Currency

One-fourth of the salary may be drawn in gold at the exchange rate of 2:1
The balance shall be paid in local currency.

2. Salary Schedule

Salary begins on date of sailing from home country.

3. Outfit Allowances

First outgoing,.....G \$250
Re-outfit on each return to the field..... 125

4. Residence

For single persons the University will provide living accommodations.

5. Medical Provisions

The free services of the University Physician are provided (or when the physician is not on the field, there is a budget administered by the Medical Committee). The Trustees request each member of the staff to have an annual examination and a semi-annual consultation with the University Physician.

6. Dental Fees

One-half of dental fees are paid if incurred with the prior approval of the University Physician or the Medical Committee.

7. Language Study

The University will bear the expense of one hour per day for one year. Allowances for further study will be paid on the recommendation of the chairman of the department and the dean of the college concerned.

8. Furlough

- a. Frequency: At the end of the first six years of service on the field; Length: Fourteen months' absence from the field.
b. Full Salaries: May be drawn in gold at the exchange rate of 2:1

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- c. Medical and Dental fees: Same as under # 6 and # 7
- d. Rent: G \$25.00 a month for a single person; on application to the Trustees.
- e. Study Allowances: Subject to recommendation by the Board of Managers in individual cases.
- f. Travel Expense: Borne by the University in both directions, as under #10. Freight allowance on return to the field, two cubic tons per family, one cubic ton per single person.
- g. Re-outfit: See under #4.

10. Travel Expenses

Provided by the University from the home of the appointee to Peking by the most direct route. On five-year or permanent appointments the University will similarly provide return travel. The University expects economy to be observed. It allows for first-class railroad travel; regular first-class fare on trans-Pacific boats; moderate-priced hotels; meals; tips up to G\$10.00 per adult for the entire trip; passports; baggage transfer; taxi-cab, if necessary.

Freight Allowances: First outgoing, two cubic tons per single person. return after furlough, one cubic ton per single person. In case of permanent retirement after a full term of service, or longer period, the University will provide for two cubic tons per individual.

11. Pension Provisions. (See separate statement)

12. Miscellaneous items

Cost of medical examination, preliminary to appointment, is borne by the University, but not the costs of inoculation, vaccination, etc.

13. Other Work: Foreign members of the faculty, or their wives, are not to engage in additional remunerative employment, except by special arrangement

B. SHORT -TERM APPOINTMENTS

Three-year appointment of persons may be made in special cases, to which the following provisions apply:

1. Salaries: As in #2.

~~2. Children's Educational Allowances: As in #3~~

3. Outfit allowances: An outfit allowance of G\$50.00, which can be made up to an amount of G\$125 if the appointee desires, but the difference between G\$50.00 and the amount allowed is to be deducted from the salary within the first two years after appointment. (Amount and time to be arranged by mutual agreement.)

4. Residences: The University to provide furnished quarters, to be paid for from a furnishing fund administered by a local committee. This furnishing fund shall be provided for by the university's paying into the fund \$200 Mex. for each new appointee.
5. Medical and Dental Service: As in #6 and #7
6. Language study: As in #8
7. Furlough: Not provided
8. Travel Expenses: As in #10 except that for three years the University will provide three-fifths of the return travel; for four-years, four-fifths.
9. Pensions: Not provided.
10. Miscellaneous items: As in #12.
11. Other Work: As in #13

If a short-term appointee becomes a long-term appointee, the salary and allowance to be made up to the usual rate for long-term appointments.

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January 1931

YENCHING

Pension Plan

REPORT OF THE COMMITTEE ON SALARIES AND PENSIONS
RELATIVE TO THE NEW PENSION PLAN FOR YENCHING UNIVERSITY

TRANSFER

The Committee on Salaries and Pensions has very carefully considered the retirement plan outlined by the field and is ready to make its report to the Executive Committee. In the majority of instances the plan originally submitted to the Trustees, and which was referred to the Executive Committee for final action, has been approved. At a previous meeting of the Trustees' Pension Committee it was agreed to change the original plan whereby the member received none of the contributions of the University if separated from service prior to the close of the service period, and accept the suggestion of the field whereby fifty per cent was allowed for ten or more years of service up to twenty years; and after twenty years of service, the entire amount was allowed.

Another minor change the field has suggested is in relation to participation by members of the staff. The plan set up by the Trustees made it obligatory for ~~each member~~ of the staff to participate in the plan. The field suggests that the members' participation be optional with the following provisions:

"In case of members of the University who refuse to participate, the University disclaims all responsibility for retirement allowances or other benefits."

Your Pension Committee agrees with this provision and it is in line with the practices of many other institutions.

One change the field has made, however, brings up a very serious question. It is paragraph 4 under section III of the field plan, and reads as follows:

"4. Inasmuch as the Plan as operated by the Sun Life Assurance Company is entirely upon a U.S. gold currency basis, whereas many members of the University staff are paid on a Chinese silver-currency basis, and the market rate between

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gold and silver is constantly fluctuating, payments made for such members of the staff, whether the five per cent contributed by the members themselves, or the five per cent contributed for them by the University, shall be accepted by the University for the purchase of gold dollar credits at the silver-gold ratio of 2:1. In other words, any contribution of L.C. \$2.00 shall purchase G\$1.00 in the accumulated fund."

This idea will involve the field in serious difficulties because there will be no equality between the payments made by the foreign teacher as over against the payment made by the teacher who receives a salary in Mex. To quote an extreme case:- If Mex. salary has kept pace with exchange which has reached 4 to 1, then a Mex. salary to match a \$1,500 gold salary would be \$6,000. It will be seen that contributions by the annuitant in the gold instances would be \$75, whereas under the Mex. salary it would be \$150. However, the \$150 would not be actual but would in effect yield only \$75, whereas the Trustees would be asked to pay a premium of \$300, the net result being that the University would pay \$225. and the annuitant only \$75.

Your Committee has given serious consideration to this feature and feels that the field has not clearly seen the ramifications of such an arrangement. The Committee has requested the Secretary to write at length to the field, calling attention to the difficulties involved, as in the last analysis this question must be settled by the Board of Managers on the field, it being within the powers of the Board of Managers to set up their budget in a manner best suited to meet the situation.

We are, therefore, ready to recommend the adoption of the plan submitted by the field, it being understood that the Secretary of the Board of Trustees shall carefully review the situation as related to the rate of exchange and come to a clear understanding regarding the rate to be used for those whose salary is paid in local currency, as it has been the policy of the Board not

to interfere with affairs of administration on the field, and it is felt that this is a purely administrative matter, with the reservation, of course, that it will involve the University's funds to a very large degree. We are, therefore, presenting a copy of the contract with the Sun Life Assurance Company of Canada which is the form to be used in entering into an agreement with that company. We recommend that authorization be given to executing this contract and that immediate steps be taken to put the plan into operation.

Respectfully submitted,

L. R. ROUNDS, Chairman

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Pension Plan, Cost of

January 1931

**YENCHING
TRANSFER**

Total Staff September 1930	281
Less Board Supported.....	22
Further possible deduction.....	559
	81
Approximate Staff-(Standard Plan)	200

Average cost for 16 Western Staff- \$1,085.52 for 1/12 1/2 parts
 Total cost for entire 12/1/2 parts - \$13,569.00

Including Past Service

Average cost for 16 Western Staff- \$1,511.64 for 1/12 1/2 part
 Total cost for entire 12/1/2 parts -- \$18,985.50

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SUGGESTED DRAFT OF LETTER TO MR. GALT

The Pension Committee of the Board of Trustees has carefully considered the plan as recommended by the field for pensions and annuities, and you will find enclosed draft of the final report which the committee is presenting to the Executive Committee of the Board of Trustees.

While, as you will note from the report, the committee has recommended to the Trustees favorable action upon the plan as presented, it has had some reluctance in doing so with respect to the clause making membership in the plan optional, and it also doubts very much the wisdom of adopting a permanent two to one ratio for the conversion of the deductions made from the salary of the staff members paid in local currency. The draft of report enclosed will perhaps explain the committee's point of view, but the committee has nevertheless requested that I write you in little more detail concerning the effect of the adoption of the two to one ratio, and has suggested that I point out specifically the following facts.

A permanent two to one ratio would be fair and equitable under two conditions:

1. If there was any assurance that the current rate would be somewhere in the vicinity of two to one, or
2. If the salaries being paid to those staff members receiving payment in local currency remained fixed at the same amounts that prevailed when the exchange ratio was two to one.

On the other hand, it is equally obvious that the use of the current rate of exchange would be fair only in case the salaries of such staff members had been increased to more or less correspond to the fall in exchange. In view of the above, it is the feeling of the committee that the method which would be fair and just both to the University and the staff member, would be one that adopted a rate of exchange which might be subject to change from time to time but which would at all times reflect as nearly as may be, both the change in the exchange rate and the extent to which that change had been reflected in increased

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salaries to staff members. To illustrate, if we assume two staff members both doing the same work and considered to be entitled to the same compensation, one paid in gold \$1,500., the other originally paid in local currency \$3,000., and now receiving say local currency \$4,500., it is at once apparent that such a staff member, while not receiving in salary adjustment an amount fully equal to the fall in exchange, has nevertheless received an adjustment of about half of the full difference. In such case it would seem that the use of an exchange ratio of three to one would be fair and reasonable, since that represents approximately the basis being used in the payment of the salary. If exchange continues for any length of time at present rates, or at rates even lower, it is obvious to the committee that there will sooner or later have to be an adjustment in salaries which would represent pretty much a full compensation for the change in the exchange, and anticipating this, the committee feels very strongly that the plan should not include the permanent adoption of a two to one exchange ratio with respect to these retirement fund deductions.

Nevertheless, as stated in the report, the committee feels and has so recommended to the trustees that this is a matter which the field should decide, and so far as the committee is concerned at least, it will abide by the field's decision. It has thought it desirable, however, to point out to you what would be the effect of the adoption of a permanent exchange rate, and to also suggest that if the funds of the University have to be employed to make up this difference in exchange, and to create what will in many cases be a proportionately larger annuity for those staff members paid in local currency, the University's budget will naturally have to be cut in some other direction since the same money can be used only once.

While steps are being taken to make the plan effective as promptly as possible assuming it is approved by the Executive Committee of the Board of Trustees, we shall nevertheless be interested in your final decision with respect to the two points discussed, namely compulsory vs optional membership in the fund for members joining the University staff after the establishment of the retirement plan, and the exchange ratio to be used with respect to these deductions.

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salaries to staff members. To illustrate, if we assume two staff members both doing the same work and considered to be entitled to the same compensation, one paid in gold \$1,500, the other originally paid in local currency \$3,000, and now receiving say local currency \$4,500, it is at once apparent that such a staff member, while not receiving in salary adjustment an amount fully equal to the fall in exchange, has nevertheless received an adjustment of about half of the full difference. In such case it would seem that the use of an exchange ratio of three to one would be fair and reasonable, since that represents approximately the basis being used in the payment of the salary. If exchange continues for any length of time at present rates, or at rates even lower, it is obvious to the committee that there will sooner or later have to be an adjustment in salaries which would represent pretty much a full compensation for the change in the exchange, and anticipating this, the committee feels very strongly that the plan should not include the permanent adoption of a two to one exchange ratio with respect to these retirement fund deductions.

Nevertheless, as stated in the report, the committee feels and has so recommended to the trustees that this is a matter which the field should decide, and so far as the committee is concerned at least, it will abide by the field's decision. It has thought it desirable, however, to point out to you what would be the effect of the adoption of a permanent exchange rate, and to also suggest that if the funds of the University have to be employed to make up this difference in exchange, and to create what will in many cases be a proportionately larger amount for those staff members paid in local currency, the University's budget will naturally have to be cut in some other direction since the same money can be used only once.

While steps are being taken to make the plan effective as promptly as possible assuming it is approved by the Executive Committee of the Board of Trustees, we shall nevertheless be interested in your final decision with respect to the two points discussed, namely compulsory vs optional membership in the fund for members joining the University staff after the establishment of the retirement plan, and the exchange ratio to be used with respect to these deductions.

RECEIVED
UNIVERSITIES
JAN 29 1931

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Attached to
Mr. Rouns
letter

Jan 20

DRAFT OF REPORT

of Pension Committee.

Since presenting its preliminary report to the Executive Committee, the Committee on Salaries and Pensions has corresponded with the field concerning the retirement plan proposed for Yenching University. The field presented a number of objections to the plan originally submitted, but following correspondence the differences between the plan proposed by your committee and the plan desired by the field reduced themselves to three as follows:

a. The committee's plan provided that in the event of separation from the service the staff member should receive his own contributions with interest thereon, while the University's contributions with interest thereon would be returned to it. The field felt that the full amount of both contributions with interest should go to the staff member. Your committee has agreed upon a compromise under which the staff member would be entitled to receive 50% of the University's contribution in the event of separation from the service after ten years of service and up to twenty years; and after twenty years of service the staff member is to receive the entire amount of the contribution.

b. The committee's plan provided that acceptance should be optional with all staff members in the employ of the University at the time the plan is adopted, but that it should be compulsory with respect to all those joining the staff thereafter. The field has made very strong representations in favor of the plan being optional at all times. Due to the impossibility of discussing the matter with the field in any manner except by correspondence, and to the apparently strong feeling of the field in this regard, your committee has rather reluctantly decided to recommend a plan under which membership will be optional at all times. The reasons why your committee has been somewhat reluctant to recommend such a plan are that the primary purpose of a retirement plan is to guarantee that there will be a fund available for the payment of annuities when the staff member reaches the retirement age, thus making it possible to remove from the service those who are no longer efficient. The field in suggesting that the members' participation be optional, names the following provision:

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"In case of members of the University who refuse to participate the University disclaims all responsibility for retirement allowances or other benefits."

While such a clause may theoretically be construed as relieving the University of any obligation, the plain fact of the matter is that it does nothing of the sort, and so far as the staff member who does not see fit to participate in the plan is concerned, the University is in exactly the same position when such staff member reaches the age when he should retire, as it would be had there never been any pension plan. It cannot turn out an employee with many years service, who may have nothing, and the fact that it may have established the rule suggested by the field, will not help to provide for the old age of the staff member. Furthermore, there is bound to result in years to come an inequality in dealing with retired staff members or those who should retire.

c. The field has insisted that all payments into the retirement fund to be made by staff members who are on a Chinese silver currency basis, shall be made at the established ratio of two to one.

This last proposal of the field presents a real problem. ~~It had been the intention of your committee that all payments by such staff members would be converted into gold at the current rate of exchange, and that they would receive cash credits in the retirement fund as their silver dollars would from time to time purchase.~~ The field's proposal would work out very unjustly in comparison with staff members paid in gold. For instance, at the present time the exchange ratio is better than four to one. Assuming the ratio to be exactly four to one, the adoption of the field proposal of two to one would result in the University paying 75% instead of 50% of the cost of the annuity to be provided for members who are paid in silver. Furthermore, if the local currency salary had been increased to compensate for the fall in exchange, such staff member would receive a correspondingly larger annuity when reaching the age of retirement.

It would be equally unfair to the staff member paid in local currency if his contributions to the annuity fund were converted at the current rates of exchange, unless his salary had been correspondingly increased. It seems to your

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committee that the interests of all concerned would be most equitably dealt with if an arbitrary rate of exchange were adopted which would be somewhere between two to one and the current rate, perhaps about as far away from the two to one ratio as the adjustment in the actual salary paid by reason of the change in the exchange rate, is away from the original two to one salary. This might conceivably result in the adoption of a rate of say three to one.

Notwithstanding the seriousness of the problem, your committee has felt that in line with the past policy of the trustees, this matter should ~~nevertheless~~ be left with the field for determination. Your committee has, therefore, requested the secretary to write at length to the field calling ~~their~~ attention to the difficulties involved and suggesting some different method ^{of} dealing with the exchange situation, but nevertheless leaving it to the field to decide what shall be done. This report is, therefore, presented with the recommendation that *determination of the rate of exchange shall be considered a matter* the ~~field's~~ decision with regard to the exchange shall be considered as final.

of field administration
There will be found attached outline of a plan as prepared by the Sun Life Assurance Company of Canada, also a copy of the contract to be entered into with the Sun Life Assurance Company to make this plan effective. Your committee recommends that the appropriate officers of the University be authorized to execute this contract.

Respectfully submitted.

L.R. Remond
Chairman.

Estimate of Cost

A cable has been sent to the field to ascertain the cost of the plan in local currency and it is hoped that a reply will be in hand by the time the Executive Committee convenes.

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committee that the interests of all concerned would be most equitably dealt with if an arbitrary rate of exchange were adopted which would be somewhere between two to one and the current rate, perhaps about as far away from the two to one ratio as the adjustment in the actual salary paid by reason of the change in the exchange rate, is away from the original two to one salary. This might conceivably result in the adoption of a rate of say three to one.

Notwithstanding the seriousness of the problem, your committee has left that in line with the past policy of the trustees, this matter should ~~never~~ ~~be~~ be left with the field for determination. Your committee has, therefore, requested the secretary to write at length to the field calling their attention to the difficulties involved and suggesting some different method dealing with the exchange situation, but nevertheless leaving it to the field to decide what shall be done. This report is, therefore, presented with the recommendation that *determination of the rate of exchange shall be considered a matter of field determination.* the field's decision with regard to the exchange shall be considered as final. There will be found attached outline of a plan as prepared by

the Sun Life Assurance Company of Canada, also a copy of the contract to be entered into with the Sun Life Assurance Company to make this plan effective. Your committee recommends that the appropriate officers of the University be authorized to execute this contract.

Respectfully submitted,

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UNIVERSITIES
JAN 29 1931
LIFE OFFICE

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Yenching Trustees
April 15, 1931

APPENDIX A

REPORT OF THE SALARY AND PENSION COMMITTEE TO THE TRUSTEES, YENCHING UNIVERSITY

(Sent with Mr. Rounds' letter of April 14, 1931)

This committee has had referred to it by the Executive Committee the new schedule of salaries and allowances as recommended by the board of managers and approved by the field. This new schedule has been forwarded by the field for the consideration and approval of the trustees. Your committee has reviewed the proposed schedule. Important changes relate to items 1 and 3.

Item 1 provides that one-quarter of the salary may be drawn in gold at the exchange rate of two for one, and the balance shall be paid in local currency. This proposal seems fair and reasonable to your committee. As a matter of fact, some months ago this committee recommended, and the board of trustees approved of the payment of salaries to the foreign staff entirely on a gold basis, so that the revised plan now proposed should be less costly to the University than that previously approved.

Item 3 relates to children's educational allowances, the important change being the proposal that \$1,000. per annum be allowed from ages 18 to 21. The plan also includes a proposal for setting up a fund to be accumulated through annual payments by the University of gold \$161. beginning with the birth of each child. The field has computed that such payments with interest at 5% will provide a fund from which the various educational allowances can be paid, including the increased allowance of \$1,000. between ages 18 and 21 without further cost to the University. It should be noted that the plan includes a provision that in the event the faculty member leaves the employ of the University before completing ten years service, he shall be entitled to withdraw from the fund one-half of the amount accumulated by reason of payments for account of his children. If he leaves after completing ten years of service, he is entitled to withdraw the full amount accumulated by reason of payments for account of his children. While such a plan undoubtedly has much to commend it, it impresses your

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committee as being somewhat complicated and, of course, will increase the cost to the University somewhat since the payment by the University of \$161. per annum per child represents in effect an additional allowance for children. In view of the fact, however, that the trustees have transferred to the field complete control of and responsibility for the budget pertaining to such matters, your committee is disposed to recommend acceptance of the report from the field.

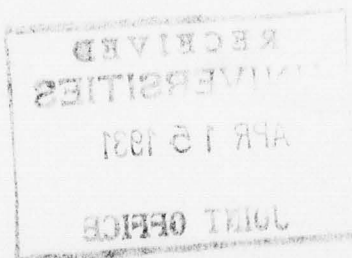
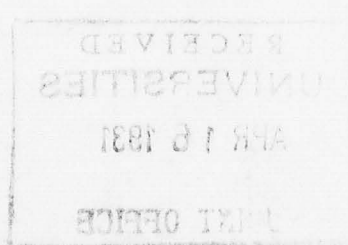
Respectfully submitted,

Mrs. O. R. Williamson

L. R. Rounds

Members of the Committee

In transmitting this action to the board it is recommended that it be accompanied by the statement that it is understood the obligation of the University is limited to the contribution of \$161. gold per annum per child, and furthermore that the field be requested to take steps, if they have not already done so, which will provide for an accounting of this fund on the basis of the family as a unit; that is, that an account be maintained with respect to each family so that the contributions made on account of the children in one family cannot be used for the children in another family, thus guaranteeing that the fund will always include a sum of money sufficient to discharge its obligations.



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October 6, 1937

Present J. L. Stuart
Present

My dear President:

I have been feeling very uneasy about the action we took yesterday regarding the matter of salary reduction in its present application. I am of the strong opinion that it should be made absolutely voluntary with the foreign members. We deliberated for a long time at the meeting on the different interpretations of the moral aspects involved in the matter. I do not want to open it again with you now. But to me this salary reduction is a clear-cut moral issue with the Chinese. Our country is being invaded and our people are ruthlessly murdered. What have we done to help in the country's greatest crisis? This thought has haunted me day and night as it must have been so with many others also. By accepting this salary cut it gives me a feeling of having done something and should, therefore, be regarded as a great opportunity.

In the case of the westerners the situation is very different. Their homeland is peaceful and safe. They stay in this country to give their services in the face of great personal danger and discomfort and are doing so against the orders of their government. They have gone a long way in helping a friendly nation already without suffering any salary cuts. By imposing a salary cut on them at this time is asking them to make a double sacrifice, which is unfair to all parties concerned. I, therefore, advocate that we make the action mandatory for the Chinese members only.

In writing you this I have no ulterior motive. I simply want to see it done right.

Sincerely yours,

(Signed) Stephen Tsai

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學大京燕
YENCHING UNIVERSITY

Office of the President

October 7, 1957

To the Members of the Faculty under Mission Board
Appointment:

In sending you this general statement it should be understood that because of discrepancies between the University schedule and those of the Mission Boards each of you should feel entirely free to make such a contribution as carries out the spirit of the action. It is fully realized that some Boards have already made drastic cuts in salary and that in certain instances even the normal salary is lower than that of the University schedule. I shall be glad to consult with any of you who desire to discuss the matter further. The accompanying copy of a letter from Mr. Ts'ai will be of interest.

J. L. S.

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To the Members of the Faculty:

The Faculty Executive Committee at a meeting held yesterday decided unanimously to effect a reduction in salary for the remaining months of the present fiscal year, this to apply on a graduated scale to all members of the staff whose salaries are above \$30.00 per month. A copy of the formal action is as follows:

Faculty Emergency Fund

1. Beginning with October 1937 each member of the Faculty and Staff of Yenching University, whose monthly salary exceeds \$30, shall contribute to the University a portion of his salary according to the following plan to be known as Faculty Emergency Fund.
 - A. \$30 or under exempted
 - B. \$31 - \$100 deduct 10%
 - C. \$101 - \$200 deduct 15%
 - D. \$201 - \$300 deduct 20%
 - E. \$301 and up deduct 25%.
2. One fourth of the University deficit on the current budget for 1937-38 shall be met from the Faculty Emergency Fund up to \$25,000.
3. Part of the individual's contribution to the Emergency Fund may be credited toward outstanding pledges to the Million Dollar Fund to the extent of his regular monthly payments which have been consistently made.
4. Income tax as well as contribution to local relief work shall be defrayed from the Emergency Fund after meeting the obligation as stipulated in No. 2 above.
5. The University as well as the individual shall continue to contribute to the Annuity Fund on the original salary basis.

The University is facing a deficit of approximately \$100,000.00, due entirely to the present hostilities. Every effort has been made to reduce expenditures that do not injure educational efficiency nor violate commitments to which we are morally obligated. We are asking our Board of Trustees to raise an especial Emergency Fund among our American friends to cover one-half of this deficit. The Faculty contribution is calculated to cover one-fourth and the remaining one-fourth will be taken out of reserve funds. The pledges already made to local relief work and whatever else remains after the payment toward the university deficit will be used for local

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relief. The Controller's Office is making careful calculations with a view to reducing charges on all utilities operated by the university, such as light, water, telephone, and dairy, thus easing somewhat the personal problems involved.

Apart from the avoidance of a deficit which would too seriously injure the future stability of the University, there is the further consideration in which all of you cannot but sympathize - that, however much this action may work hardship upon each of us individually, yet we are faring relatively much better than most of our colleagues in other educational institutions and with the people of the country generally, and that this gives an outlet for expressing sympathy with the national distress and for having some share in it. By helping to keep Yenching functioning worthily let us dare to believe that we are contributing directly to the national welfare. The consciousness can glorify the consequences to us of this self-imposed sacrifice, and lift the whole issue above sordid economic factors into one of spiritual fellowship in the present agonizing struggle.

J. L. S.

October 6, 1937

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YENCHING UNIVERSITY IN CHENGTU

Proposed Salary Scale for Faculty and Staff

Method of Calculation of Salary

Take as a basis Yenching salary on pre-war salary scale.

Add 50%

Add \$200 livelihood subsidy.

Add rice subsidy as follows - rice is sold by the University to faculty members at \$10 per tou. The number of tou that one member can buy depends on the number of immediate family (parents, wife, children) dependent on him in Chengtu. He buys one tou for each mouth, children under 10 years counting as half a mouth.

Add 'fulltime service increment' calculated as follows - Take one quarter of basic Yenching salary and multiply it by 20% of the Chengtu Cost of Living Index for the previous month.

(Note 1 sao tou equals 2 municipal tou).

Thus we have the salary formula

$$\text{Salary} = \frac{S}{2} (3 + C/10) + n(R - 10) + 200$$

Where S Basic prewar salary
C Cost of Living Index
n Equivalent number of family
R Cost of Rice per tou

The following table shows the salary for different basic salaries and different family conditions.

Basic Salary	80	100	120	140	160	180	200	220	250	270	300	320	360
Family 1	540	610	680	750	820	890	960	1030	1135	1205	1310	1380	1520
2	600	670	740	810	880	950	1020	1090	1195	1265	1370	1440	1580
3	660	730	800	870	940	1010	1080	1150	1255	1325	1430	1500	1640
4	720	790	860	930	1000	1070	1140	1210	1315	1385	1490	1560	1700
5	780	850	920	990	1060	1130	1200	1270	1375	1445	1550	1620	1760
6	840	910	980	1050	1120	1190	1260	1330	1435	1505	1610	1680	1820
7	900	970	1040	1100	1180	1250	1320	1390	1495	1565	1670	1740	1880
8	960	1030	1100	1170	1240	1310	1380	1450	1555	1625	1730	1800	1940

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YENCHING UNIVERSITY IN CHENGTU

Proposed Salary Scale for Faculty and Staff

Method of Calculation of Salary

Take as basis Yenching salary on pre-war salary scale.

Add 50%

Add \$200 livelihood subsidy.

Add rice subsidy as follows - rice is sold by the University to faculty members at \$10 per tou. The number of tou that one member can buy depends on the number of immediate family (parents, wife, children) dependent on him in Chengtu. He buys one tou for each mouth, children under 10 years counting as half a mouth.

Add 'fulltime service increment' calculated as follows -

Take one quarter of basic Yenching salary and multiply it by 20% of the Chengtu Cost of Living Index for the previous month.

Note: 1 sao tou = 2 municipal tou.

Thus we have the salary formula

$$\text{Salary} = \frac{S}{2} (3 + C/10) + n(R - 10) + 200$$

where S = Basic prewar salary
C = Cost of Living Index
n = Equivalent number of family
R = Cost of Rice per tou

The following table shows the salary for different basic salaries and different family conditions.

Basic Salary	80	100	120	140	160	180	200	220	250	270	300	320	360
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3.	660	730	800	870	940	1010	1080	1150	1255	1325	1430	1500	1640
4.	720	790	860	930	1000	1070	1140	1210	1315	1385	1490	1560	1700
5.	780	850	920	990	1060	1130	1200	1270	1375	1445	1550	1620	1760
6.	840	910	980	1050	1120	1190	1260	1330	1435	1505	1610	1680	1820
7.	900	970	1040	1110	1180	1250	1320	1390	1495	1565	1670	1740	1880
8.	960	1030	1100	1170	1240	1310	1380	1450	1555	1625	1730	1800	1940

These salaries are calculated at the present Cost of Living Index of 40 (4000% prewar) and rice costing \$70 per tou.

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LIST OF MEMBERS OF PROVISIONAL BOARD OF DIRECTORS OF YENCHING UNIVERSITY

Dr. H. H. Kung - Chairman
Dr. C. H. Fei 1st Vice-chairman
Mr. Dwight W. Edwards 2nd Vice-chairman
Governor Chang Chun
Dr. Y. T. Tsur
Mrs. Min-yi Wang-chen
Dr. Shu-hsi Hsu
Dr. H. C. Chang
Mr. Chin Hsiung Hsia
Dr. T. C. Greene - representing Presbyterian Mission
Miss Eva D. Spicer - representing London Mission
Mr. J. A. Hunter - representing American Board Mission
Dr. Kao Feng-shan - representing Methodist Mission
Mrs. Ruth Cheng-chen
Dr. S. Y. Chu

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RECOMMENDATIONS OF THE COMMITTEE ON SALARIES FOR CHINESE TEACHERS.

In appreciation of the earnest desire of the authorities of the Peking University for a satisfactory settlement of the question of proper treatment to be accorded the Chinese members of the University faculty, and in consonance with the spirit of frankness and cordiality as exhibited at the discussion of April 25th, the Chinese members of the Board of Managers at present in Peking, after consultation with some of the Chinese members of the University faculty wish to make the following recommendations:-

1. That the financial remuneration for teachers should be fixed according to the following principles:-

a. The Principle of Efficiency. The salary of a teacher should be sufficiently adequate to enable him to do his work comparatively free from anxieties and to maintain his highest possible standard of scholarship.

b. The Principle of Sacrifice. Each teacher of the University should look upon the institution as furnishing the best opportunity for him to invest his life, a service of self-sacrifice.

c. The Principle of Cooperation. No efforts should be spared in removing all unnecessary distinctions between foreigners and Chinese on the faculty of the University. And the very utmost should be done in effecting a more practical basis of hearty cooperation among the faculty members in making Peking University in the earliest possible date a native and self-supporting institution of education in China.

II. That there should be a system of gradation in the academic positions as was reported by the secretary of the Executive Committee of the Board of Managers at the discussion of April 25, namely, PROFESSOR, ASSOCIATE PROFESSOR, ASSISTANT PROFESSOR, INSTRUCTOR, ASSISTANT INSTRUCTOR.

III. That the scale of salaries should be based on the academic position of each teacher as follows:-

Assistant instructor.....	25 to	75
Instructor.....	100 to	150
Assistant professor.....	150 to	180
Associate professor.....	180 to	200
Professor.....	200 to	300

Note In the case of unmarried people the figures for salary may be reduced by one-half.

IV. That there should be a sabbatical year for every teacher above the rank of Assistant Professor at the end of the seventh year of service, dating from the time when he begins as an instructor in Peking University, and that he may use it for research work or study abroad.

V. That the University should provide means as soon as possible to enable the work of each Professor to be of wider influence and serviceable to the nation as whole, through publication, etc.

Respectfully submitted
(Signed) Fei Chi Rao.
Li Tien Lu.

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Date Undetermined

PEKING UNIVERSITY

REPORT CONCERNING GENERAL METHOD OF FINANCING FOREIGN TEACHERS
IN PLACE OF SUPPORT OF INDIVIDUAL TEACHERS BY
COOPERATING BOARDS

1. Present practice: At present, within the quota of faculty furnished by cooperating boards, each missionary teacher is selected by the mission board with the cooperation of the University and after approval of the candidate committee of the board concerned, the missionary goes to the field as a missionary of that board, with the emoluments, standing and protection in emergency given by that board to all its missionaries.

A second group of the faculty are supported from the general budget of the University. In nearly every case at present on the field the individual teacher has been approved by the candidate Committee of some board and rates during the period of his service in the University as a missionary of the board. The salaries and allowances of these missionaries are determined on the basis of the highest salary paid by a cooperating mission to a missionary of the same length of service and family relationships. The University does not regard itself as liable for emergency assistance in case of excessive medical requirements or other contingencies.

Your Committee was directed to consider whether

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some method might not be adopted by which presumably a fixed sum should be provided by the boards in proportion to the number of faculty they agreed to support, the University being responsible for any adjustments which it might be necessary to make.

2. Principles involved: It is the judgment of your Committee that the following principles, having to do with the relation of the universities to the total missionary enterprise, should be considered in the formation of any such plan.

- a. The university is an integral part of the total missionary program. Its impact upon the non-Christian community and its services in the development and strengthening of the Christian community are as vital as those of any other missionary institution.
- b. The distinctively Christian and missionary outlook on the part of the University must therefore be assiduously conserved.
- c. The conservation of this Christian and missionary spirit depends primarily upon the personality of the foreign faculty and their conception of their relation to the missionary enterprise.
- d. The only definite relationships which the foreign faculty can have to the missionary enterprise are relationships to the missions and the boards; without such contacts the foreign faculty will tend to become purely a university group without the needed consciousness of the problems of other parts of the missionary enterprise, and that intelligent sympathy with them which effective cooperation demands.

It would seem to your Committee that the payment of a fixed sum by the Boards for faculty support would necessarily involve a readjustment of the salary scales of the members of the faculty under such an arrangement, so that all members of

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the faculty would be on the same basis, this basis being therefore, different from the bases of the respective cooperating missions. This would at once make it impossible for the faculty to have an actual membership in the mission and any other than an artificial relationship to it.

Even though it might be practicable to have the members of the faculty who are supported by the funds supplied by the different boards, subject to the approval of the candidate committees of those boards and obtain a technical standing as their missionaries during the period of their service in the University, the effect of this is practically to eliminate such a missionary from the consciousness of the Board, and to make the standing of the teachers in relation to mission and board purely technical, and without that consciousness of definite relationship to a definite agency of the missionary enterprise and its constituency, the Christian Church, which the needs of the total enterprise require.

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Your Committee accordingly makes the following recommendations as to the policy of the Trustees in reference to the appointment and support of foreign members of the faculty:

1. That, as far as possible, foreign members of the faculty should be missionaries of a board of foreign missions.

2. That members of the faculty who are within the accepted quotas supported by the mission boards should be regularly approved missionaries of the several boards selected by the same processes, supported and protected in the same manner, subject to the same regulations, and having the same privileges as other missionaries of the respective boards;

provided, that their appointment to the University shall be subject to action of the Trustees of the University in accordance with their By-Laws.

3. That where vacancies in quotas occur the Board concerned shall reimburse the University \$250 local currency per month during the vacancy.

4. That, for the stimulation of their foreign missionary consciousness, each foreign member of the faculty not within the quota of any board should in so far as is practicable be accepted by a mission board as having the status of one of the missionaries for the period during which such person shall be on the staff of the University and, where the mission regulations permit it, be admitted to the status of an affiliated member of the mission; such acceptance carrying with it no financial obligations on the part of the Board concerned.

5. That a foreign candidate for faculty positions not within the quota of any board, shall ~~appear before and~~ be examined *and accepted by* the Candidate Committee of any one of the cooperating boards as to worthiness for a foreign missionary appointment, and shall not be accepted by the Trustees until such approval together with the approval of the Candidate Committee of the Trustees shall have been given.

6. That the support and allowances of such members of the faculty shall be computed on approximately the average support and allowances paid by the cooperating missions for similar location, length of service, and family relationships, the scale to be fixed by a separate action of the Trustees; responsibility for transportation to and from the field being determined in accordance with the contract with candidate at time of appointment; and the University not to be liable for emergency medical expenses.

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Travel

J. H. L.

Date Undetermined

RECOMMENDATIONS

for

SALARY AND ALLOWANCE SCHEDULE

Presented by Bd. of Managers

Added by Trustee's Com.

Permanent staff members

I. Married

Mex
\$2880

Salary to begin on date of sailing from home country.

- 1. Annual Salary \$2880
- 2. Increases for length of service at end of each 5 years to total salary of 3840 240
- 3. Children's allowances
 - under 6 years 300
 - 6 to 12 years 400
 - 13 to 17 years 500
 - 18 to 21 years 600

Members of faculty or wives not to engage in remunerative employment outside the University except by special arrangement.

Tuition fees in China if in excess of Mex. \$50. University pays not to exceed..... 100

(provided child is in school and is competent)

Travel expenses to home on furloughs paid, but not for return to China after 16.

- 4. Rent - University supplies houses & repairs (Temporary while at present site)

- 5. Medical & Dental
 - If a college physician, free services.
 - If not, - Budget Mex. \$200. per year per family Administered by Medical Com.
 - Dental fees - One-half paid if incurred on previous approval of College physician or Medical Com.

Members of Faculty to have an annual examination by and semi-annual consultation with the College Physician.

A Committee in Peking to be appointed to deal with the problem of securing medical services until a college physician is secured. Similar provision for medical care while on furlough should be provided.

- 6. Term of service
 - 1st term, 5 years
 - after that, 6 years.

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Presented by Bd. of Managers

Added by Trustees Com.

7 . Furlough, 14 months
absence from the field

Optional summer trips to
home country or semester
furlough after 4 years.
\$3600.

Salary (same as on field)

Children's allowances
as under 3 . above.

Rent

Up to \$50 per mo. on appli-
cation to Trustees

Study

Managers to make recommenda-
tions on individual cases.

8. Travel Expenses

Class - Train
Steamer

Economy urged - most direct route
1st class - Shipping Board boats
preferably, or equivalent.

Hotels

Moderate priced recommended.

Meals

To be paid for

Gratuities

Up to a total of \$10 apiece
for full trip.

Passports

To be paid for.

Baggage transfer

As necessary

Taxicab

Only when necessary

Salary

To continue during travel
at field rate.

9. Freight allowances &
customs charges on

Outgoing 4 cubic tons, per family

Return after furlough 2 cubic tons per family

10. Baggage allowance

350 lbs. Transpacific per each.

11. Outfit allowance \$1,000 per family.

Re-outfit

\$500 per family

12. Language study Expenses for
1 year.

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Presented by Bd. of Managers

Added by Trustees Com.

13. Disablement & Retirement.

In case of Disablement, Univ.
to meet all urgent financial
needs.

Emergencies to be met on the
merits of each case.

Retirement at 70 or after 40
years of service, salary to
continue at same rate as
before retirement.

A Committee to make careful
study of the whole problem
of insurance and retiring
allowances and report
recommendations to the
Trustees.

II. Single

- 1. Annual Salary \$1680
- 2. Increases for length of service 144
at end of each 5 years,
up to maximum of \$2256
- 3. Living quarters provided.
- 4. ~~Med~~Medical & dental as under
I - 5 above, except Mex. \$100
- 5. Term of service as above - I-6
- 6. Furlough as above - I-7
Salary (Same as on field)
- Rent
- Study
- 7. Travel (see I-3 above)
- 8. Freight allowances & customs charges on 2 cubic tons
- 9. Baggage allowances & customs charges on
- 10. Outfit allowance..... \$250
Re-outfit " \$125
- 11. Language study Expenses for one year.
- 12. Disablement & Retirement as above under I-13

\$1800
50
Up to \$25. per mo. on ap-
plication to Trustees.
As above, - upon recommen-
dation of Managers.

As under I - 10

\$125

See I-13 above

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