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Administrative  
Board of Control  
Minutes 1914-1922

MINUTES

OF THE

BOARD OF CONTROL

OF

GINLING COLLEGE

May 27th, 1915

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GINLING COLLEGE

(The Union College for Women in the Yangtze Valley)

**MINUTES**  
OF THE  
**BOARD OF CONTROL OF GINLING COLLEGE**

NANKING, May 27th, 1915.

The Board of Control of Ginling College met on May 27th, 1915, at 9 a.m. Present: Mesdames Thurston, Stafford, and Jones, the Misses Cogdal, Merrill, Kelly, Atkinson, Loomis, Dale, Duncan, Vautrin, Nourse, Goucher and Mead, Messrs. Bowen and Proctor; alternates, the Misses Watkins and Lester.

The meeting was called to order by the chairman, Mrs. Lawrence Thurston. Miss Atkinson led the devotional service.

The President then read her report, presenting some of the problems and matters for special discussion.

The report of the Executive Committee was read as follows:

**Executive Committee's Report.**

*Meeting of March 26-27th, 1915.*

The Executive and Permanent Land and Building Committees met in joint session on March 26th, in Nanking. Present: Mrs. Thurston, Misses Cogdal, Kelly, and Atkinson. Mr. Williams, Misses Shaw and Nourse were co-opted. Mr. Meigs, advisory member on land purchase was present. Mrs. Thurston was in the chair and Miss Nourse was elected secretary. The evening was spent in discussion of several sites. The piece lying between the Quakerage and present University campus was considered too small and as offering too little chance for future development. The land lying to the north and west of this on the hills was considered very desirable but as some of it is temple land it was realized that the purchase might be somewhat involved. Another piece was suggested by Mr. Meigs. This lies to the east of the Methodist Girls' School and is a level tract, all walled in. There was also some discussion as to the importance in the location of the college of considering whether proximity to the University life or to the life of the city would be more desirable to the college. The meeting was adjourned to meet the following morning.

*Saturday, March 27th, 9 a.m.*

The meeting was called to order by the chairman, Mrs. Thurston. Present: Mrs. Thurston, Misses Cogdal, Kelly, Atkinson, Nourse, and Mr. Williams. Prayer by Miss Atkinson: reading of the Docket by the Chairman.

Voted: That the site lying between the Quakerage and the present University campus shall not be considered as it is deemed too restricted.

Voted: That the Temple Land site and the site proposed by Mr. Meigs be further investigated.

Voted: That the ultimate location of the college be considered from the standpoint of relation to the University or relation to the life of the city. (The situation of rented building gives chance for experiment with view to cultivation of future constituency, development arising from touch with people, advantages arising from proximity to University).

Voted: That because of renting, for a term of four years, no action should be taken on question of building plans.

Voted: To request the Secretary to write the Department at Washington applying for Department's illustrated bulletin on school and college buildings, including those of the Philippines.

Voted: To adopt revised list of needs of college and print in College Bulletin.

Voted: To appoint Mrs. Thurston and Miss Nourse a committee to revise Budget and circulate by April 1st.

Voted: That the issue of the Bulletin should be 2,000 copies.

Voted: To approve of the action of the Board of Trustees of the University of Nanking in conference with representatives from the co-operating Boards of Ginling College at Garden City, Long Island in regard to the Board of Trustees of Ginling College. That action is as follows: "After full conference it was unanimously voted to state to the co-operating Boards and to the Board of Control that it was the sentiment of this conference of the representatives of the co-operating Boards and the Board of Trustees that instead of having a separate Advisory Council it would be preferable that the Board of Trustees should be so re-organized as to provide for an adequate representation of women and that the administration of the college under this unified Board would be better than the proposed division of functions between a Board of Trustees and an Advisory Council.

It was agreed that if this plan should commend itself to the Board of Control that Board and the Board of Managers of the University should be requested to suggest an apportionment of representation on the Board of Trustees based upon an equitable division of the work at Nanking into units, co-operation in each unit entitling a co-operating body to representation proportionally. It was suggested that in view of the desirability of not making the Board of Trustees too large, the maximum representation of any one body be four Trustees, that accord-

ingly the effort should be made to divide the work into four units as for example; 1st, the Academic Department of the University; 2nd, the Normal School, the Agriculture School, and the Language School; 3rd, The Medical School; 4th, Ginling College."

Voted: That the Executive Committee Meeting should be called for Wednesday, May 26th, and that the Board of Control meeting should be called for Thursday, May 27th.

Voted: That the following items should be placed on the Docket of business for the Board of Control meeting with others that the chairman should prepare. Report of Committees, Revised Budget, Fiscal Year, Board of Trustees, Consideration of Name.

The minutes were read and approved.

*Signed:* MARY A. NOURSE, *Secretary.*

It was voted to accept and adopt the report of the Executive Committee.

#### I. Faculty Appointments.

Voted: That temporary provision be made for the Department of Chemistry and Physics for next year.

That Mrs. Reisner be invited to accept the appointment as Associate Member of the Faculty in the Department of Physical Sciences and that a capable Chinese assistant teacher be secured to work under Mrs. Reisner's direction.

Voted: That the Board of Control secure, as soon as possible, teachers with special preparation as heads of the following Departments: Physical Sciences, Biological Sciences, Education and Music; it being understood that only specialists in these departments will be appointed at present.

Voted: That the Board of Control express their appreciation of any assistance that Mrs. Grove may be able to render the Department of Music in Ginling College, and request the President to confer with Mrs. Grove in regard to our need.

Voted: That the Board of Control state as a policy that we seek to find some suitable Chinese woman scholar to be placed in charge of the Department of Chinese, and until such an one be found that the President be authorized to fill the position temporarily.

Voted: To appoint Dr. Tsao as an Associate Member of the Faculty as lecturer in Physiology and Hygiene.

### II. Financial Organization.

The following report of the Treasurer was read and accepted:

#### REPORT OF TREASURER.

By receipt from

Woman's Missionary Council Board of Missions, Methodist Episcopal Church South ... ..	Mex. \$2,520.00
To Repairs on Property ... ..	500.00
Balance on hand ... ..	Mex. \$2,020.00

The resignation, on account of approaching furlough, of the Treasurer, Mrs. Stafford, was read and accepted.

Miss Nourse was elected Treasurer of the Board of Control.

Voted: That the Fiscal year be the Calendar year.

An informal report was made of the amounts on hand or expected from the co-operating Boards during the year.

Woman's Missionary Council Board of Missions, Methodist Episcopal Church South ... ..	Gold \$1,000.00
Woman's American Baptist Foreign Missionary Society ... ..	5,000.00
Board of Foreign Missions of the Presbyterian Church ... ..	2,000.00
Woman's Foreign Missionary Society of the Methodist Episcopal Church ... ..	1,650.00
Christian Woman's Board of Missions ... ..	2,650.00

Voted: To recommend that the co-operating Boards pay the Annual grants and all other funds for the College directly to the Board of Trustees in America, who will forward them direct to the Treasurer of the College.

### III. Trustees.

Voted: To approve the recommendations of the Garden City Conference in regard to Trustees and request the Board of Managers of the University to take up the question at their next meeting.

### IV. Enrollment of Students.

Voted: To accept the following suggestions for the enrollment of Students and request the President and Faculty to see that they are carried out.

- a. Advertisement in *Nü Doh Bao*, *Christian Intelligencer*, and other papers.
- b. Posters in High Schools.
- c. Presentation of the College by visiting High Schools.
- d. Presentation in Y. W. C. A. Summer Conferences.
- e. Presentation in Summer resorts—Kuling and Mokansan.
- f. Announcement sent to officials and schools.

### V. College Name.

Voted: To re-approve the name of Ginling College.

### VI. Order of Appointment of Members of the Board of Control.

Voted: To request the co-operating Missions to determine the order of appointment of the members of the Board of Control, for one year, two years, or three years, and to instruct the secretary to have the list of members of the Board of Control printed in the minutes according to term of service.

### VII. Time of Annual Meeting.

Voted: That the Annual meeting be held not later than the third Wednesday in May.

The Treasurer also reports \$5,000 Gold from the Woman's American Baptist Foreign Mission Society in the hands of the Mission Treasurer.

The minutes were read and approved.

It was voted to adjourn to meet at the annual meeting or at the call of the Executive Committee.

Mrs. LAWRENCE THURSTON, *Chairman*,  
FREDERICA R. MEAD, *Secretary*.



**MINUTES**

**BOARD OF CONTROL**

**GINLING COLLEGE**

**November 16th-17th, 1914**

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**GINLING COLLEGE**

**(The Union College for Women in the Yangtze Valley)**

**MINUTES**  
OF THE  
**BOARD OF CONTROL OF GINLING COLLEGE.**

NANKING, November 16th-17th, 1914.

The Board of Control of Ginling College met on November 16th, 1914, at 9 a.m. Present: Mesdames Thurston, Stafford, and Jones, Misses Cogdal, Pyle, Merrill, Kelly, Atkinson, White, Loomis, Dale, and Nourse, Messrs. Bowen and Proctor; alternates, Mrs. Mattox and Mrs. Sarvis.

The meeting was called to order by the chairman, Mrs. Lawrence Thurston. Devotional service was led by Miss Merrill.

The minutes of the previous meeting were read and approved.

The report of the Executive Committee was read as follows:

**EXECUTIVE COMMITTEE REPORT.**

*Meeting of April 17th, 1914.*

The Executive and Land Committees met in joint session on April 17th, at the home of Miss Lyon in Nanking. Mrs. Thurston was in the chair and Miss Pyle was elected secretary. Miss Lyon as chairman presented the report of the Land Committee.

Voted: That there first be a discussion on point of policy with regard to use in common with the University of Nanking of Church and Library.

Voted: That on account of the desirability of the Mohammedan graveyard and Temple Hill sites, we first consider these two only, in our present discussion.

Voted: To consider the Mohammedan graveyard as first choice, and the Temple Hill as second, and ask Mr. Stuart to represent us in purchasing one or the other of these two places.

Voted: That in case the first choice cannot be secured within four months or less at Mr. Stuart's discretion, an effort be made to secure the second place.

Voted: That we set \$250 per *mow* limit for the purchase cost, including the removal of the graves.

Voted: That the name of the college be "Ginling College:" that the name in Chinese be "Gin Ling Nu Dzi Da Hsioh."

Voted: That we tentatively adopt the course of study as read by Mrs. Thurston, and that it be printed for circulation to the Board of Control.

Voted: That each Mission be urged to nominate a member for appointment to the faculty as soon as possible.

Voted: That we ask each co-operating Board to provide \$650 gold for current expenses for 1915, besides the proportion of the initial \$10,000 that it is prepared to remit.

Voted: That Mrs. Thurston and Miss Goucher be asked to make inquiries as to available houses for the autumn of 1915 and report to the Executive Committee at the meeting in November.

Voted: That Mrs. Thurston and Miss Goucher, the Nanking members of the Literature Committee, be asked to prepare a tentative announcement for distribution.

Voted: That the secretary, Miss Pyle, write to the secretary of the Advisory Committee of the Educational Association asking that Mrs. Thurston be given a time at the next meeting to present the plans of Ginling College.

Proposed Amendment to the Constitution:—

An amendment is proposed to Article III, Section I, as follows:— The Boards in full co-operation shall appoint a body to act as Trustees with powers and duties as defined in Article III, Section 2. Article II, Section 1, to read as follows: Each Mission Board entering the union shall be represented on the Board of Trustees, and by three members on the Board of Control.

*Meeting of November 13th, 1914.*

The Executive Committee met at the home of Mrs. Thurston at 8 p.m. Members present: Mrs. Thurston, Misses Cogdal, Kelly, Dale, Pyle, and Dr. Bowen. At this meeting the Docket of Business for the Board of Control meeting was arranged and also Budgets, one for permanent equipment and one for current expenses.

Adjourned.

*Signed: Mrs. LAWRENCE THURSTON, Chairman.  
Miss MARTHA PYLE, Secretary.*

Voted: To accept and adopt the report of the Executive Committee.

The president's report was read and accepted.

Voted: To continue with the addition of Dr. Bowen's name the Committee on Temporary Housing, empowering them to act.

Voted: To appoint as a permanent Land and Building Committee the following: Misses Cogdal, Pyle, and Kelly, Drs. Proctor and Bowen; advisory members, Mr. Meigs and

Dr. Beebe, ex officio chairman, Mrs. Thurston. The duties of this committee shall be to purchase a suitable site, to determine upon the permanent buildings soon to be required, the style of architecture to be followed, to recommend a suitable architect to draw plans for these buildings, the amount of money probably required for land, buildings, equipment, and more immediate endowment all of which recommendations shall be made in writing at least one month before the next regular meeting of the Board of Control.

Voted: To approve of the amount of \$3,930, and the following list for permanent equipment.

PERMANENT EQUIPMENT.

I. Chapel furniture.			
	Piano ... ..	Mex.	Mex.
	50 chairs ... ..	\$500.00	
	Platform chairs and table ... ..	150.00	
		50.00	\$ 700.00
II. Office and guest room ... ..			200.00
III. Class rooms:			
	20 tables and chairs ... ..	150.00	
	2 tables and 22 chairs... ..	70.00	
			220.00
IV. Miscellaneous furniture.			
	1. Music studio ... ..	600.00	
	2. Library ... ..	400.00	
	3. Chemical Laboratory ... ..	200.00	
	4. Dormitory ... ..	425.00	
	5. Dining room ... ..	150.00	
	6. Lamps ... ..	100.00	
	7. Kitchen ... ..	100.00	
	8. Laundry ... ..	100.00	
	9. Lavatory ... ..	75.00	
	10. Servants' room ... ..	60.00	
			2,210.00
V. Contingent fund ... ..			600.00
			<u>\$3,930.00</u>

Voted: To establish school fees of... \$100.00:—

Tuition ... .. 50.00

Board and incidentals ... .. 50.00

The subject of scholarships was discussed.

Voted: To adjourn to meet at 2 p.m., the subject of scholarships to be the first order of business.

The meeting was called to order at 2 p.m.

Voted: To provide for ten scholarships not to exceed \$50 each, granted by the faculty under conditions as later determined.

Voted: To adopt the budget as follows:—

**BUDGET FOR 1915.**

*Expenditures.*

I. Salaries:	Mex.	Mex.
Foreign teachers(5) ... ..	\$6,000.00	
Chinese ,, (1) ... ..	750.00	
Chinese secretary ... ..	200.00	
Chinese college woman ... ..	1,000.00	
Lecturer on hygiene ... ..	100.00	
Matron ... ..	240.00	
	—————	\$8,290.00
II. Department supplies:		
Chemistry ... ..	\$ 200.00	
Preparation (2nd year) ... ..	1,000.00	
Book fund ... ..	200.00	
	—————	1,400.00
III. Boarding Department:		
Food ... ..	\$875.00	
Light and heat ... ..	150.00	
Servants ... ..	312.00	
	—————	1,337.00
IV. Special expenses:		
Rent of house ... ..	\$1,200.00	
Alterations ... ..	300.00	
Care of grounds ... ..	100.00	
	—————	1,600.00
V. Miscellaneous:		
Printing ... ..	\$200.00	
Travel of Board of Control ... ..	250.00	
Travel of President ... ..	300.00	
Stenographer ... ..	200.00	
Postage and stationery ... ..	50.00	
	—————	1,000.00
VI. Contingent fund ... ..		800.00
		—————
		\$14,427.00
 <i>Receipts.</i>		
Foreign teachers, one from each Board ... ..	\$6,000.00	
Appropriations for current expenses ((\$1,300 from each Board) ... ..	6,500.00	
Tuition, etc., estimated ... ..	2,000.00	
	—————	\$14,500.00

Voted: To adopt the following as entrance requirements and commit the elaboration of same to the Faculty.

**ENTRANCE REQUIREMENTS.**

Chinese ... ..	8 points.
English ... ..	8 ,,
Mathematics ... ..	2½ ,,
Science ... ..	2 ,,
History ... ..	2 ,,
Religion ... ..	2½ ,,

Voted: To adopt in general the course of study recommended by the Executive Committee and appoint the Faculty, Dr. Bowen, Mrs. Sarvis, and Miss Nourse as a committee with power to revise, elaborate, and publish; and to prepare and publish a bulletin.

Voted: To appoint Miss Nourse as a member of the Faculty and ask the Baptist Mission to release her from her present work in order that she may come to Nanking as soon as possible for the study of Nankingese Mandarin.

Voted: To appoint Mrs. Sarvis as a temporary member of the Faculty and ask the Christian Mission to release her as far as possible for this work.

Voted: To request the Woman's Foreign Mission Society of the Methodist Church to release Miss Mabel Stone to be a member of the Faculty as head of the Bible Department and Director of Religious Activities.

Voted: To instruct the chair to appoint committees to report to the Board at this meeting on Advisory Council, Revision of Constitution, Printing, Nominations. The chair appointed the following committees:—

Constitution:—Misses Cogdal and Loomis, Dr. Proctor.

Advisory Council:—Misses Merrill and White, Mrs. Mattox.

Printing:—Misses Pyle and Nourse.

Nominations:—Misses Nourse and Dale, Mrs. Jones.

Voted: To adjourn to meet at 8:30 a.m. November 17th.

*November 17th.*

The meeting was called to order by the chair at 8:30 a.m. Prayer was offered by Miss Kelly. Misses Pyle and Cogdal were absent.

Voted: To adopt the amendment as proposed Article III, Section 1.

Voted: To adopt report of Committee on Revision of Constitution.

Voted: To adopt report of Committee on Printing including numbers suggested for editions and to empower the Faculty to do this work. The Committee on Printing recommended the immediate printing of Revised Constitution edition of 1,000; Pamphlet 3,000; Bulletin 1,000; and stationery.

Voted: To recommend to the Mission Boards that the Board of Trustees of the University of Nanking with such additions as seem advisable be asked to serve as Trustees of Ginling College.

Voted: To adopt the report of the Committee on Advisory Council.

Report of Committee on Advisory Council.

We recommend:

1. The constituting of an advisory council of women in America to consist of members, two appointed by each co-operating Board, the special duty of this council being to interest the home churches in the development of the college with a view to raising funds, increasing equipment, and securing members for the faculty.

2. That the Board of Control shall have the power to appoint from time to time representative women from China to confer with the Advisory Council.

3. That this council be representative women capable of co-operating with the Board of Trustees.

4. That this council be distributing agents for literature and other information concerning the college.

5. That a committee of three consisting of the president of the college, one other member of the faculty, and one member of the Board of Control be appointed to keep this Advisory Council regularly informed of the progress and other interesting facts concerning the college and to supply them with interesting material such as anecdotes, character sketches, photographs, such as will aid the council in their duty of spreading information and increasing interest in the college.

6. That this committee send such material to the Advisory Council once a month.

Voted: To appoint Mrs. Thurston, Miss Goucher, and Miss Mead as a committee to prepare a seal and recommend to the Board of Control.

Voted: To recognize graduates of existing girls' High Schools of co-operating Mission Boards who have done real college work as alumnae of Ginling College and to instruct the Executive Committee to make report of the persons who should be so recognized. Also to instruct the Executive Committee to prepare a form of certificate to be granted to such persons.

Voted: To request the President to confer with the President of the Board of Trustees and Advisory Council as to granting of degrees.

Voted: To give power to the Executive Committee to fill its own vacancies until the next regular board meeting.

Voted: To accept the report of the Nominating Committee and to instruct the secretary to cast a unanimous vote for the following officers:—

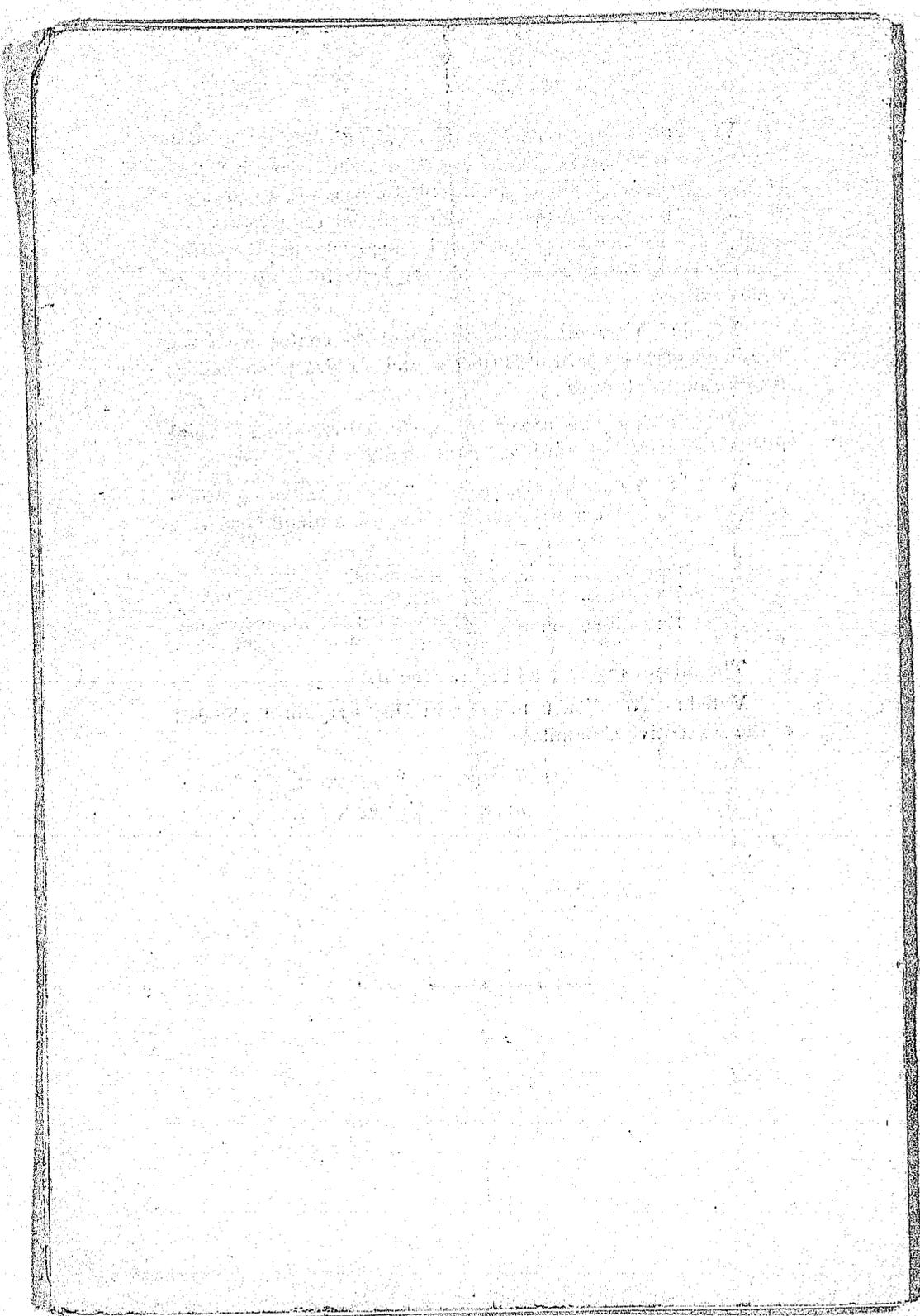
Secretary ... ..	Miss Mead.
Treasurer ... ..	Mrs. Stafford.
Executive Committee ...	{ Misses Pyle, Kelly, and Cogdal. Drs. Bowen and Proctor.

The minutes were read and approved.

Voted: To adjourn to meet in May 1915, or at the call of the Executive Committee.

Mrs. LAWRENCE THURSTON, *Chairman.*  
MARY A. NOURSE, *Secretary.*

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# MINUTES

OF THE

## BOARD OF CONTROL

OF

## GINLING COLLEGE

May 10th, 1916

GINLING COLLEGE

Nanking, China

### DOCKET.

1. Devotional Exercises.
2. Reading of Minutes.
3. Report of President.
4. Report of Executive Committee.
5. Report of Committee on Land and Building.
6. Report of Faculty on Course of Study and Increase of Staff.
7. Faculty Appointments.  
For Biological Sciences, Physical Sciences, English, Music, Chinese.
8. Report of Treasurer.
9. Budget for 1916-1917.
10. Amendments to the Constitution.
11. Miscellaneous Business.
12. Election of Executive Committee, Secretary, and Treasurer.
13. Reading of Minutes.

## MINUTES

OF THE

### BOARD OF CONTROL OF GINLING COLLEGE.

NANKING, May 10th, 1916.

The Board of Control of Ginling College met on May 10th, 1916, at 9 a.m. Those present were: Mrs. Thurston, Miss Atkinson, Miss Cogdal, Mrs. Jones, the Misses Kelly, Loomis, Lyon, Merrill, and Pyle, Mrs. Ufford, the Misses Wilkinson, White, Zimmerman, Dr. Bowen and Dr. Proctor, Miss Goucher, Miss Mead, and Miss Nourse; alternate, Miss Lucas. Dr. Lee and Miss Lanneau were welcomed as our guests and invited to the privilege of the floor.

Mrs. Thurston called the meeting to order. We were then led in prayer by Dr. Proctor.

The President read her report including the letter from Miss Bender, the Secretary of the newly formed Ginling College Committee of the Board of Trustees of Nanking University.

Voted:—That the President's report be approved and that it be printed.

The report of the Executive Committee was read as follows:—

#### EXECUTIVE COMMITTEE'S REPORT.

A meeting of the Executive Committee was held at the college on Friday, March 10th, 1916. Present: Miss Atkinson, Miss Cogdal, Miss Kelly, Dr. Bowen, Dr. Proctor, and Mrs. Thurston. The meeting was opened with prayer by Dr. Bowen and Mrs. Thurston. Dr. Proctor was elected Secretary.

*Budget.*—A Financial Statement was made by the Treasurer, Miss Nourse, and presented in writing to each member of the Committee and was a help in making up the budget for 1916. It was voted to make the budget to cover the school year, July 1916 to July 1917. The proposed Budget is as follows:—

BUDGET 1916-1917.

*Expenditures.*

<b>I. Salaries:</b>		
Foreign teachers (5) ... ..	\$6,000.00	
Chinese classics teacher ... ..	750.00	
Chinese secretary ... ..	200.00	
Teacher on special appointment ... ..	1,200.00	
Teacher for music ... ..	575.00	
Lecturer on Hygiene ... ..	100.00	
Matron ... ..	240.00	
	<hr/>	\$9,065.00
<b>II. Department supplies:</b>		
Chemistry ... ..	\$ 200.00	
Biology and Physiology ... ..	800.00	
	<hr/>	\$1,000.00
<b>III. Boarding Department (20 students):</b>		
Food ... ..	\$ 875.00	
Light and heat ... ..	150.00	
Servants ... ..	312.00	
	<hr/>	\$1,337.00
<b>IV. Special Expenses:</b>		
Rent and alterations ... ..	\$1,000.00	
Annual repairs ... ..	400.00	
Care of grounds ... ..	150.00	
	<hr/>	\$1,550.00
<b>V. Miscellaneous:</b>		
Insurance (on furnishings) ... ..	\$ 20.00	
Postage and stationery ... ..	50.00	
Printing ... ..	200.00	
Stenographer... ..	100.00	
Travel—Board of Control... ..	250.00	
"    President ... ..	100.00	
"    from U. S. A. ... ..	400.00	
Scholarships (5) ... ..	250.00	
	<hr/>	\$1,370.00
Contingent fund: ... ..	\$ 178.00	
	<hr/>	\$14,500.00

*Receipts.*

Salaries from co-operating Boards ...	\$6,000.00
Board appropriations for current expenses	6,500.00
Tuition, etc. (estimated) ... ..	2,000.00
	<hr/>
	\$14,500.00

*Permanent Equipment.*

Furniture:

Biological Laboratory ... ..	\$ 150.00
Library ... ..	1,075.00
Student parlor (chairs and tables) ... ..	30.00
Class rooms (tables) ... ..	16.00
Faculty dining-room... ..	200.00
	<hr/>
	\$1,471.00

Voted: To approve the alterations recommended by the President in Library, Biological Laboratory, and Faculty residence, the cost to be met out of Repair items in the Budget.

Voted: To approve the expenditure from the Permanent Equipment Fund of the money for furniture as set forth in the Budget.

*Faculty Appointments.*

Voted: To request the Christian Woman's Board of Missions, through the Christian Mission, to release Miss Winona Wilkinson for work in the college, subject to appointment by the Board of Control.

Voted: To request the President and Faculty to report on the foreign teaching staff needed for the next seven years, allowing for furloughs, and making recommendations as to methods of securing support for the increase in staff called for.

*Land and Building:*

The President reported on the land situation and the various sites were considered. The Temple Hill site is not obtainable, the site near the Governor's Yamen was not regarded as desirable. The region lying west and north-west of the University campus seemed on the whole more desirable than the site now occupied, which could be purchased if desired.

Voted: To request Mr. Settlemyer to act with the Land Committee and to push the investigation with a view to early purchase of the permanent site.

Voted: To express appreciation of the offer from the Woman's American Baptist Foreign Missionary Society to provide for at least one building from the Mrs. Rockefeller fund, and to request this Board to provide funds for a general administration building, which will also furnish class room accommodation for some time: \$35,000 for building, \$5,000 for furniture and equipment, and \$10,000 for permanent maintenance, in all \$50,000 gold.

*Literature.*

Voted: To approve the publication of a pamphlet similar to one printed in 1915, to contain accounts of college activities during the year, and other information about the college with pictures of courts and rooms, faculty and students.

*Trustees.*

Voted: To urge the co-operating Boards to appoint their representatives on the Board of Trustees of the University of Nanking in accordance with the action of last year.

*Amendments to the Constitution:*

Voted: To amend Article II by adding the following, either as addition to Sec. 1. b or as a separate section:

"Each co-operating Board not having a regular representative on the Faculty shall provide the financial equivalent for a special appointment under the Board of Control"

or

"Each co-operating Board not having a regular representative on the Faculty may, at the discretion of the Board of Control, be asked to provide the financial equivalent for an appointment by the Board of Control.

Voted: To recommend an *Amendment to the Constitution*, Article IX, adding a section after Sec. 3 to read as follows:

The Board of Control may elect members at large to the number of one third of the regular membership.

*Annual Meeting.*

Voted: To authorize the President to invite representatives of non co-operating Boards as visiting delegates to the May meeting.

Voted: To approve the general program suggested by the President for the public opening to be held on May 9, 1916.

Voted: That the annual meeting be called May 10, 1916.

J. T. PROCTOR, *Secretary.*

Voted: To accept the report of the Executive Committee.

*Faculty Report on Course of Study.*

Voted: To accept the following recommendations of the Faculty for the courses of study for the Freshman and Sophomore classes:—

FRESHMAN COURSE.		SOPHOMORE COURSES.	
Chinese ... ..	5 hours	Chinese ... ..	5 hours
English 5 ... ..	5 hours	English 3 ... ..	4 hours
Chemistry 1 ... ..	3 hours	Botany and Zoology 1	3 hours
Psychology 1 ... ..	3 hours	or 4 ... ..	3 hours
Religion 1 ... ..	2 hours	History or Sociology ...	3 hours
Art 3 ... ..	1 hour	Mathematics 3, 1st half yr.	3 hours
Physiology 1 ... ..	1 hour	Astronomy ... ..	1 hour
		Domestic Architecture ...	1 hour
		History 3 and Mathematics 2 to be substituted for Chemistry and Psychology in the second semester.	

*Faculty Report on Increase of Staff.*

The President presented the following report on the allotment among the future members of the Faculty of the courses offered in the catalogue:

President	Astronomy.
Department A	Biological Sciences.
Department B	Physical Sciences.
Department C	Economics and Sociology.
Department D	English.
Department E	English (Special).
Department F	History.
Department G	Education and Philosophy.
Department H	Mathematics.
Department I	Religion.
Department J	Music and Art.

Registrar and Librarian, Secretary and Treasurer, Bookroom, Athletics, Housekeeper and Gardener, Supervising Repairs, Furloughs.

Note:—Departments C, F, and either D or I are provided for by members of the Faculty now on the field. The departments that are unlettered remain to be divided as seems best among the above faculty members.

Voted: That a Committee of five be appointed by the Chair to draw up, on the basis of reports presented, recommendations to the Ginling College Committee to meet the immediate needs of the College for additions to the Faculty.

*Report of Treasurer.*

The Treasurer presented her report as follows:

FINANCIAL STATEMENT FOR YEAR 1915.

PERMANENT EQUIPMENT FUND.

<i>Receipts.</i>	<i>Gold.</i>	<i>Mexican.</i>
Woman's Mission Council Board of Missions (M. E. Church, South) ... ..	\$10,000.00	\$24,700.00
Woman's American Baptist Foreign Missionary Society ... ..	5,000.00	12,410.00
Woman's Foreign Missionary Society of the M. E. Church (North) ... ..	1,000.00	2,450.00
Board of Foreign Missions of Presbyterian Church ... ..	2,000.00	4,347.82
Christian Woman's Board of Missions ... ..	2,000.00	4,870.63
	<u>\$20,000.00</u>	<u>\$48,778.45</u>
Bank Interest ... ..		287.69
Refund ... ..		19.80
		<u>\$49,085.94</u>

PERMANENT EQUIPMENT FUND.

<i>Expenditures.</i>	<i>Mexican.</i>
Guarantee money paid to Landlord ... ..	\$1,000.00
2 Pianos ... ..	1,000.00
Furniture ... ..	1,785.07
Books (Library Reference) ... ..	492.33
Laboratory Apparatus ... ..	494.40
	<u>4,771.80</u>
Balance on hand ... ..	44,314.14
	<u>\$49,085.94</u>

*Signed, MARY A. NOURSE,*  
*Treasurer.*

CURRENT EXPENSE ACCOUNT.

<i>Receipts.</i>	<i>Mexican.</i>
Woman's Mission Council Board of Missions (M. E. Church, South) ... ..	\$1,205.75
Woman's American Baptist Foreign Missionary Society ... ..	650.00
Woman's Foreign Missionary Society of the M. E. Church (North) ... ..	1,300.00
Board of Foreign Missions of Presbyterian Church ... ..	1,400.00
Christian Woman's Board of Missions ... ..	1,466.25
	<u>\$6,022.00</u>
Tuitions and other fees (½ Year) ... ..	569.00
Sale and rent of books and supplies ... ..	94.09
Refund ... ..	10.00
Specific gift ... ..	62.50
	<u>\$6,757.59</u>

<i>Expenditures.</i>	<i>Mexican.</i>
Administrative (office expenses) ... ..	\$ 18.75
Boarding Department (including light, heat, wages, and upkeep of grounds) ... ..	861.31
Departmental Supplies ... ..	419.47
Newspapers ... ..	4.75
Miscellaneous ... ..	210.82
Printing ... ..	612.45
Postage and Stationery ... ..	45.50
Rent and Middlemen's fees ... ..	607.50
Alterations including glass—and extras after moving in ... ..	1,550.93
Salaries (Chinese teachers) ... ..	740.00
Travel { Board of Control ... .. 100.20	
{ President ... .. 117.72	
{ Teachers ... .. 70.40	288.32
	<u>\$5,359.81</u>
Balance on hand ... ..	1,397.78
	<u>\$6,757.59</u>

*Signed, MARY A. NOURSE,*  
*Treasurer.*

Voted: That the Treasurer's report be approved subject to auditing.

Voted: That a Committee of two be appointed by the Chair to audit the Treasurer's books.

*Committees.*

The following Committees were appointed by the Chair.

1. Faculty Increase of Staff: Miss Pyle, Miss Kelly, Miss Lucas, Miss Merrill, and Dr. Proctor.
2. Auditing: Miss Cogdal, Miss Loomis.

The meeting adjourned to attend chapel which was led by Miss Pyle, to reassemble at 2 o'clock.

The afternoon session was opened with prayer by Dr. Bowen.

*Land and Building.*

The report of the Committee on Land and Buildings was presented.

Voted: To accept the report and instruct the Committee to continue their work and proceed immediately to the purchase of land in the region of Lai Dz An.

*Budget.*

Voted: To adopt the Budget proposed by the Executive Committee.

Voted: That a Committee composed of Mrs. Thurston and Miss Merrill be appointed to meet with the Reference Committee of the Woman's Foreign Missionary Society of the Methodist Episcopal Church to talk over the question of the current expenses of the College.

*Amendments to Constitution.*

Voted: To accept the first reading of the amendment to Article II, Sec. I, b. of the Constitution as follows:

"Each co-operating Board not having a regular representative on the Faculty shall provide the financial equivalent for a special appointment under the Board of Control."

Voted: To adopt the amendment to the Constitution, Art. IV, adding a section after Sec. III to read as follows:

"The Board of Control may elect members at large to the number of one third of the regular membership."

*Faculty Increase of Staff.*

The Committee on the Faculty Increase of Staff made their report which was taken up item by item and approved as follows:

Voted: That with the exception of one representative from each Mission Board all other appointments to the foreign teaching staff be made by the Ginling College Committee of the Board of Trustees in accordance with the list of Faculty needs approved by the Board of Control, and that efforts be made by the President and the Ginling College Committee at home to secure special funds for the support of all such members of the Faculty.

Voted: That all appointments to the faculty be of persons who have specialized in at least one year of graduate work, or in teaching, in the departments to which they are appointed.

Voted: The departments of History, Economics and Sociology, and either English or Religion, being provided for by members of the faculty now on the field, we recommend that other needs be met in the following order:

Biological Science, Physical Science, Music, English or Religion, Education and Philosophy, Mathematics.

*Miscellaneous Business.*

Voted: That the Board of Control views with interest the plans for a union medical school for women in this part of China, and would say that it has, from the beginning, been the plan of the Board to have a medical department in Ginling College; and, though we do not feel that the time has yet come for us to undertake this, we still hope that there may some time be a medical school in connection with the College.

Voted: That the Secretary write a letter expressing the appreciation of the Board of Control of Ginling College for the interest of the Chinese students in America and for their gift to the College.

Voted: That the meeting be adjourned to meet again the following morning at 8:30 at Miss Lyon's school to discuss problems of middle schools.

*Elections.*

The Executive Committee was elected as follows:

Miss Pyle, Miss Lyon, Miss Cogdal, Dr. Bowen, and Dr. Proctor.

Miss Goucher was elected Secretary, and Miss Nourse, Treasurer.

*Adjournment.*

After the reading of the minutes, the meeting adjourned.

Mrs. LAWRENCE THURSTON, *Chairman.*

Miss FREDERICA R. MEAD, *Secretary.*

**Members of the Board of Control.**

1916

*Term of Service Expires.*

Rev. J. T. Proctor	1916	} Baptist, North.
Mrs. A. F. Ufford	1917	
Miss Dora Zimmerman	1918	
Miss Mary F. E. Kelly	1917	} Disciples of Christ.
Miss Emma A. Lyon	1918	
Miss Wenona Wilkinson	1919	
Miss Jean Loomis	1916	} Methodist Episcopal, North.
Rev. A. J. Bowen, LL.D.	1917	
Miss Clara E. Merrill	1918	
Miss Mary Lou White	1917	} Methodist Episcopal, South.
Miss Virginia M. Atkinson	1918	
Miss Martha E. Pyle	1919	
Miss Margaret B. Duncan	1916	} Presbyterian, North.
Mrs. John Reese Jones	1917	
Miss Mary E. Cogdal	1918	

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**MINUTES**

OF THE

**BOARD OF CONTROL**

DOCKET

OF

**GINLING COLLEGE**

May 16, 1917

**GINLING COLLEGE  
NANKING, CHINA**

p 4

# MINUTES

OF THE

## BOARD OF CONTROL

OF

### GINLING COLLEGE

May 16, 1917

GINLING COLLEGE  
NANKING, CHINA

BOARD OF CONTROL  
DOCKET.

1. Devotional Exercises.
2. Reading of Minutes.
3. Report of President.
4. Report of Ginling College Committee and Foreign Correspondence.
5. Report of Executive Committee.
6. Recommendations of Executive Committee.
7. Faculty Needs.
8. Report of Land and Building Committee.
9. Report of Treasurer.
10. Budget for 1917-1918.
11. Miscellaneous Business.
12. Election of Executive Committee, Secretary, and Treasurer.
13. Reading of Minutes.

Meeting of the Board of Control of Ginling College,  
May 16, 1917.

The Board of Control of Ginling College met as the guests of the College on Wednesday, May 16, 1917. The sessions were held in the faculty living room and twelve of the members had lunch at the college. During a short recess in the afternoon the members went to the garden where the students met them, served tea, and strolled with them along the paths among the roses. At the close of the last session Miss Kelly expressed the gratification she has felt in the growth this year of loyalty and college spirit in the Ginling student body and in the evidences of real college ideals and attainments at Ginling.

MINUTES.

The Board of Control of Ginling College met on May 16, 1917, at 9 a.m. Those present were: President Thurston, Misses Atkinson, Cogdal, Drake, Honsinger, Mrs. Jones, Misses Kelly, Loomis, Peterson, White, Zimmerman, Dr. Bowen, Dr. Fitch, and the alternates Mrs. Sarvis and Mrs. Stafford. Miss Goucher and Miss Nourse sat with the Board.

The President called the meeting to order. Miss Atkinson conducted the devotions, reading Psalm 19, and Dr. Fitch led in prayer.

The Minutes of the 1916 Board of Control Meeting were presented.

Voted: That the minutes as printed be approved.

The President's Report for the year was read by the President.

Voted: That the President's report be accepted, approved, and printed.

The Ginling College Committee Proceedings were reported by the President in the form of the following rules and questions referred to the Board of Control.

QUESTIONS REFERRED TO BOARD OF CONTROL BY GINLING COLLEGE COMMITTEE.

I. Rules Relating to Finance:

1. Each co-operating Board shall pay \$1,500 annually into the treasury of the Board of Trustees of the University of Nanking on account of Ginling College, from which all legitimate expenses shall be paid. (Current Expenses \$650.00; Salary \$650.00; Travel \$140.00; Outfit \$40.00; Margin \$20.00).
2. (6) All building funds shall be invested in this country (America), the income from the same to be credited to the Permanent Equipment Fund unless otherwise ordered by the Ginling College Committee.
3. (7) All plans for the purchase of property and for building shall be approved by the Ginling College Committee.

II. Rules Relating to Faculty:

1. The term of service of missionary teachers under full appointment shall be made to conform to the average length of term adopted by the five co-operating Boards.
2. There shall be a contract with all teachers sent out by the Ginling College Committee, signed by the appointee and by the chairman of the Ginling College Committee.

III. General Questions:

1. The relation of the Board of Control and the Ginling College Committee: is it defined in our constitution under Powers and Duties of Trustees and Board of Control?
2. Has the Ginling College Committee the power to make appointments to the full faculty position as defined in the Constitution? or is vote of Board of Control required?
3. Does the Board approve a uniform salary of \$650.00? Shall an additional amount be appropriated for the President, either in the form of salary or an allowance, and what shall the amount be?

Voted: That Rule I, 1, be approved and that the approval be reported to the co-operating missions.

Voted: That Rule I, 2 be approved.

Voted: That Rule I, 3, be approved.

Voted: That Rule II, 1, be recommended to read: That the term of service of a missionary teacher on the faculty, in view of the necessity for study in America, be five years.

Voted: That Rule II, 2, be approved.

Voted: That a committee of five—one from each mission—be appointed by the chair to draw up recommendations in answer to the General Questions.

The Executive Committee Report was read by Mrs. Stafford as follows:

EXECUTIVE COMMITTEE REPORT.

The Executive and Land Committees met in joint session at the College on Saturday, December 2, 1916. Mrs. Thurston was in the chair and Miss Cogdal was elected secretary.

Miss Atkinson and Mrs. Ufford were elected in the places of Miss Pyle and Dr. Proctor on the Executive Committee.

The Minutes of the Ginling College Committee of the Board of Trustees of the University of Nanking were reviewed by the Committee and referred to the Board of Control for formal action at the next regular meeting. Action was taken on the first suggestion under Rule 7, page 2, of the Minutes.

Voted: That the money set aside for purchase of land and equipment be retained on the field for immediate use but that ten thousand dollars gold (\$10,000) be returned to the Treasurer of the Ginling College Committee in New York, to be invested there until it, together with the interest accrued, is called for by the Board of Control.

Voted: That if after consultation with the members of the Executive Committee not present, all are favorable, a cable shall be sent to Miss Bender asking that Miss Chi T. Wang come to China by the earliest steamer and thus be ready to take up work in the College at the opening of the spring semester.

Voted: To approve of the purchase of land for which the Land Committee is now negotiating, if it is possible to secure as large a piece of land as is needed.

The meeting adjourned about twelve o'clock.

MATILDA C. THURSTON, *Chairman.*

M. E. COGDAL, *Secretary.*

The Executive Committee met at the College on March 2, 1917. The meeting was called to order by the President, and Miss Kelly led in prayer. The minutes of the December meeting of the Ginling College Committee were read and discussed. The President's letter to Miss Bender was read in part, and extracts from other correspondence. Questions regarding faculty needs and faculty furloughs were discussed.

Voted: That Miss Nourse take her furlough at the end of the present school year, and that Mrs. Thurston take a six months' furlough, beginning at Christmas 1917.

Voted: To recommend to the Board of Control that steps be taken to secure a young woman for the position of office secretary.

Voted: That in view of the College being in its initial stages, and in view of the importance of establishing helpful relationships, both with our constituency at home and on the field, we believe that it is advisable for the Ginling College Committee to appoint, for the time being, on the permanent staff, only members of co-operating Boards:

That we approve what Mrs. Thurston has written concerning Miss Streeseaman and that we emphasize the importance, not only of intellectual equipment, but of spirituality, that we ask that the Committee satisfy themselves that each candidate's personality is of the right kind and that she shows consecration to mission ideals and life, and places supreme emphasis upon the spiritual life.

Voted: That we urge the early appointment of permanent members of the faculty for the Departments of Biological Sciences, Physical Sciences, and Music, as requested in the minutes of the May 1916 meeting of the Board of Control (page 9), and for the Department of Education and Philosophy, and that an office secretary be added to the staff.

Voted: That the President be instructed to write to Miss Vautrin, and to the Christian Mission, with a view to securing Miss Vautrin for the College faculty by the autumn of 1917.

#### *Budget.*

Voted: That the treasurer be asked to prepare a more detailed financial statement to show how expenses compare with the Budget.

Voted: That the sum of \$50.00, which has been presented to the College by one of the students, be set aside as the nucleus of a loan fund for student aid.

Voted: That Miss Cogdal and Mrs. Thurston be appointed a committee to work on the receipt budget.

Voted: To recommend to the Board of Control that, in case of failure to secure an office secretary, the salary of a stenographer be included in the Budget.

#### *Docket for Meeting of the Board of Control.*

Voted: That the Annual Meeting of the Board of Control be called for Wednesday, May 9, 1917, at 9:00 a.m.

#### DOCKET.

1. Devotional Exercises.
2. Reading of Minutes.
3. Report of President.
4. Report of Ginling College Committee and Foreign Correspondence.
5. Report of Executive Committee.
6. Recommendations of the Executive Committee.
7. Faculty Needs.
8. Report of Land and Building Committee.
9. Report of Treasurer.
10. Budget for 1917-1918.
11. Miscellaneous Business.
12. Election of Executive Committee, Secretary, and Treasurer.
13. Reading of Minutes.

The Committee adjourned after six o'clock.

MATILDA C. THURSTON, *Chairman.*  
LOTTIE H. UFFORD, *Secretary.*

The Executive Committee met at the College, May 15, 1917, with the President in the chair. Present: Dr. Bowen, Miss Cogdal, Miss Atkinson, Mrs. Stafford, Mrs. Thurston. Dr. Bowen led in prayer.

Voted: That Mrs. Stafford act on the Executive Committee as Mrs. Ufford's alternate.

Voted: That Mrs. Stafford act as secretary.

Letters from Miss Wang were read and discussed.

Voted: That Miss Kelly present to the Board of Control the report of the Land and Building Committee.

Voted: That the secretary present to the Board of Control the report of the Executive Committee.

Voted: That the President present to the Board of Control the correspondence and actions of the Ginling College Committee.

The meeting was then adjourned.

MATILDA C. THURSTON, *Chairman.*  
JULIA W. STAFFORD, *Secretary.*

Voted: That the report be accepted and its recommendations considered at this time.

Voted: That the actions of the December 2, 1916, Executive Committee meeting be approved.

Voted: That Miss Vautrin be invited to become a permanent member of the faculty and that a telegram and a letter

be sent to urge her to accept and to be here by September 17, 1917.

Voted: That the action of the March 2, Executive Committee meeting regarding faculty needs, with the action on faculty furloughs be adopted.

The chair appointed Miss White, Mrs. Sarvis, Miss Honsinger, Miss Peterson, and Dr. Fitch on the committee to make recommendations on the general questions from the Ginling College Committee report.

Voted: That the meeting be adjourned to meet again at 2.30 p.m.

The President called the meeting to order at 2.30. Mrs. Stafford led in prayer.

The President read from a letter just received from Miss Bender concerning the April 13 meeting of the Ginling College Committee.

The Committee on Recommendations in regard to the general questions referred to the Board of Control by the Ginling College Committee handed in the following report:—

REPORT OF THE COMMITTEE ON GENERAL QUESTIONS REFERRED TO THE BOARD OF CONTROL BY THE GINLING COLLEGE COMMITTEE.

Miss White called the meeting to order.

Voted: That in answer to question 1, the following addition to the constitution be recommended:

Art. III, sec. 2, d: To appoint members of the teaching staff of the College. Note the exception in Art. VI, sec. 1, c.

Voted: That in answer to question 2 the following changes in the constitution be recommended:

1. That Art. IV, sec. 5, d: "To appoint and remove faculty and fix salaries of associates and assistants" be changed to read: "To elect voting members of the faculty and to remove the same, and to fix salaries of associates and assistants."

2. That Art. VI, sec. 1, a: "Voting members of the faculty shall be all persons regularly appointed by the Board of Control," be changed to read: "Voting members of the faculty shall be persons regularly elected by the Board of Control."

Voted: That in answer to question 3 the following recommendations be made:

1. That the salary for the first two years be \$600 a year and for subsequent years, \$650 and that Language School expenses for two years be paid by the College.

2. That an additional allowance of \$100 gold be granted to the president, to cover expenses incidental to her office.

Respectfully submitted,

M. L. WHITE, *Chairman of Committee.*

Voted: That the report be accepted and the recommendations be considered item by item.

Voted: That recommendation 1 in answer to question 1 be approved.

Voted: That recommendation 1 in answer to question 2 be approved.

Voted: That recommendation 2 in answer to question 2 be approved.

Voted: That recommendation 1 in answer to question 3 be approved.

Voted: That recommendation 2 in answer to question 3 be approved.

The Land and Building Committee's Report was presented by Miss Kelly as follows:

There was an informal discussion of building plans, including the following topics:

1. Importance of getting plans under way in order that planting of trees may be begun.

2. Large dormitory vs. cottages or sectional dormitories.

3. Hedges instead of wall around the campus—with a wall around the dormitories and faculty residence if that is considered a necessary protection.

4. Order of erection of buildings.

a. One building to serve as dormitory and administration building.

b. Shall we build a dormitory to accommodate fifty or sixty students, the faculty residence and the administration building out of the funds now available?

c. Shall we build the administration building now or a recitation building, to be used temporarily for recitations and administration?

Voted: That we endeavor to secure the services of Mr. Small to make a survey and plans of the land.

Voted: That the President be authorized to confer with Shattuck and Hussey as to whether they could undertake to draw the plans for the college buildings, and if so, what their terms would be.

Voted: That Miss Goucher be added to the Land and Building Committee.

Voted: That \$24,000 Mex. be set aside for land and improvements.

Voted: That steps be taken to buy more land to the south and west of the land already contemplated, and extending to the brow of the hill to the south. (These extensions are hoped for within the sum above set apart.)

Voted: That a complete plan of the campus with buildings to accommodate a student body of one hundred and fifty be drawn up.

Voted: That at first three of these buildings be erected—an administration building, a students' dormitory, and a faculty residence.

Voted: That the report be accepted and the recommendations be approved as read.

Voted: That buildings with Chinese roofs and not higher than two stories be the style approved.

Voted: That the faculty residence be so built that if they so desired any two members could live together in an apartment.

The Treasurer's Report was presented by Miss Nourse as follows:

### GINLING COLLEGE, NANKING

#### Financial Statement, 1916.

**PERMANENT EQUIPMENT FUND:**

<i>Receipts.</i>		Mex.	Mex.
Jan. 1, 1916, Balance on hand	...	\$44,314.14	
By specific (G. \$60)	...	120.00	
June 30, By interest	...	433.99	
Dec. 30, do.	...	415.96	\$45,284.09
<i>Expenditures.</i>			
Library (Books)	...	\$ 1,179.25	
Biology Equipment	...	98.53	
Land	...	3,000.00	
Gold draft to send home	...	16,263.64	
Furniture	...	635.25	
<b>Balance on hand, Jan. 1, 1917</b>	...	<u>24,107.42</u>	<u>45,284.09</u>

(Note: Since Jan. 1, 1917, \$8,000 has been paid out for land.)

**CURRENT EXPENSE ACCOUNT:**

<i>Receipts.</i>	Mex.	Mex.
Jan. 1, 1916, Balance on hand	\$ 1,397.78	
By Women's Council Board of Missions, M.E. Church (So.)	1,209.00	
W. A. B. F. M. S.	650.00	
Board of F.M. of Pres. Church	700.00	
Refunds	41.15	
Sale of Books and Supplies	144.59	
Fees (students)	1,365.48	
Specific	17.40	
<b>Deficit</b>	<u>1,103.16</u>	<u>6,628.56</u>

*Expenditures.*

Boarding Department	\$ 1,120.47	
Departmental supplies	342.63	
Salaries	2,349.50	
Printing	362.67	
Stationery	69.45	
Magazines and Newspapers	54.77	
Rent	540.00	
Repairs and alterations	904.56	
Miscellaneous	399.67	
Refunds	21.00	
Travel	276.85	
Office Expense (Pres. and Treas.)	160.99	
Incidental, fees to land agent	26.00	6,628.56

**I. Salaries:**

Foreign	\$ 814.50
Chinese Classics	295.00
Chinese Secretary	200.00
Special Appointment	600.00
Lecturer (Hygiene)	200.00
Matron	240.00
	<u>\$2,349.50</u>

**II. Departmental Supplies.**

Book Room and General Supplies	342.63
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**III. Boarding Department.**

Food	\$477.57
Light and Heat	256.47
Servants	255.95
Incidentals	47.60
	<u>\$1,036.69*</u>

\* (See item care of grounds.)

IV. Special Expenses.		Mex.	Mex.
Rent	...	\$ 540.00	
Alterations	...	904.56	
Care of Grounds	...	83.78	
		<u>          </u>	\$1,528.34
Office Expense.			
President	} Stenographer	...	\$ 30.91
	} Miscellaneous	...	78.62
Treasurer	} Stenographer	...	10.00
	} Miscellaneous	...	19.66
Library, etc.	...	...	21.80
		<u>          </u>	\$ 160.99
V. Miscellaneous.			
General Miscellaneous	...	\$161.46	
Stove	...	167.81	
Piano Tuning	...	30.00	
Hospital and Medicines	...	22.40	
Insurance	...	18.00	
Refunds	...	21.00	
Stationery	...	69.45	
Printing	...	362.67	
Travel	...	...	
Board of Control	...	201.85	
President	...	42.50	
Chinese Teachers and Miss Mayhew	...	32.50	
Magazines and Newspapers	...	54.77	
Incidental—Land Agent	...	26.00	
		<u>          </u>	\$1,210.41
			6,628.56

Voted: That the treasurer's report be accepted and approved.

Voted: That Mr. L. J. Owen be asked to audit the treasurer's books at the end of June when Miss Nourse gives them up.

The Report of the Auditing Committee, for the calendar year 1915-1916 was given by Miss Cogdal. The books were found correct with the exception of the cash balance which could not be verified on account of a change of date in the meeting of the committee.

Voted: That the report be accepted and approved.

The Budget for 1917-1918 was presented as follows:

BUDGET 1917-1918.

I. Administration and Instruction.

Salaries.		Mex.	Gold.
Foreign Teachers (5)	...		\$ 3,250
" " 2	...		1,200
Office Secretary	...		600
Returned Student	...	\$ 1,000	
Chinese Teacher	...	600	
Chinese Secretary	...	200	
Matron	...	240	
College Physician	...	100	
President's Allowance	...		100
Language School Fees	...		75
		<u>          </u>	\$2,140
			5,225

Departmental Expenses.

Biological Sciences	...	\$ 200
Physical Sciences	...	400
Chinese	...	50
Library (Periodicals)	...	100
Recreation	...	25
Miscellaneous	...	25
		<u>          </u>
		\$ 800

Office Expenses.

President's Office	...	\$ 60
Treasurer's Office	...	40
Postage and Stationery	...	60
		<u>          </u>
		\$ 160

Travel.

Board of Control	...	\$ 200
President	...	100
		<u>          </u>
		\$ 300

II. Maintenance.

Insurance	...	\$ 200
Printing	...	400
Rent and Alterations	...	1,000
Repairs	...	400
Care of Grounds	...	150
School Wages	...	200
		<u>          </u>
		\$ 2,350

III. Boarding Department (30 students).		Mex.	
Food	...	\$ 1,000	
Light and Heat	...	500	
Social Expenses	...	50	
Wages	...	300	
Incidentals	...	50	
		\$ 1,900	
		Mex.	Gold.
Total expenses	...	\$ 7,650	5,225
Deficit 1916	...	1,103	
		\$ 8,753	5,225
RECEIPTS.			
		Mex.	Gold
Board appropriations	...	\$ 7,500	
Smith College	...	1,000	
Salary (F. R. M.)	...	650	
Christian Women's Board (1916)	...	1,250	
Receipts on field (estimated)	...	\$ 3,500	
Balance due, 1916	...	3,941	
		\$ 7,441	\$10,400
Mexican balance	...	1,312	
		\$8,753	
EXPENDITURES.			
		Mex.	Gold
Total expenditures	...	\$7,650	\$5,225
Deficit 1916	...	1,103	
		\$8,753	\$5,225
Mexican deficit (\$1,312 @ 1.62)	...		814
			\$ 6,039
Gold balance	...		4,301
			\$10,400
PERMANENT EQUIPMENT.			
Furniture.			
Dormitory (10 students)	...	\$ 250	
Class-rooms	...	150	
		\$ 400	
Laboratory Equipment.			
Biological Laboratory	...	\$ 500	
Physical Laboratory	...	1,000	
		\$1,500	
Library.			
Books	...	\$500	
		\$500	
		\$ 2,400	

Voted: That the budget be adopted.

Voted: That, until instructions from the Ginling College Committee be received, all salaries, beginning with April 1, 1917, be paid by the treasurer at the current rate of exchange.

Voted: That the question of paying salaries at the rate of two to one be taken up with the Ginling College Committee.

#### Miscellaneous Business.

Voted: That the date of the annual meeting of the Board of Control be near the first of January.

Voted: That the budget and the treasurer's report be printed with the president's report.

Voted: That resolutions of hearty thanks be sent to Mr. J. Leighton Stuart for his valuable and generous services in the purchase of land for Ginling College.

#### Elections.

The Executive Committee was re-elected as follows: Miss Atkinson, Miss Cogdal, Miss Lyon, Mrs. Ufford, Dr. Bowen.

Miss Goucher was elected secretary of the Board of Control.

Voted: That President Thurston be official treasurer from July 1, 1917, with the authority to secure an assistant for bookkeeping as soon as possible.

Voted: That the Executive Committee be the Land and Building Committee with power to co-opt other members.

#### Adjournment.

After the reading of the minutes and prayer the meeting was adjourned.

MATILDA C. THURSTON, *Chairman.*  
ELIZABETH GOUCHER, *Secretary.*

**Members of the Board of Control 1917.**

	<i>Term of Service Expires.</i>	
Mrs. A. F. Ufford ...	1918	} Baptist, North.
Miss Dora Zimmerman ...	1919	
Miss E. J. Peterson ...	1920	
Miss Mary F. E. Kelly ...	1917	} Disciples of Christ.
Miss Emma A. Lyon ...	1918	
Miss Wenona Wilkinson ...	1919	
Rev. A. T. Bowen ...	1917	} Methodist Episcopal, North.
Miss Welthy Honsinger ...	1918	
Miss Jean Loomis ...	1919	
Miss Mary Lou White ...	1917	} Methodist Episcopal, South.
Miss Virginia M. Atkinson ...	1918	
Miss N. D. Drake ...	1919	
Mrs. John Reese Jones ...	1917	} Presbyterian, North.
Miss Mary F. Cogdal ...	1918	
Rev. R. F. Fitch ...	1919	

After the reading of the minutes and prayer the meeting was adjourned.

Attest: Elizabeth G. Thurston, Secretary.

Elizabeth G. Thurston, Secretary.

After the reading of the minutes and prayer the meeting was adjourned.

Attest: Elizabeth G. Thurston, Secretary.

Elizabeth G. Thurston, Secretary.

MINUTES  
OF THE  
BOARD OF CONTROL

GINLING COLLEGE

March 5 and 6

1918

GINLING COLLEGE  
NANKING, CHINA

Rcm  
N13p

DOCKET.

1. Devotional Exercises.
2. Reading of Minutes.
3. Report of President.
4. Report of Executive Committee.
5. Report of Ginling College Committee.
6. Report of Faculty—covering
  - Entrance Requirements
  - Course of Study
  - Requirements for Diploma.
7. Faculty Appointments.
8. Report of Land and Building Committee.
9. Report of Treasurer.
10. Budget for 1918-1919.
11. Miscellaneous Business.
12. Election of Executive Committee, Secretary, and Treasurer.
13. Reading of Minutes.

Meeting of the Board of Control of Ginling College,  
March 5 and 6, 1918.

The Board of Control of Ginling College met as the guests of the College Tuesday evening and all day Wednesday, March 5 and 6, 1918. The sessions were held in the faculty living room and all of the members had lunch at the College on Wednesday. During a short recess on Wednesday afternoon tea was served in the studio by Miss Brown and students of the music department.

MINUTES.

The Board of Control of Ginling College met on Tuesday evening, March 5 at 8 o'clock. Those present were President Thurston, Mrs. Stafford, Miss Zimmerman, Miss Peterson, Miss Lyon, Mrs. Sarvis (alternate), Miss McCallum (alternate), Dr. Bowen, Miss Carncross, Miss Atkinson, Miss White, Miss Mitchell (alternate), Dr. Fitch, Miss Chaney, and Miss Goucher as secretary. The faculty of Ginling sat with the Board for this session. At 10 o'clock the session adjourned to meet at 9 in the morning.

The President called the meeting to order and in leading the opening devotions read I Corinthians 3: 10-15, and spoke of the fact of Christ's being the foundation on which Ginling is laid. Dr. Fitch, Miss White, and Dr. Bowen offered prayer.

The Minutes of the 1917 Board of Control Meeting were presented.

Voted: That the minutes as printed be approved.

The President's Report for the year was given by Mrs. Thurston.

Voted: That the President's report be accepted and printed in an edition of 750 copies.

### Ginling College Committee.

Report of the meetings of the Ginling College Committee was presented by Mrs. Thurston.

Regular meetings of the Committee were held on September 19 and December 7 and special meetings of the Finance Committee were held May 17th, October 3, and December 4. The Budget for 1917-1918 was approved with the understanding that within the total of \$18,950 Mex. provision be made for travel and outfit. Payment of salaries at 2 to 1, from January 1, 1917, was voted. Quarterly payments of \$1,700 gold are to be transmitted to the field. The co-operating Boards were requested to make an additional appropriation of \$650 gold for 1917, to balance loss on exchange. \$42,000 has been paid in toward the \$50,000 pledged for land and buildings. Furlough salaries have been fixed at \$50 per month.

Minutes of the December meeting have not reached the field. The Committee ask the Board to vote on the return of members of the faculty now in America. At the September meeting the appointments of Miss Brown, Miss Chester, Miss Shipley, and Miss Reeves were confirmed. The only question submitted to the Board of Control was in regard to the term of service in the College; the suggestion was made that a short furlough (seven months) be considered if the five year term is adopted. All other recommendations of the Board of Control were approved.

Voted: That the report be accepted.

### Executive Committee.

The report of the Executive Committee was read by Mrs. Stafford as follows:

The Executive Committee held two meetings at the College on November 15, 1917, and on March 5, 1918. The President was in the chair at each meeting and there was a full attendance of the Committee, except for the absence of Miss Cogdal on March 5. The actions of the Committee have been divided, eight are presented with this report and the others will be brought forward under their respective headings on the docket of business. At both meetings, action was taken to secure Miss Vautrin for the faculty. By correspondence vote the date of the annual meeting of the Board was changed from January 9 and 10 to March 5 and 6. The Committee at its first meeting also voted: That in the future no one be put on as member of faculty who has not had previous experience in teaching; that the next meeting of the Executive Committee be held at the College January 9, 1918; at 7:30 p.m.; that the annual meeting of the Board of Control be held at the College January 10, 1918.

Voted: That the faculty be requested to prepare a revised College bulletin to be presented to the Executive Committee and to the Board of Control at the next regular meeting in January.

Voted: That the faculty be requested to prepare the budget for 1918-1919 to be presented to the Executive Committee in January.

Voted: That Miss Alice Fitch be asked to write up the College accounts from the opening of the College to the present.

Voted: That short term members of the faculty shall receive an annual salary of gold \$600, with gold \$100 personal outfit allowance, and that they be given rooms provided with the heavy articles of furniture.

Voted: That the heavy articles of furniture for the rooms to be occupied by short term members of faculty be provided for from the permanent equipment fund.

Voted: That if any short term member of faculty go on the permanent basis she shall then receive gold \$650 a year, and a short term member may go on the permanent basis after two years of service.

Voted: That the expenditure of Mex. \$300 for the purchase of an organ for the chapel be approved.

Voted: That the action of the Board of Control that the term of service of a missionary on the faculty be five years, with a one year furlough at the end of the five years, be reaffirmed and recommended to the Ginling College Committee.

Respectfully submitted,

JULIA W. STAFFORD, Secretary.

Voted: That the report be received and that action on it be deferred until later in the meeting of the Board.

### Faculty Report on Bulletin Revision.

The report of the faculty on entrance requirements, course of study, and requirements for the diploma in the revised bulletin was presented by Miss Goucher as follows:

The faculty recommends that the entrance requirement in history not include the history of Eastern Asia; that the choice in science be from the following: General science, zoology, botany, chemistry, physics, and physiology.

The faculty recommends that the requirement for the diploma be seventy-two hours and that on the recommendation of the faculty a student may be required to take five years for the completion of the course.

The faculty recommends revisions and additions to the courses of instruction which are here presented without reading.

Respectfully submitted,

ELIZABETH GOUCHER, Secretary.

Voted: That the faculty recommendations on entrance requirements and requirements for the diploma be approved.

Voted: That the faculty recommendations regarding courses of instruction be accepted.

Voted: That Mrs. Thurston, Miss Lyon, and Miss Carncross be a committee to pass upon the revised bulletin.

#### Faculty Appointments.

Voted: That the recommendations of the Executive Committee be taken up and that they be considered as motions before the Board, when read.

Voted: That short term members of the faculty shall receive an annual salary of \$600 with gold \$100 personal outfit allowance and that they be given rooms provided with heavy articles of furniture.

Voted: That the heavy articles of furniture for the rooms to be occupied by short term members of faculty be provided for from the permanent equipment fund.

Voted: That if any short term member of the faculty goes on the permanent basis she shall then receive gold \$650 a year and a short term member may go on the permanent basis after two years of service.

Voted: That the action of the Board of Control that the term of service of a missionary on the faculty be five years with a one year furlough at the end of the five years be reaffirmed and recommended to the Ginling College Committee.

Voted: That Dr. Reeves, Miss Shipley, Miss Chester, and Miss Brown be elected to the faculty.

Voted: That after her first year Dr. Reeves be granted a salary of gold \$650.

Voted: That we again urgently request Miss Vautrin to become a member of the faculty of Ginling and that we write Mrs. Atwater to take steps to secure her for the College and

that a copy of this action be sent to the chairman of the advisory committee of the Foreign Christian Mission.

Voted: That Mrs. Thurston be requested to write to Miss Kelly and Mrs. Atwater reiterating the call for Miss Vautrin to join the faculty and asking them to use their influence in securing her for the College.

Voted: That Ginling College invite Miss Bryan to a position on the faculty in the department of education as the representative of the Southern Baptist Mission, by whom her salary shall be paid; with the clear understanding that the College is not planning to open, in the near future, a special department of kindergarten training but that Ginling does desire, in order to meet the demand among the students for teacher training, to develop a strong department of education.

Voted: That Miss Mead's return be approved.

Voted: That steps be taken at once to secure a physical director for Ginling College.

#### Land and Building.

A preliminary statement was made by Mrs. Thurston reporting the purchase of twenty-five acres for which in all \$23,000 had been spent. Two pieces, one on the north and one on the west were very important additions yet to be made. It was estimated that a total of \$27,000 would be needed and when complete the campus would contain about 28 acres. Mr. J. Leighton Stuart had been of the greatest help in dealing with the problems connected with the purchase of so large a piece of land. The college owes him a very great debt of gratitude.

Miss Lyon presented the formal report of the Executive Committee on Land and Building and action was taken by the Board as follows:

Voted: That steps be taken as soon as possible to inclose the land by wire and a thorn hedge.

Voted: That the Board of Control approve of spending \$5,000 Mex. additional for land and fencing.

Voted: That the general plan for the faculty residence, with at least two kitchens provided for in the residence, be approved.

Voted: That the immediate need is for two dormitories for fifty students each, a faculty residence, and a recitation building including, temporarily, the chapel, library, and offices.

Voted: That the report be referred to the Land and Building Committee with instructions to do everything possible toward building in the very near future.

Voted: That the matter of plans, including estimates, and ways and means for securing the money for buildings be referred to the Executive Committee with power to act and that this be done before Miss Goucher goes home.

**Report of Treasurer.**

The Financial Statement for the year 1917 was presented as the Treasurer's Report.

**Financial Statement 1917.**

**CURRENT EXPENSE ACCOUNT.**

*Receipts:*

	Mex.	Mex.
M. E. F. M. S. (North) .....		\$1,300.00
Presbyterian (North) C. \$300 .....		516.61
Ginling College Committee, C. \$6,328.29 .....		7,749.59
<b>Field Receipts, fees:</b>		
Tuition .....	\$2,447.26	
Biology .....	40.00	
Chemistry .....	115.00	
Music .....	50.00	
		<u>2,652.26</u>
Suspense accounts .....		25.00
		<u>\$12,243.46</u>

*Expenditures.*

<b>I. Administration and Instruction.</b>			
<b>Salaries.</b>			
Foreign Teachers...		Mex.	Mex.
Chinese Teacher ...		\$4,389.59	
Chinese Secretary ...		435.00	
Matron ...		200.00	
President's Allowance ...		240.00	
College Physician ...		50.00	
Language School Fees ...		50.00	
		<u>175.00</u>	
			\$5,539.59
<b>Departmental Expenses.</b>			
Biology ...		\$35.81	
Chemistry ...		57.45	
Chinese ...		48.63	
Library ...		77.93	
Music ...		62.00	
Athletics ...		7.25	
			<u>289.07</u>
<b>Administrative Expenses.</b>			
Office stenographer ...		\$ 23.15	
Postage and stationery ...		35.29	
Telegrams ...		37.20	
General Office ...		58.91	
Travel—Board of Control ...		230.91	
President ...		55.10	
Faculty ...		35.30	
			<u>475.86</u>
<b>II. Maintenance.</b>			
Care of grounds ...		\$ 85.69	
Insurance ...		18.00	
Printing ...		26.26	
Rent ...		549.00	
Repairs and alterations ...		507.43	
Wages ...		77.56	
			<u>1,254.94</u>
<b>III. Boarding Department.</b>			
Food ...		\$695.28	
Light and Heat ...		713.10	
Social expenses ...		11.50	
Supplies ...		75.65	
Wages ...		211.23	
Incidentals ...		44.78	
			<u>1,751.50</u>
<b>IV. Miscellaneous.</b>			
Book Room ...		\$306.82	
Faculty travel, foreign ...		395.02	
Faculty outfits ...		151.10	
Unaccounted balance, July ...		81.99	
			<u>934.93</u>
Deficit, January 1st, 1917 ...			10,245.89
			<u>1,103.16</u>
Balance, December 31st, 1917 ...			11,349.05
			<u>894.41</u>
			<u>\$12,243.46</u>

**PERMANENT EQUIPMENT FUND.**

*Receipts.*

Balance on hand, January 1st, 1917	...	...	\$24,107.42
Interest to July 1st	...	\$132.73	
Interest July 1st to December 31st	...	78.64	
Gift to Library	...	37.68	
		<u>249.05</u>	
			\$24,356.47

*Expenditures.*

Land	...	\$15,000.00	
Laboratory equipment	...	1,272.44	
Furniture	...	1,080.95	
Library books	...	407.65	
Organ	...	311.50	
Exchange on gold draft	...	43.07	
		<u>18,115.91</u>	
Balance on hand, December 31st, 1917	...	6,240.56	
			\$24,356.47

Voted: That the report of the Treasurer be accepted.

Voted: That Mr. Owen be asked to audit the books.

The Budget was presented by Miss Atkinson and after amendment was adopted as follows:

**Budget 1918-1919.**

**EXPENDITURES.**

**I. Administration and Instruction.**

<b>Salaries.</b>	<b>Mexican.</b>	
Foreign Teachers (6)	...	\$7,800.00
" (3)	...	3,600.00
Office Secretary	...	1,200.00
Chinese Teacher	...	600.00
Chinese Assistant	...	250.00
Chinese Secretary	...	200.00
Matron	...	240.00
President's Allowance	...	200.00
Language School Fees	...	150.00
		<u>\$14,240.00</u>
<b>Departmental Expenses.</b>		
Biological Sciences	...	\$200.00
Physical Sciences	...	300.00
Chinese	...	50.00
Library	...	100.00
Music	...	50.00
Athletics	...	25.00
Miscellaneous	...	275.00
		<u>\$1,000.00</u>

**Administrative Expenses.**

Office Expenses	
Postage and Stationery	\$100.00
Telegrams	
Travel—Board of Control	300.00
Travel—President	
Scholarships (8)	200.00
Miscellaneous	50.00
	<u>\$ 650.00</u>

<b>II. Maintenance</b>	
Care of grounds	\$100.00
Insurance	30.00
Medical attendance	300.00
Printing	400.00
Rent and alterations	1,000.00
Repairs	500.00
School wages	100.00
Contingent fund	680.00
	<u>\$ 3,110.00</u>

<b>III. Boarding Department (50)</b>	
Food	\$1,400.00
Light and heat	800.00
Social expenses	25.00
Supplies	25.00
Wages	300.00
Incidentals	50.00
	<u>\$ 2,600.00</u>

<b>IV. Furloughs and Outfit Expenses.</b>	
Travel M. C. T.	\$ 600.00
Outfit (2)	400.00
	<u>\$1,000.00</u>
	<u>\$22,600.00</u>

<b>RECEIPTS:</b>	
Girling College Committee	\$14,600.00
Salaries F. R. M. and E. G.	2,600.00
<b>Receipts on field.</b>	
Tuitions	5,000.00
Other fees	400.00
	<u>\$22,600.00</u>

**PERMANENT EQUIPMENT**

	<b>Mexican.</b>
Land and fencing	\$5,000.00
<b>Furniture.</b>	
Classrooms	
Dormitory	300.00
Library	
<b>Laboratory equipment.</b>	
Biological Department	300.00
Physical Sciences	300.00
<b>Library.</b>	
Books	500.00
Piano	500.00
	<u>\$ 6,900.00</u>

Voted: That the Budget of Current Expenses be adopted.

Voted: That the Permanent Equipment Estimates be adopted.

#### Miscellaneous Business.

Voted: That a nominating committee of three be appointed by the chair. Miss White, Miss McCallum, and Miss Peterson were appointed.

Voted: That the Ginling College Committee be requested to meet emergency medical expenses for the faculty.

Voted: That the Ginling College Committee be requested to make a grant of Mex. \$190.53 to meet the emergency medical expenses of Mrs. Thurston.

Voted: That the expenditure of Mex. \$300 for the purchase of an organ for the chapel be approved.

#### Elections.

The Nominating Committee report was accepted and the following officers were elected:

Executive Committee: Miss Atkinson, Dr. Bowen, Miss Cogdal, Miss Lyon, and Mrs. Stafford; Miss Chester was elected Secretary and Mrs. Thurston, Treasurer.

The minutes of the meeting were read, corrected, and approved.

After prayer the meeting was adjourned to meet early in January.

Mrs. LAWRENCE THURSTON, *Chairman.*

Miss ELIZABETH GOUCHER, *Secretary.*

#### GINLING COLLEGE COMMITTEE.

Dr. ROBERT E. SPER, *Chairman.*

Miss ELIZABETH R. BENDER, *Secretary.*

Mr. RUSSELL CARTER, *Treasurer.*

Mrs. ANNA R. ATWATER.

Miss ELIZABETH R. BENDER.

Miss BELLE M. BENNETT.

Miss ELIZABETH DEERING HANSCOMB.

Miss MARGARET E. HODGE.

Dr. FRANK MASON NORTH.

Mrs. HENRY W. PEABODY.

The address of the Secretary is Room 715, 150 Fifth Avenue, New York.

MEMBERS OF THE BOARD OF CONTROL 1918.

*Term Expires:*

Miss Dora Zimmerman	... 1919	} Baptist, North.
Miss Ellen J. Peterson	... 1920	
Mrs. Roy D. Stafford	... 1921	
Miss Emma A. Lyon	... 1918	} Disciples of Christ
Miss Wenona Wilkinson	... 1919	
Mrs. Guy W. Sarvis	... 1920	
Miss Welthy Honsinger	... 1918	} Methodist Episcopal, North.
Miss Flora N. Carncross	... 1919	
Rev. A. J. Bowen, LL.D.	... 1920	
Miss Virginia M. Atkinson	... 1918	} Methodist Episcopal, South.
Miss Nell D. Drake	... 1919	
Miss Mary Lou White	... 1920	
Miss Mary E. Cogdal	... 1918	} Presbyterian, North.
Rev. R. F. Fitch	... 1919	
Miss Florence J. Chaney	... 1920	

Action of the Board of Control of Ginling College

March 5, 1918

Voted: The Board of Control approve and reaffirm the letter of the Executive Committee with the understanding that this letter clearly means that Miss Nourse's return to the College is undesirable unless there is a fundamental change of attitude on her part; and that action be taken by the Executive Committee, or, at their <sup>scr</sup>direction by the Board of Control by correspondence vote, after having had a reply from Miss Nourse.

RECEIVED  
APR 9 1918  
TREASURER'S OFFICE

**MINUTES**

**OF THE**

**BOARD OF CONTROL**

**OF**

**GINLING COLLEGE**

**January 9 and 10**

**1919**

**GINLING COLLEGE  
NANKING, CHINA**

### DOCKET.

1. Devotional Exercises.
2. Reading of Minutes.
3. Report of President.
4. Report of Executive Committee.
5. Report of Ginling College Committee.
6. Report of Land and Building Committee.
7. Building Program.
8. Faculty Program.
  - (a) Immediate needs:—
    - Acting President, 1919-1920.
    - English.
    - Physical Training.
    - History.
    - Education.
  - (b) Furloughs 1920-1921; vacancies in Biology, Chemistry, Music.
  - (c) Departmental growth 1920-1925: new departments and assistants.
  - (d) Faculty provision for 200 students.
9. Report of Treasurer.
10. Budget for 1919-1920.
11. Miscellaneous business.
12. Election of Executive Committee and officers.
13. Reading of Minutes.

### Meeting of the Board of Control of Ginling College, January 9 and 10, 1919.

The Board of Control of Ginling College met at the College on Thursday and Friday, January 9 and 10, 1919. The sessions were held in the faculty living room from nine to twelve and from two to six on Thursday with a half hour recess for tea at four-thirty; and from nine-thirty to twelve-thirty on Friday morning. On Thursday the Board attended the College Chapel Exercises at twelve o'clock, Dr. Bowen leading in prayer at that service. All the members remained at the College for lunch on Thursday.

Each session was opened and closed with prayer, offered by different members at the request of the President.

At the opening of the Friday morning session the minutes of the Thursday sessions were read, corrected, and approved.

The members present at the meeting of the Board of Control were as follows: President Thurston, Miss Peterson, Miss Zimmerman, Dr. Proctor, Miss Lyon, Miss McCallum, Miss Wilkinson, Miss Kelly (co-opted), Dr. Bowen, Miss Carncross, Miss Merrill, Miss Atkinson, Miss Tuttle (alternate), Miss Drake, Miss Cogdal, Dr. Fitch, Dr. Murdoch (alternate). The majority of the members of the faculty were present for some part of the meeting.

### MINUTES.

The President called the meeting to order and requested Dr. Fitch to lead the devotional exercises. He read a few verses from the sixth chapter of Matthew, beginning with the fifth verse and spoke of the spiritual domination of the world for which the church is striving and the need for more emphasis on that point in our Christian message.

The Minutes of the 1918 Board of Control Meeting were presented.

Voted: That the minutes as printed be approved.

**Report of the President.**

Miss Atkinson was elected as temporary chairman and the President's report was presented by Mrs. Thurston.

Voted: That the report be accepted.

Voted: That the President prepare for publication a report covering the whole of the current school year.

**Executive Committee Report.**

The report of the Executive Committee was presented by Miss Cogdal as follows:

The Executive Committee held two meetings at the College on November 15, 1918, and January 8, 1919. The President was in the chair at each meeting and there was a full attendance of the Committee except for the absence of Miss Atkinson on November 15, and of Dr. Bowen on January 8.

The Committee at its first meeting voted that the next meeting of the Executive Committee be held at the College, January 8, 1919, at nine o'clock and that the annual meeting of the Board of Control be held at the College, January 9, 1919.

Miss Kelly was appointed to report the deliberations of the Ginling College Committee and Miss Cogdal was appointed to report the recommendations of the Executive Committee.

By general consent the individual recommendations of the Executive Committee were left to be read and discussed under their respective headings on the docket of business, and are included in the actions of the Board of Control.

Voted: That the report be received and action deferred.

**Ginling College Committee Report.**

The report of the Ginling College Committee was presented by Miss Kelly, including extracts from the minutes of the meetings of December 7, 1917, April 18, 1918, and September 20, 1918. The following questions were brought to the attention of the Board:

Does Board of Control approve an educational grant to President on furlough?

Does Board of Control approve of suggestion regarding a common dining hall?

Shall vote on return of the members of faculty be taken in every case or only when return is not desired? Shall return be assumed in any case? Does Board desire return of President?

Does the Board approve of erecting a temporary building on our present site?

Does the Board approve of short term teachers on plan proposed by Miss Mead?

What line should be drawn delimiting functions of Board in China and Committee in America?

What steps shall be taken in China to bring the German Reformed Board into co-operation?

What changes, if any, shall be made in Constitution of Board of Control regarding relation of President to Board and to Executive Committee?

Shall Board of Control settle the term of service as five years and ask the Committee to make all contracts on that basis as far as possible? or shall all their contracts be for three years, leaving more permanent appointment to be made by Board of Control?

What rule is approved regarding home salary in general? in case of furloughs when person is not to return?

Does Board wish to take further action on emergency medical expenses?

Voted: That questions arising from the report be considered seriatim, those not included under some other heading in the docket of business to be acted upon at this point.

Voted: That the Board of Control approve of an educational grant for the President while on furlough, to cover the cost of visiting educational institutions and the extra expenses due to her position as President as well as those incurred by any formal study; the details of its use to be decided upon by Mrs. Thurston and the Ginling College Committee.

Voted: That a vote on the return of members of the faculty, after furlough, be taken in every case and before the member leaves the field, when possible.

Voted: That Miss Atkinson take the chair and the President withdraw to allow for free discussion of the question of her return to the College.

Voted: To co-opt Miss Kelly as a member of the Board of Control.

Voted: That the Board of Control wish to express their deep appreciation of Mrs. Thurston's services as President of

the College, in guiding the institution in the difficult initial stages of its development;

That they further express the earnest hope that the Ginling Committee will give Mrs. Thurston the fullest opportunities to represent Ginling at home, as well as adequate opportunities for studying educational development and problems; and finally

That the Board of Control most heartily and earnestly desire that Mrs. Thurston return, after her furlough, to the College as President.

Voted: That the Board of Control approve of the use of short term workers to fill temporary vacancies, to admit of time for language study by permanent appointees, and to act as assistants to permanent heads of departments.

Voted: That the President and Dr. Bowen be appointed as a Committee to reply to the question raised by Miss Bender in regard to the delimiting of the functions of the Ginling College Committee and the Board of Control.

Voted: That the President be requested to take up with the German Reformed Mission in China the question of co-operation in Ginling.

Voted: That no change be made in the constitution regarding the relation of the President to the Board and to the Executive Committee.

A motion was made and seconded that the Board of Control favor three year contracts to be made by the Ginling College Committee, leaving more permanent appointments and adjustments such as arrangements for language study to be made by the Board of Control.

Voted: That the above motion and the working out of a suitable form of contract to be recommended be referred to a committee of two, to be appointed by the chair and to report at the morning session of the Board.

Miss Zimmerman and Dr. Fitch were appointed.

The Committee on the Form of Contract reported later in the meeting but after considerable discussion it was

Voted: That action on this motion be deferred.

Voted: That the Board of Control reaffirm the action of the Ginling College Committee in regard to the home salary for members of the faculty on furlough.

Voted: That the Board approve the payment of Miss Chester's hospital bill by the Ginling College Committee.

Voted: That the Board authorize the payment of Mrs. Thurston's hospital bill pending the action of the Ginling College Committee.

Voted: That the Ginling College Committee be requested to invite all members of the Board or of the Faculty in America to attend its meetings.

#### Land and Building.

The report of the Land and Building Committee was presented by Miss Cogdal and its recommendations were taken up seriatim.

The following questions were considered under building program:

- (a) Shall plans be made for 200 or 400 students?
- (b) Shall we buy more land?
- (c) When shall building be commenced?
- (d) What buildings shall be erected in the first group?
- (e) What material shall be used?
- (f) What sum of money shall be named as needed for land and buildings for a financial campaign?
- (g) How shall we provide for growth in student numbers while buildings are being erected? Shall we add a temporary building on our present site for twenty students?

Voted: That Murphy and Dana be the official architects for Ginling.

Voted: That Murphy and Dana be asked to submit preliminary plans of buildings looking toward the accommodation of 400 students.

Voted: That we approve of the purchase of land up to a total of 40 acres.

Voted: That we recommend the immediate purchase of section A in the northeast corner of the property and that the land for which we hold deeds be inclosed with wire fence and hedge.

Voted: That we recommend the use of reinforced concrete as building material unless the cost exceeds the cost of brick by more than 20%.

Voted: That the building estimates to be sent home include estimates for both fireproof and non-fireproof buildings.

Voted: That a campaign be made for \$350,000 Mex. to provide buildings which would accommodate 200 students.

Voted: That we now ask for funds for the following six buildings to be erected in the first group: two dormitories, accommodating 50 students each; recitation building; science building; and two faculty residences.

Voted: That we ask the Ginling College Committee with the aid of Miss Goucher to inaugurate a campaign to raise funds for the first group of buildings needed for the College.

Voted: That every effort be made to begin building not later than the spring of 1920 and that we instruct the Building Committee to make provision for adequate supervision of the work, securing the services of Mr. Small if possible.

Voted: That the Committee be instructed to work out, in consultation with the architect, estimates for particular buildings and improvements on the grounds.

Voted: That after careful consideration of the plan suggested in letters from home of having a common dining-room for foreign faculty and Chinese students, we heartily approve of the social principle involved which these suggestions imply but believe that this end can be and is being reached in other

ways and that the suggested plan is not feasible nor desirable in China.

Voted: That temporary quarters be erected on the rented grounds for about twenty students, unless suitable quarters can be rented in the immediate neighborhood.

#### Faculty Program.

The recommendations of the Executive Committee in regard to the faculty program were adopted as follows:

Voted: That, owing to the fact that Mrs. Thurston's furlough is due in 1919 and that the Executive Committee feel that it is an imperative necessity that the one in charge be one who has had experience in China, the Foreign Christian Mission be asked to release Miss Vautrin to become a member of the faculty of Ginling College and to be acting President during Mrs. Thurston's absence on furlough.

Voted: That we approve of the President's engaging Dr. L. M. Merrow as physical director and school physician for the year.

Voted: That we ask the Ginling College Committee to fill as soon as possible the vacancy caused by the resignation of Miss Shipley, and the positions in English and physical education which were approved by the Board of Control.

Voted: That we urge the Ginling College Committee to take the necessary steps to secure Miss Ida Belle Lewis as a member of the faculty of Ginling.

Voted: That we approve of inviting Miss Wu I-fang to return as an assistant in science at a salary of \$450.00 Mex. a year, with the understanding that her board and room be paid for from the \$450.00.

In regard to the section of the faculty program relating to the question of furloughs 1920-1921 and other recommendations of the faculty the following actions were taken:

Voted: That the Board approve of Miss Brown as head of the faculty group in the absence of the President and until Miss Vautrin comes.

Voted: That arrangements be made for Miss Brown to have some language study, the vacancy so caused for next year to be filled by Miss Fillmore if possible.

In regard to the question of departmental growth from 1920-1925 the President read a list of departments and the number of faculty needed in each, based on estimates made by each member of the faculty for her own department.

In this connection Dr. Reeves spoke as a representative of the faculty on what should be considered full time work in a college department.

Voted: That these recommendations of the faculty be approved except that the philosophy be combined with the education and not listed as a separate department.

The approved faculty program is as follows:

Departments	Professors	Assistants
Administration—President and Secretary	2	
Biology ... ..	1	2
Chemistry and Physics ... ..	1	1
Chinese ... ..	1	1
Education and Philosophy ... ..	1	
English ... ..	2	2
History and Latin ... ..	1	
Mathematics ... ..	1	
Music ... ..	2	
Religion ... ..	2	
Sociology ... ..	1/2	
Physical Education ... ..	1 1/2	

Voted: That action on the section of the faculty program dealing with the provision for 200 students be deferred.

### Report of the Treasurer.

The financial statement for the year 1918 was presented as the treasurer's report. (This statement is printed, along with the budget, on page 11.)

Voted: That the report be received and that we request Mr. Owen to audit the books.

The budget for the school year 1919-1920 was presented and discussed.

Voted: That the budget be approved as presented. (The budget will be found on page 13.)

Voted: That expenditures be authorized for furniture for new students, fence and improvements on the new property, the estimates of the amounts needed to be made by the treasurer.

### Miscellaneous Business.

Voted: That a committee of three be appointed by the President to prepare by-laws for the constitution, including recommendations already made, and to prepare printed slips of the changes already made in the constitution.

The President appointed Miss Carncross, Miss McCallum, Miss Cogdal.

Voted: That we ask the Ginling College Committee and the trustees to take the necessary steps to secure the right of granting the B.A. degree to the graduates of the College.

Voted: That in connection with the provisions for study for the President at home provision also be made for a study of the educational situation in Tokio.

Voted: That the question of the College Seal be referred to the Executive Committee.

**Elections: Executive Committee.** Voted: That the present Committee be re-elected with the substitution of Miss Drake for Miss Atkinson and Miss Kelly for Miss Lyon.

Voted: That the Executive Committee be authorized to fill the positions of secretary and treasurer and chairman of the Board to act in the absence of the President.

Voted: That we co-opt Prof. Tong, Vice-President of the Shanghai Baptist College, as a member of the Board of Control.

Voted: That the minutes of this last session be passed upon by a Committee consisting of the President, Dr. Bowen, and Miss Lyon.

After a closing prayer the meeting adjourned.

Mrs. LAWRENCE THURSTON, *Chairman.*

Miss RUTH M. CHESTER, *Secretary.*

[NOTE: Since the meeting of the Board Miss Mackinnon has been elected in the place of Miss Drake on the Board and Executive Committee.]

### Financial Statement, 1918.

#### CURRENT EXPENSE ACCOUNT.

<i>Receipts.</i>		<i>Mexican.</i>
Balance January 1, 1918	...	\$1,045.51
Ginling College Committee	...	9,495.12
Funds Advanced	...	2,500.00
Interest	...	33.45
Balance on foreign travel	...	84.76
Balance in Suspense Account	...	382.49
Bookroom	...	21.92
<b>Field Receipts:</b>		
Board and Tuition	... \$4,046.59	
Biology Fees	... 88.00	
Chemistry Fees	... 285.30	
Music Fees	... 397.20	
		<u>4,817.09</u>
		<u>\$18,380.34</u>

#### *Expenditures.*

##### I. Administration and Instruction.

###### Salaries

Foreign Teachers	... ..	\$8,116.00
Chinese Staff	... ..	1,180.00
Matron	... ..	240.00
		<u>\$9,536.00</u>

###### Departmental Expenses.

Biology	... ..	33.51
Chemistry	... ..	387.43
Chinese	... ..	41.10
Library	... ..	133.88
Music	... ..	66.29
Athletics	... ..	29.90
		<u>692.11</u>

###### Administrative Expenses.

Office Assistance	... ..	186.35
Postage and Stationery	... ..	100.42
Telegrams	... ..	31.30
General Office	... ..	22.05
Travel—Board of Control	... ..	134.13
" President	... ..	53.94
" Faculty	... ..	84.25
		<u>612.44</u>

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<b>II. Maintenance.</b>			
Care of Grounds ... ..	\$	62.37	
Insurance ... ..		32.00	
Printing ... ..		183.23	
Rent... ..		540.00	
Alterations and Repairs ... ..		2,013.19	
School Wages ... ..		105.25	
Medical Attendance ... ..		277.91	
Miscellaneous ... ..		126.96	
			\$3,340.91
<b>III. Boarding Department.</b>			
Food... ..		1,153.93	
Light and Heat ... ..		705.55	
Social Expenses ... ..		77.88	
Supplies ... ..		110.45	
Wages ... ..		197.68	
Incidentals... ..		15.91	
			2,261.40
<b>IV. Miscellaneous.</b>			
Suspense Account ... ..		81.99	
Faculty Outfit ... ..		242.10	
Profit and Loss ... ..		35.00	
Neighborhood Playground ... ..		6.00	
			365.09
			\$16,807.95
<i>Balance</i> ... ..			1,572.39
			\$18,380.34
<b>PERMANENT EQUIPMENT FUND.</b>			
<i>Receipts.</i>			
Balance on hand, January 1st, 1918 ... ..	\$6,089.32		
Ginling College Committee \$4,000 gold ... ..	4,763.02		
		\$10,852.34	
<i>Deficit</i> ... ..		1,347.94	
			\$12,200.28
<i>Expenditures.</i>			
Land ... ..	\$9,803.74		
Trees ... ..	5.60		
<b>Laboratory Equipment.</b>			
Biology ... ..	\$ 69.85		
Physical Sciences ... ..	225.00		
		294.85	
Library—books ... ..		466.12	
Music Department ... ..		422.84	
Furniture ... ..		1,207.13	
			\$12,200.28

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## Budget July 1919—July 1920.

*Expenditures.*

<b>I. Administration and Instruction.</b>			
<b>Salaries—foreign.</b>			<i>Mexican.</i>
President ... ..		\$1,500.00	
Acting President, English, Religion, Sociology, Biology, Music, College Physician ... ..		9,300.00	
Physical Sciences, Education, Secretary, English (1½), Physical Director, History ... ..		7,800.00	\$18,600.00
<b>Salaries—Chinese.</b>			
Chinese Department ... ..		800.00	
Chinese Secretary ... ..		240.00	
Matron ... ..		240.00	
Assistant in Science ... ..		450.00	1,730.00
<b>Departmental Expenses.</b>			
Biological Sciences ... ..		100.00	
Physical Sciences... ..		400.00	
Chinese ... ..		50.00	
Library ... ..		140.00	
Music ... ..		100.00	
Physical Training ... ..		50.00	840.00
<b>Administrative Expenses.</b>			
Postage and Stationery ... ..		100.00	
Telegrams ... ..		50.00	
Travel—Board of Control ... ..		170.00	
President ... ..		100.00	
Faculty ... ..		50.00	470.00
<b>II. Maintenance.</b>			
Care of Grounds ... ..		100.00	
Insurance ... ..		50.00	
Printing ... ..		200.00	
Rent ... ..		540.00	
Alterations and Repairs ... ..		850.00	
School Wages ... ..		100.00	
Medical Attendance ... ..		100.00	
Miscellaneous ... ..		100.00	2,040.00

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## III. Boarding Department.

Food ... ..	\$1,600.00
Light and Heat ... ..	900.00
Social Expenses ... ..	100.00
Supplies ... ..	140.00
Wages ... ..	275.00
Incidentals ... ..	20.00
	<hr/>
	\$3,035.00

## IV. Miscellaneous.

Faculty Outfits... ..	300.00
Travel R. M. C., C. D. R. ... ..	800.00
Scholarships—4 ... ..	200.00
Loan Fund ... ..	200.00
	<hr/>
	1,500.00
Total ... ..	\$28,215.00

*Receipts.*

Girling College Committee... ..	\$17,365.00
Salaries E. G. and F. R. M. ... ..	2,600.00
Receipts on field.	
Tuition and Board (65)... ..	6,500.00
Laboratory Fees ... ..	450.00
Music Fees ... ..	500.00
Medical Fees ... ..	300.00
,, Attendance ... ..	500.00
	<hr/>
	\$28,215.00

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## BUILDING PROGRAM 1920.

	<i>Mexican.</i>
Dormitory A ... ..	\$28,000
Dormitory B ... ..	28,000
Recitation Building ... ..	35,000
Science Building ... ..	35,000
Faculty Residence ... ..	33,000
	<hr/>
Total	\$159,000

The above group provides for 100 students and 16 faculty members. Chapel and Library space is provided for temporarily in Recitation Building. For fire-proof construction 12% to 15% should be added. Cost is figured at approximately 14 cents per cubic foot.

## Members of Board of Control 1919.

	<i>Term Expires.</i>		
Miss Dora Zimmerman	1919	} Baptist, North.	
Miss Ellen J. Peterson	1920		
Mrs. Roy D. Stafford*	1921		
Miss Wenona Wilkinson	1919	} Disciples of Christ.	
Miss Effie McCallum	1920		
Miss Emma A. Lyon	1921		
Miss Flora N. Carncross	1919	} Methodist Episcopal	
Rev. A. J. Bowen, LL.D.*	1920		North.
Miss Clara E. Merrill	1921		
Miss Mary Lou White	1920	} Methodist Episcopal,	
Miss Virginia M. Atkinson	1921		South.
Miss Sallie Lou Mackinnon*	1922		
Rev. Robert F. Fitch	1919	} Presbyterian, North.	
Miss Agnes G. Murdoch, M.D.	1920		
Miss Mary E. Cogdal*	1921		
Miss Mary F. E. Kelly*		} Co-opted.	
Prof. Tong Tsing-en			

\*Members of Executive Committee.

## GINLING COLLEGE COMMITTEE.

Dr. ROBERT E. SPEER, *Chairman.*  
 Miss ELIZABETH R. BENDER, *Secretary.*  
 Mr. RUSSELL CARTER, *Treasurer.*

Mrs. ANNA R. ATWATER.  
 Miss ELIZABETH R. BENDER.  
 Miss MABEL K. HOWELL.  
 Miss ELIZABETH DEERING HANSCOME.  
 Miss MARGARET E. HODGE.  
 Dr. FRANK MASON NORTH.  
 Mrs. HENRY W. PEABODY.

The address of the Secretary is Room 715, 150 Fifth Avenue, New York.

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**MINUTES**  
OF THE  
**BOARD OF CONTROL**  
OF  
**GINLING COLLEGE**

**January 9 and 10**

**1920**

**GINLING COLLEGE**  
**NANKING, CHINA**

## DOCKET.

1. Devotional Exercises.
2. Reading of Minutes.
3. Report of the President.
4. Report of the Executive Committee.
5. Report of Ginling College Committee.
6. Report of Land and Building Committee.
7. Building Program.
  - (a) Building Supervisor.
  - (b) Building Plans.
  - (c) Time of Building.
  - (d) Campaign on the Field.
8. Report of the Treasurer.
9. Budget for 1920-1921.
10. Faculty Program.
  - (a) Immediate needs :—
    - Preparatory English.
    - Physical Training.
    - Physics.
    - History.
    - Religion.
    - Psychology.
    - Education. (2)
  - (b) Furloughs.
11. Miscellaneous.
  - (a) Discussion of Recommendations from Shanghai Conference.
  - (b) The Seal of Ginling College.
  - (c) Student Government.
12. Election of Executive Committee.

## Meeting of the Board of Control of Ginling College, January 9 and 10, 1920.

The annual meeting of the Ginling College Board of Control took place at the College on Friday and Saturday, January 9th and 10th, 1920. The meetings were held in the faculty livingroom, from nine to twelve and from two to six on Friday with a short recess for tea at four-thirty; and from nine to twelve-forty-five on Saturday morning. All the members remained at the College for lunch on Friday.

Those present were Miss Zimmerman, Mr. Keen, Mr. Moss (alternate); Miss McCallum, Miss Lyon; Miss Carncross, Dr. Bowen, Miss Merrill; Miss White, Miss Lester, Miss MacKinnon; Miss Lois Lyon (alternate), Dr. Murdoch, Miss Cogdal, Miss Kelly; Miss Zee representing the Alumnae; and Miss Howell of the Ginling College Committee. The majority of the members of the faculty were present for some part of the meeting.

### MINUTES.

The meeting was called to order by Dr. Bowen, and opened with devotional exercises led by Miss Vautrin. After the reading of the thirteenth chapter of I Corinthians, Miss Cogdal and Miss Kelly led in prayer.

The minutes of the last meeting of the Executive Committee were read and accepted. Items for recommendation to be taken up seriatim under Report of the Executive Committee.

### Report of the President.

Since Miss Vautrin has come to the College so recently, the President's report covering the events of last spring as well as this first semester, was given by Miss Brown.

Voted: To accept this report.

### Report of the Executive Committee.

The Executive Committee held a meeting at the College on November 15th, 1919, and at that time voted to make

recommendations to the Board of Control, which were taken up as follows:

Voted: That a circular letter be sent out to our middle school constituency, stating that owing to our crowded condition, from the applicants for next year those entering will be selected on the basis of a bi-lingual examination to be given some time in May and at such places as shall be designated by the faculty after the certificates of applicants have been received.

Voted: That the recommendation regarding changes in the Bulletin be adopted.

Voted: That the following recommendation of the faculty to the Board of Control be accepted:

That students be required from October 1st to May 1st to take four one-hour periods of exercise each week. These periods to be arranged and scheduled by the Physical Director. Organized sports are included in this requirement. One-half credit will be given for each semester of satisfactory work done. Students will be graded according to attendance, interest, and ability. This one-half credit for each semester's work is required for recommendation or graduation, and this physical training credit is other than the regular college credits previously stated in the catalogue as required for graduation. More than three unexcused absences per semester forfeits the credit. A uniform gymnasium suit is required.

Voted: That Miss Gundlach, Miss Griest, and Miss Vautrin be counted as regular members of the faculty.

Voted: That we heartily endorse the motion made by the Shanghai Conference, as follows: "Before entering upon their regular work, college teachers, except those on short terms, be given one year for full language study work in the language school and a second year for language study in a station where one of the contributing high schools is located," and that we take measures to provide an opportunity for language study for the faculty.

Voted: That on account of the increased cost of living, we recommend to the home Boards that the faculty at Ginling College receive a salary of at least \$700.00 per year beginning January 1st, 1920, at a rate of two to one; and without waiting for the survey to be made by the China Continuation Committee (as recommended by the Shanghai Conference) with regard to securing greater uniformity in salaries, of which action we heartily approve.

Voted: That as Miss Vautrin is now the Acting President of the College in Mrs. Thurston's absence, she shall receive the President's Allowance.

Voted: That we approve of Ginling College meeting the necessary medical expenses of the faculty.

Voted: To accept the resignation of Miss Mackinnon from the Executive Committee, and that Miss Atkinson be re-elected in her place to act on this Committee.

#### Report of Ginling College Committee.

Miss Goucher reported on the meetings of the Ginling College Committee of January 10th, January 18th, and September 20th, 1919, and after the reading of extracts from the minutes of these meetings, a short discussion followed but no action was taken.

#### Report of Land and Building Committee.

Dr. Bowen reported on the situation with regard to the purchase of land, stating that three of the deeds have just recently been passed by the magistrate and sealed with the official red seal, and that the Consul is confident now that the rest will go through easily and be stamped in due course. The land buyer was reported as having been very ill but is now improving.

#### Building Program.

Miss Vautrin presented the new plans as drawn up by the architect and discussed by the Ginling College Committee.

The ground plan showing location of buildings was presented and discussed. It is the plan of the architect to swing the whole group around a fraction of a degree in order to place it on an axis in line with Purple Mountain, which will then be directly in the foreground. On Christmas day, Mr. Murphy visited the College, bringing along all the plans, and after a visit to the new site in the afternoon these plans were gone over very carefully with him the next morning. On New Year's eve the faculty saw the New Year in over building plans, and their recommendations, after carefully going over the plans, were taken up seriatim.

The question of having one large dining-room for the whole group was brought up and discussed.

Voted: That we adhere to the original idea of having one dining-room in each dormitory.

The advisability and economy of one kitchen to supply the whole group was discussed, but in general the Board of Control seem to favor having two kitchens for the group. After a discussion regarding plans for Bathrooms, Toilets and Dressing-rooms, Laundry, Heating and Servants' Quarters,

Voted: To refer these questions to the Building Committee.

#### **Building Supervisor.**

Voted: That we ask the architects to provide the building supervisor, and that they superintend him and take the responsibility for seeing that the work is pushed forward in the right way.

**Building Plans.** The committee was asked to see that provision is made for store-rooms and closets.

Mrs. Thurston's presentation of arguments for including the social building in the first group was read.

Voted: To approve of this plan.

It was suggested that the Board of Control ask Mr. Green on his arrival if the China Medical Board would present the

College with the gift of the Science Building and equipment. After a discussion of the wisdom of this move, with regard to making Ginling too much indebted to the China Medical Board when our sustaining Boards are themselves going to support a Union Women's Medical College,—

Voted: That we recommend that the Ginling College Committee ask the China Medical Board for help on our finance campaign by the gift for a Science Building and equipment, and that Mr. Green be told of this action.

#### **Time of Building.**

The question of time of building and of funds for building was discussed, and the following resolution adopted:

The Forward Movement which the Chinese Christians have undertaken and which every missionary rejoices in, can be carried on only by large numbers of the most competent Chinese. The statistics of the Inter-church World Movement are filled with requests for Chinese workers.

With a capacity in Ginling College of only seventy (70) students and with the small number of graduates that this means, the evangelization and education of China receives a set back in a startling ratio when its leaders are thus limited.

In view of these facts, and in view of the embarrassments under which Ginling College is now laboring which make necessary the turning away of as many candidates for entrance as can be received (and this despite temporary quarters recently provided) we are gratified to note the action of the Ginling College Committee confirming our vote to proceed with building operations as soon as sufficient funds are available.

Since the present conditions which hamper us are so prejudicial to the development of the College, we do not hesitate to urge the Ginling College Committee to utmost endeavor to provide the necessary funds so that building may be begun not later than April 1920. Even if this be possible,

the student capacity cannot be enlarged for at least two years after that date.

#### Campaign on the Field.

Miss Zee spoke for the Alumnae of their willingness to do what they can to help the College and their realization of the need of funds being raised on the field. The Alumnae were then asked if they would be willing to take the responsibility of attempting to raise money enough for one dormitory (approximately \$35,000), and in Miss Zee's reply she said, "We would like to try."

It was passed by a rising vote that the Board of Control express their appreciation of the willingness of the Alumnae to assume this responsibility and that they co-operate with the Alumnae in every way to help them in the campaign.

#### Report of the Treasurer.

The Treasurer's report was given by Miss Gundlach, and consisted of the presentation of the Financial Statement, herewith attached.

Voted: To accept this report, subject to audit.

#### Budget for 1920-21.

The Budget for 1920-21 was presented by the Treasurer, and after some discussion it was voted to refer this to a committee; namely, Miss Zimmerman, Miss Lester, and Miss Gundlach. Later this committee reported having increased the amount of receipts under Music Fees by increasing the charge for music from \$10.00 to \$15.00 per semester. Medical Fees were also increased under receipts by charging a \$5.00 medical fee per year from each student. The increase in salary asked for, to appear on the budget.

Voted: To accept the Budget as corrected.

The question of faculty outfits was brought up. Should the furniture, in the case of regular appointees, belong to

them personally to be taken away when they leave? Should house furnishings, such as table linen and silver, rugs, etc. depend on the personal possessions of the group that happen to be together?

Voted: To refer the question of faculty outfits to the Executive Committee.

Voted: That the faculty make definite recommendation to the Ginling College Committee with regard to annual needs in the way of permanent equipment that have to be met on the field, and for which a definite sum should be provided.

Voted: To approve of the recommendation of the Executive Committee that expenses of guests of the College be charged to administrative expense, and not be borne by the faculty personally.

#### Faculty Program:

##### Immediate Needs:

Preparatory English, and Physical Training asked for last year.

Physics,—the salary for this person having already been voted us by the China Medical Board, it only remains for us to secure the person we want to fill this much-needed place. It is hoped that this same person could take the Freshman Chemistry work left vacant by Miss Chester on furlough next year, and also teach Mathematics which has had to be dropped out entirely this year.

History,—Miss Griest will be doing all English work.

Religion, to get language study and be ready to teach the fall of 1921 when Miss Rivenburg will be home on furlough.

##### Psychology.

In accordance with the recommendation of the Executive Committee "that we reaffirm as one of the basal principles

upon which Ginling was established, the training and developing of teachers for our higher schools; and that we request the faculty to submit to the Board of Control an estimate of the number of teachers required to develop adequately this department"; Miss Vautrin presented the need, in Ginling College, of a strong Education Department with enough staff to train these middle school teachers, and recommended the addition of two more members on the faculty specially trained in Education.

Voted: That we approve of the Faculty Program as outlined, with the addition of two more for Education.

The chairman recommended that we write out a comprehensive statement of these needs and the reasons for our askings and submit it to the Ginling College Committee.

It was also suggested that we make a statement of the scope of our educational training so there may be no misunderstanding with those institutions which train for teaching in schools lower than middle school grade.

Voted: To adopt the following recommendation of the Shanghai Conference:

"That the colleges should further develop their courses in Education, furnishing training for teachers in middle schools, including both theory and practice, and to this end we urge that the coming Educational Commission include experts in Education, both men and women, who will assist in the development of these courses."

The question of using some of our exceptionally strong Alumnæ on our staff was brought up, and the suggestion made that one or two of the members of the first class, if given a year of special training and then asked to come to the College, would be of immeasurable value.

Voted: To approve of taking such action, and that this whole matter be put into the hands of the faculty and Executive Committee.

The question of a housekeeper was brought up, mention being made of the strain on the teaching staff that is caused

by the burden of housekeeping in so large a place; and the attendant leakage that occurs in every department where close supervision over servants is impossible.

Voted: That the salary of a housekeeper be provided for, and that we try to find someone at once.

#### Furloughs.

Voted: That in consideration of the fact that Dr. Reeves has exceeded her agreement to remain on the field by a year and a half, her return expenses be paid; that she be appointed a regular member of the faculty; that she receive the home allowance, and that she be urgently requested to return. This action was passed by a rising vote.

Voted: That Miss Chester be granted the furlough salary and invited to return to Ginling at the end of her furlough.

Voted: That we pass a resolution to the effect that we very much regret that Mrs. Thurston should in any way be delayed in her return to the field on time. If, however, the necessity for raising the money must be put upon her, we ask that as soon as the amount necessary for the beginning of the building is assured that she return to the field in order to be here when work on buildings begins.

#### Miscellaneous.

Certain recommendations of the Shanghai Conference not included elsewhere were taken up here.

With regard to their recommendation that "As a temporary measure, North China and Ginling introduce a sub-freshman year for intensive training in English and Mathematics"; the feeling of the Board of Control was that Mathematics is so fundamental it ought to be thoroughly given in the primary and middle schools and not as preparatory work in college. English, however, being more of a special study, was considered favorably.

Voted: That inasmuch as we are not able at present to offer as many courses in Chinese as is desirable, we approve of offering special courses in English in the Freshman year as a temporary measure.

Voted: To approve of co-operating with the Christian Literature Council in securing and financing an expert instructor in translation; and that we so inform the Christian Literature Committee.

#### Seal of Ginling College.

The design for the college seal, designed by Mr. John Alston, was presented by Miss Mead.

Voted: That the Board of Control ask the secretary to write a letter and thank Mr. Alston for his services in designing the seal.

Voted: That we approve of the seal as designed by Mr. Alston and presented at the meeting.

The question of standards at Ginling College was brought up and freely discussed.

Voted: That the passing grade be raised from 60% to 70% and that a student must pass two-thirds of the number of credit hours she is carrying each semester in order to remain in college. This action to take effect the second semester 1919-20.

Voted: To recommend that in general students have some experience in teaching before coming to college.

Voted: That the Board of Control approve of Student Government and that the constitution be referred to the Executive Committee for ratification.

Voted: That the Executive Committee act as the building committee.

#### Election of Executive Committee.

Voted: To re-elect the present Executive Committee with the substitution of someone in Dr. Bowen's place while he is away, and Mr. Keen in Mrs. Stafford's place.

Voted: That during Dr. Bowen's absence his alternate be Mr. Wilson.

Since the person we had looked for from home to help on the teaching staff the second semester was apparently not coming, Dr. Reeves had asked the faculty to decide whether or not she should go on furlough as planned, her sailing date being set for January 24th. This question the faculty put before the Board of Control for decision.

Voted: That nothing be done to contravene Dr. Reeves going home on furlough this month.

Voted: To authorize the Executive Committee to take whatever steps are necessary to secure somebody on the field for the second semester.

Voted: To refer minutes of this meeting to Executive Committee for approval.

Adjourned.

Dr. A. J. BOWEN, *Chairman.*

MISS ADELAIDE GUNDLACH, *Secretary.*

## Financial Statement for the Year 1919.

## CURRENT EXPENSE ACCOUNT.

<i>Receipts.</i>			
Balance January 1st, 1919	...	\$	224.45
Ginling College Committee	...		16,011.21
Permanent Equipment deficit repaid	...		1,347.94
Interest	...		36.89
Balance on Travel Accounts	...		89.52
Balance in Suspense Account	...		611.76
Gift for Student Loan Fund	...		65.00
<b>Field Receipts:</b>			
Tuition and Board	...	\$6,575.63	
Biology Fees	...	151.00	
Chemistry and Physics Fees	...	379.80	
Music Fees	...	393.00	
Graduation Fees	...	35.00	
			<u>7,534.43</u>
			<u>\$25,915.20</u>
<i>Expenditures.</i>			
<b>I. Administration and Instruction.</b>			
Salaries, Foreign teachers	...	8,884.75	
Chinese Staff	...	1,545.00	
Matron	...	240.00	
Language Study	...	72.00	
			<u>10,741.75</u>
<b>Departmental Expenses.</b>			
Biology	...	135.00	
Physical Sciences	...	293.60	
Chinese	...	59.48	
Library	...	277.18	
Music	...	99.87	
Athletics	...	99.85	
			<u>964.98</u>
<b>Administrative Expenses.</b>			
Postage and stationery	...	91.85	
Telegrams	...	38.80	
General Office Expense	...	64.64	
Travel President	...	187.54	
" Bd. of Control	...	276.47	
" Faculty	...	75.05	
			<u>734.35</u>
<b>II. Maintenance.</b>			
Insurance	...	42.75	
Printing	...	702.17	
Rent	...	570.00	
Alterations and Repairs	...	2,199.29	
Care of Grounds	...	58.87	
School Wages	...	116.78	
Medical Attendance	...	354.27	
Miscellaneous	...	137.53	
School Light and Heat	...	750.38	
Social	...	43.95	
			<u>4,975.99</u>

<b>III. Boarding Department.</b>			
Food	...	1,650.01	
Light and Heat	...	963.16	
Wages	...	268.46	
Supplies	...	132.24	
Incidentals	...	12.38	
			<u>3,026.25</u>
<b>IV. Miscellaneous.</b>			
Travel to U. S. A.	...	838.10	
Faculty Outfit	...	105.90	
Repayment of Funds advanced	...	2,500.00	
Bookroom	...	235.60	
<b>Balance due in Suspense Account</b>			
January 1919	...	233.51	
Suspense Account	...	81.99	
Student Loan Fund	...	75.00	
Scholarship Fund	...	225.00	
			<u>4,346.49</u>
			<u>24,738.42</u>
Balance on Hand	...		<u>1,176.78</u>
			<u>\$25,915.20</u>
<b>PERMANENT EQUIPMENT.</b>			
<i>Receipts.</i>			
Funds from New York	Gold \$5,500.00		\$6,144.15
Gifts from U. S. A.	...		46.69
			<u>\$6,190.84</u>
<i>Expenditures.</i>			
Refund to Current Expense of 1918 deficit		\$1,347.94	
Land	...	2,610.59	
Campus Improvement	...	181.70	
Biological Science	...	5.00	
Physical Science	...	71.42	
Library	...	648.79	
Music	...	44.35	
Furniture	...	1,233.95	
			<u>6,143.74</u>
Balance on hand	...		<u>47.10</u>
			<u>\$6,190.84</u>
Bal. Current Expense		\$1,176.78	
Bal. Permanent Equip.		47.10	
			<u>Total Cash on hand \$1,223.88</u>
Actual Cash balance	...	\$558.51	
Bank Balance	...	665.37	
			<u>\$1,223.88</u>

## BUDGET JULY 1920—JULY 1921.

*Expenditures.*

## I. Administration and Instruction.

## Salaries

President, Mrs. Lawrence Thurston ; Secretary, Miss Adelaide Gundlach ; College Physician, Dr. L. M. Merrow ; Biology, Dr. C. D. Reeves ; Chinese, Mr. Djang ; Education, Miss Minnie Vautrin ; English, Miss Frederica R. Mead, Miss Rebecca W. Griest ; Music, Miss Lydia Brown ; Religion, Miss N. E. Rivenburg ; Sociology, Miss Eliza- beth Goucher ; Chinese Secretary, Mr. Wang ; Matron ; New appointees, Education, Preparatory English, His- tory, Physical Education, Physics, Psychology, Religion ... ..	\$26,680.00
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## Departmental Expenses.

Biological Science ... ..	\$150.00
Physical Sciences ... ..	400.00
Chinese ... ..	50.00
Library ... ..	200.00
Music ... ..	100.00
Athletics ... ..	50.00
Lectures ... ..	100.00
	1,050.00

## Administrative Expenses.

Postage and Stationery ... ..	100.00
Telegrams ... ..	50.00
Office Expenses ... ..	70.00
Travel—President ... ..	100.00
Board of Control ... ..	270.00
Faculty and Examining Board	150.00
	740.00

## II. Maintenance.

Insurance ... ..	50.00
Printing ... ..	600.00
Rent ... ..	600.00
Alterations and Repairs ... ..	850.00
Care of Grounds ... ..	100.00
School Wages ... ..	280.00
Medical Attendance ... ..	400.00
Miscellaneous ... ..	100.00
Light and Heat—school ... ..	500.00
Social ... ..	100.00
	3,580.00

## III. Boarding Department.

Food ... ..	2,000.00
Light and Heat ... ..	940.00
Wages ... ..	400.00
Supplies ... ..	140.00
Incidentals ... ..	20.00
	3,500.00

## IV. Miscellaneous.

Faculty Outfits ... ..	\$300.00
Travel to U. S. A. N. E. Rivenburg, A. Gundlach ... ..	800.00
Scholarships ... ..	200.00
Loan Fund ... ..	200.00
	\$1,500.00
Total Expenditures ... ..	\$37,050.00

*Receipts.*

Salaries—Miss Goucher ... ..	\$1,300.00
Miss Mead ... ..	1,300.00
China Medical Board for Physics	2,400.00
	\$5,000.00
Receipts on the Field.	
Tuition (70 students) ... ..	3,500.00
Board and Room ... ..	3,500.00
Laboratory Fees ... ..	600.00
Music Fees ... ..	600.00
Medical Fees ... ..	950.00
	9,150.00

Difference between receipts and expenses,  
asked for from Ginling College Com-  
mittee ... ..

\$14,150.00  
22,900.00

Total estimated Receipts ... ..

\$37,050.00

## BUILDING PROGRAM 1920-21.

	<i>Mexican.</i>
Five Dormitories ... ..	\$155,000
Social and Athletic Building ... ..	45,000
Science Building ... ..	40,000
Recitation Building ... ..	40,000
Equipment for above ... ..	65,000
Total	\$345,000

The above figures include estimated cost of furniture for buildings. This first group will accommodate 150 students, and temporarily the faculty also will have to occupy rooms in the dormitories. Chapel and Library space is provided for in the Recitation Building until these separate buildings are added later. For fire-proof construction 12% to 15% should be added. Cost is figured at approximately 14 cents per cubic foot.

## MEMBERS OF BOARD OF CONTROL 1920.

	<i>Term Expires.</i>	
Mrs. Roy D. Stafford	1920	} Baptist, North.
Miss Dora Zimmerman	1921	
Mr. Charles S. Keen*	1922	
Miss Effie McCallum	1920	} Disciples of Christ.
Miss Emma A. Lyon	1921	
Miss Wenona Wilkinson	1922	
Rev. A. J. Bowen, LL.D.*	1920	} Methodist Episcopal, North.
Miss Clara E. Merrill	1921	
Miss Flora N. Carncross	1922	
Miss Virginia M. Atkinson*	1921	} Methodist Episcopal, South.
Miss Sallie Lou Mackinnon	1922	
Miss Emma Lester	1923	
Miss Mary E. Cogdal*	1921	} Presbyterian, North.
Miss M. B. Duncan	1923	
Miss Lois Lyon—alternate		
Miss Zee Yuh Tsung*	1922	Alumnæ representative.
Miss Mary F. E. Kelly*		} Co-opted.
Prof. Tong Tsing-en		

\* Members of Executive Committee.

**GINLING COLLEGE COMMITTEE.**

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Dr. ROBERT E. SPEER, *Chairman.*

Miss ELIZABETH R. BENDER, *Secretary.*

Mr. RUSSELL CARTER, *Treasurer.*

Mrs. ANNA R. ATWATER.

Miss MABEL K. HOWELL.

Miss ELIZABETH DEERING HANSCOM.

Miss MARGARET E. HODGE.

Dr. FRANK MASON NORTH.

Mrs. HENRY W. PEABODY.

The address of the Secretary is Room 715, 150 Fifth Avenue, New York.

**MINUTES**  
OF THE  
**BOARD OF CONTROL**  
OF  
**GINLING COLLEGE**

March 16 and 17

1921

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**GINLING COLLEGE**  
**NANKING, CHINA**

RETURN

DOCKET.

1. Devotional Exercises.
2. Reading of Minutes.
3. Report of the President.
4. Report of the Executive Committee.
5. Report of the Ginling College Committee.
6. Report of the Treasurer.
7. Faculty Program.
  - (a) Immediate needs:—
    - Administration.
    - Education.
    - Music.
    - Physical Training.
    - Religion.
    - Sociology.
    - Chinese Field Secretary.
    - Associate Instructor in Chemistry.
  - (b) Furloughs.
8. Budget for the Year 1921-22.
9. Report of the Building Committee.
10. Miscellaneous Business.

Meeting of the Board of Control of Ginling College,  
March 16 and 17, 1921.

The annual meeting of the Ginling College Board of Control took place at the College on Thursday and Friday, March 16th and 17th, 1921. The meetings were held in the faculty living room all day Friday and Saturday morning.

Those present were Miss Peterson, Mrs. Stafford (alternate for Miss Hill), Mr. Keen; Miss Lyon, Mrs. Sarvis, Miss Kelly; Dr. Bowen, Miss Merrill, Miss Carncross; Miss Atkinson, Miss Mackinnon; Miss Cogdal, Dr. Crawford, Dr. Murdoch; Miss Tang; Mrs. Thurston, Chairman; Miss Vautrin.

MINUTES.

The meeting was called to order by Mrs. Thurston, President of the College. Dr. Crawford led in an opening prayer. The usual devotional exercises were omitted and the Board of Control met with the faculty and students for the chapel service, Friday noon.

The Minutes of the 1920 Board of Control Meeting were presented.

Voted: That the minutes as printed be approved.

Report of the President.

The President's report was presented by Miss Vautrin.

Voted: That we accept this report with acknowledgment and appreciation of the hard task that Miss Vautrin has had to face, and the splendid work that she has done in Mrs. Thurston's absence. It is also requested that this report be printed. The President's report of her work while home on furlough is included under the report of the Ginling College Committee.

**Report of the Executive Committee.**

The Report of the Executive Committee was presented by Miss Cogdal. The minutes of the meetings of September 14th, 1920, and of March 15th, 1921, were read, together with Miss Goucher's resignation from the faculty.

Voted: That we accept the report of the Executive Committee and take up for action the separate headings as they occur on the Docket.

**Report of the Ginling College Committee.**

Dr. Bowen was elected as temporary chairman while Mrs. Thurston presented her report of work done while on furlough, and the report of the Ginling College Committee.

Voted: To accept the report with thanks, and that Mrs. Thurston be asked to incorporate as much of it as she sees fit into the printed President's report.

**Report of the Treasurer.**

The financial statement for the school year 1919-1920 was presented by the treasurer (printed on page 9). Report was made that the books were audited by Mr. Owen for the period from July 1st, 1919, to January 1st, 1920. The following statement of the last auditing of the books was read: "I hereby certify that I have examined the books and accounts of the Treasurer of Ginling College for the year ending December 31, 1920. The deposits in the bank and checks drawn thereon are properly entered upon the cash-book, and the balance as of December 31, 1920, agrees with the account rendered by the Hongkong & Shanghai Banking Corporation as per the bank pass-book, plus cash on hand and less outstanding checks. The footings of the cash-book are correct and the payments are supported by proper vouchers. All postings to the ledger for the half year ending June 30, 1920, have been verified."

(Signed) CLARENCE E. AKERSTROM,  
Accountant.

Voted: To accept this report.

Voted: That in consideration of the fact that we have had to pay interest on funds borrowed on the field and have had to send cables to America for funds, and since there is money in the treasury in America which is available, we would ask that a larger sum from Permanent Equipment funds be sent to the field; and also that half of the travel allowance which is now being held at home be sent to China as we have to pay the return travel from this end.

**Faculty Program.**

It was suggested that we make an effort to secure representatives from co-operating missions who have had experience on the field.

Voted: That since Miss Goucher has resigned we approach the Methodist Mission through the Bishop, asking them to consider the possibility of letting us have some one of their experienced workers who has had at least one term experience on the field, who might fit into the needs on the staff at Ginling.

Voted: That we approve of the effort that is now being made to find a person for the head of the Chinese Department and express our willingness to pay what is necessary to secure such a person.

Voted: To approve the faculty program as it is listed in the Budget, asking for the following new appointments:

Sociology  
Administration.

Education.

Music.

Physical Training.

Religion.

Sociology.

Chinese Field Secretary.

Associate Instructor in Chemistry.

25, 19  
Dr.  
Oct. 1, 1921  
my letter of explanation

Miss Mathews  
" Rankin

Goucher resigned

The following recommendations of the Executive Committee were taken up and voted on separately:

- Voted*
- Miss Rivenburg to*
- from July 1st to July 15th*
- a. Voted: That Miss Zee be asked to come to the College as a member of the faculty, but that for the first year she give most of her time to the duties of Chinese Field Secretary in carrying on the Student and Alumnae Campaign.
  - b. Voted: That Miss Wu be asked to come to the College as a member of the faculty in the position of Associate Instructor in the Chemistry Department.
  - c. Voted: That as early as possible opportunity be given to these two graduates for post-graduate work.
  - d. Voted: That Dr. Merrow be granted leave of absence during the months of April, May, and June of this year in order that she may spend the time in taking a post-graduate course in refractive work, her salary to be continued during her absence.
  - e. Voted: That the members of the Ginling College staff, when on furlough, be paid a home allowance equal to the average home allowance paid by the co-operating Boards to single women.
  - f. Voted: That Miss Gundlach take her year of furlough beginning in June 1922.
  - g. Voted: That Dr. Merrow's furlough be allowed in June 1922.
  - h. Voted: That Miss Rivenburg, having finished the full five years' term, is entitled to a year's furlough, and that this furlough be given her at the close of the present semester with the usual home allowance during the year at home.

Voted: Unanimously, that Miss Rivenburg be asked to return to Ginling College after furlough.

Voted: That we ask Miss Rivenburg to consider the position of librarian on her return after furlough, and that provision be made for her having study along this line while home on furlough.

#### Budget for the Year 1921-22.

Voted: That the Budget be revised to allow salary of \$1,500 Mexican for foreign members of the faculty, beginning July 1st, 1921.

Voted: To increase the item for rent by \$500, in view of the increased staff to be taken care of next year.

Voted: To increase the Chinese Department salary to \$2,400.

Voted: To accept the Budget as presented with these foregoing revisions (printed on page 11).

#### Report of the Building Committee.

Mr. Keen was asked to give the report of the Building Committee. This included the recommendations with regard to building made by the Executive Committee, as follows:

That the following buildings be erected as soon as possible:

Three Dormitories	...	...	...\$187,500	
Science Hall	...	...	... 75,000	
Recitation Building	...	...	... 69,000	
Social and Athletic Building	...	...	... 70,000	
Increased cost	...	...	... 60,000	
Furnishings	...	...	... 20,000	
Contingent Fund	...	...	... 35,000	\$516,500

That we send a cable asking that all available funds for building be telegraphed to the treasurer of the Board of Control.

That a payment of \$130.00 be made in final settlement of the land claims of Mr. Tao.

Voted: To adopt this report.

Voted: That on condition that further funds are forthcoming, the Building Committee be allowed to provide for other buildings in the first group.

On the recommendation of the Nominating Committee the following members were elected on the Building Committee: Dr. Bowen, Miss Kelly, Mr. Keen, Miss Tang, Miss Vautrin, Mr. Small, and Mrs. Thurston, *ex-officio*.

Voted: That the Building Committee go forward with plans and execute the resolutions for the carrying out of the building of the first group.

Voted: To ratify the request of the Executive Committee that the required \$1,000 necessary to carry on the Student and Alumnae Campaign be loaned from the present building fund to the Campaign Committee in China, to be returned as soon as it is available here.

The treasurer reported that this sum had been received on the field and was available for that purpose.

#### Miscellaneous Business.

*Faculty Recommendation.*—The following recommendation of the faculty with regard to graduation requirements was presented by the Executive Committee:

1. That Ginling College adopt the following system of grading, A—High Honor; B—Honor; C—Average; D—Poor; E—Condition; F—Failure. A grade of D or above counted as passing; E or Condition allowing the student one re-examination to make up this work; F or Failure to be made up only by repeating the course in class.
2. That in order to graduate a student be required to pass 55% of her total hours, or 79 hours out of the 144, with a grade of C or above.
3. That the College reserves the right to dismiss a student at the end of any semester who fails to make a grade of D or above in two-thirds of the hours she is carrying that semester.

Voted: To approve of the faculty recommendation and to leave the matter in the hands of the faculty for revision at any future time when such revision may seem necessary.

*Reports.*—A committee, consisting of Dr. Crawford, Miss Kelly, and Miss Mackinnon, was appointed to formulate recommendations to the Ginling College Committee. They reported as follows:

1. That we recommend that an amended copy of the Constitution of Ginling College be sent to the Ginling College Committee with the following recommendation:

Whereas, at the time the Constitution of Ginling College was adopted, the Ginling College Committee did not exist, the Board of Control asks that the Ginling College Committee

at its next meeting take action on Arts. III and IV of the Constitution as defining the powers and duties of the Ginling College Committee and of the Ginling College Board of Control.

2. That the Board of Control approves of the Ginling College Committee taking steps to bring the appointees to Ginling into relation with their missions on the field through their Boards at home.

\*3. We request the Ginling College Committee to hold an annual meeting in January, and at that time to take action on the budget and on other matters in the minutes of the Board of Control which require action by the Ginling College Committee. We further suggest that the College Advisers be invited to this meeting, and that such representatives of the College at home on furlough as shall be named annually by the Board of Control also be invited to attend this meeting.

4. We request the Ginling College Committee to appoint an Executive Secretary with an office in New York for finance, publicity, and candidate work. We feel this need so deeply that we are willing to send home for this work one of our most valuable faculty members, Miss Mead.

Voted: To adopt this report.

The Committee on Contract, appointed at the request of the Executive Committee, brought in a suggested form for the three-year and five-year contracts, and various points with regard to these contracts were discussed.

Voted: That this matter be referred back to the committee, with instructions that contracts include a statement to the effect that salary should begin on arrival on the field. Also that, in the case of the three-year contract people, the time of furlough and furlough salary be stated in the contract.

Voted: That co-opted members be on the Board for a term of three years, on a basis of rotation.

\*NOTE—The vote under "Date of Annual Meeting" on page 8.

*Date of Annual Meeting.*—Voted: That we fix the date of the Annual Meeting of the Board in connection with Founders' Day, calling the meeting for next year on November 12th.

*Elections.*—On the recommendation of the Nominating Committee appointed by the Chair—namely, Miss Peterson, Miss Carncross, and Dr. Murdoch—the following members were elected to act on the Executive Committee: Dr. Bowen, Miss Cogdal, Mr. Keen, Miss Kelly, Miss Mackinnon, and Miss Tang.

Voted: To co-opt Mrs. Birney as a member of the Board of Control.

Voted: To re-elect Miss Kelly as a co-opted member of the Board.

*Reading of Minutes.*—After the reading of the minutes it was voted to adopt the minutes as read.

After prayer by some of the members, the meeting adjourned.

Mrs. LAWRENCE THURSTON, *Chairman,*

Miss ADELAIDE GUNDLACH, *Secretary.*

### Financial Statement for the School Year 1919-1920.

#### CURRENT EXPENSE ACCOUNT.

##### Receipts.

Balance, July 1st, 1919 ... ..	\$ 1,619.22
Ginling College Committee ... ..	14,820.79
Interest ... ..	25.19
Travel Balance ... ..	89.52
Balance in Suspense Account ... ..	329.44
"    " Student Deposit Account ... ..	144.31

##### Gifts to the Loan Fund:

Tao Shan-ming, Fresh. Scholarship refund	50.00
Latin Girls' School, Baltimore, Gold	43.28
Gifts—Salary F. R. Mead, E. Goucher	2,700.00

##### Receipts by faculty, applied on salary:

C. D. Reeves, from Meth. Girls' Sch.	\$50.
L. M. Merrow, from Girls' H. Sch.	436.79
T. M. Lee from Presby. H. S.	97.50
	<u>584.29</u>

##### Field Receipts:

Tuition and Board ... ..	\$5,959.59
Biology Fees ... ..	123.00
Chemistry & Physics Fees ... ..	421.50
Music Fees... ..	409.22
	<u>6,913.31</u>

\$27,319.35

##### Expenditures.

#### I. Administration and Instruction.

Salaries, Foreign teachers ... ..	\$10,069.99
"    F. R. Mead and E. Goucher... ..	2,700.00
Chinese Staff salaries ... ..	2,565.35
Language Study ... ..	134.00
	<u>15,469.34</u>

#### Departmental Expenses.

Biology ... ..	62.69
Physical Sciences ... ..	219.29
Chinese ... ..	53.48
Library ... ..	225.57
Music ... ..	248.08
Athletics ... ..	103.82
Lectures ... ..	21.00
	<u>933.93</u>

#### Administrative Expenses.

Postage and Stationery ... ..	91.77
Telegrams ... ..	37.55
General Office Expense ... ..	88.29
Travel—President ... ..	32.25
"    Board of Control ... ..	260.17
"    Faculty ... ..	109.05
	<u>619.08</u>

[ 10 ]

## II. Maintenance.

Insurance	42.75
Printing	385.29
Rent	600.00
Alterations and Repairs	1,497.87
Care of Grounds	43.61
Wages	184.48
Medical	228.55
Miscellaneous	78.97
Light & Heat	552.73
Social	40.79
	<u>3,655.04</u>

## III. Boarding Department.

Food	1,500.34
Light & Heat	788.31
Wages	415.72
House Supplies	122.98
Incidentals	6.52
	<u>2,833.87</u>

## IV. Miscellaneous.

Travel to U.S.A.	367.19
Faculty Outfit	40.50
Bookroom	346.24
Loan Fund	70.00
Scholarship Fund	75.00
Loss by Exchange on checks	2.76
Cancel deficit in Suspense A/c	81.99
Interest on loan	1.99
Due in Suspense Account, July 1919	63.17
Deficit in Permanent Equipment Fund	358.75
	<u>1,407.59</u>

\$27,319.35

## PERMANENT EQUIPMENT ACCOUNT.

## Receipts.

Balance on hand, July 1st, 1919	2,017.74
From Funds in New York, Gold \$2,500	2,628.45
Gifts for the Library	
Elizabeth Bames, Gold \$250.00—227.50	
Col. & Mrs. Allison 8.00	235.50
From Current Expense Funds—to deficit	358.75
	<u>\$5,240.44</u>

## Expenditures.

Land	2,600.70
Buildings—Brick	304.56
Biological Science Dept.	312.01
Physical Science Dept.	71.42
Library	812.60
Music Dept.	44.35
Furniture	1,094.80
	<u>\$5,240.44</u>

[ 11 ]

## Budget for the Year 1921-1922.

## Expenses.

## I. Administration and Instruction.

## Salaries.

President, Mrs. Thurston	\$1,700.00	/
Misses Butler, Chester, Griest, Gundlach, McCoy, Mead, Merrow, Reeves, Rivenburg, Robbins, Vautrin—@ \$1,500 each	16,500.00	//
Chinese Department	2,400.00	
Chinese Secretary—Mr. Wang	240.00	
New Appointees: Watkins, Hanawalt, Administration, Music, Religion, Sociology, Physical Training, Education @ \$1,500 each	12,000.00	8
Science Teacher—Miss Wu	1,000.00	
Chinese Field Secretary	1,000.00	
Language Study	450.00	
	<u>35,290.00</u>	

## Departmental.

Biological Science	150.00
Physical Sciences	400.00
Chinese Department	50.00
Library	250.00
Music Department	150.00
Athletics	100.00
Lectures	100.00
	<u>1,200.00</u>

## Administrative Expenses.

Postage and Stationery	100.00
Telegrams	50.00
Office Expenses	100.00
Travel—President	100.00
Board of Control	270.00
Faculty	150.00
	<u>770.00</u>

## II. Maintenance.

Insurance	50.00
Printing	800.00
Rent	1,100.00
Alterations and Repairs	800.00
Care of Grounds	50.00
School Wages	440.00
Medical Attendance	350.00
Miscellaneous	100.00
Light and Heat	500.00
Social	100.00
	<u>4,290.00</u>
	<u>41,550.00</u>

+ 16 Missis  
+ 2 Chinese  
+ 5 Students

<b>III. Boarding Department.</b>			
Superintendence ... ..		\$ 240.00	
Food ... ..		2,000.00	
Light and Heat ... ..		800.00	
Wages ... ..		600.00	
Supplies ... ..		140.00	
Incidentals ... ..		20.00	
		<u>3,800.00</u>	
<b>IV. Miscellaneous.</b>			
Faculty Outfits ... ..		300.00	
Travel to U. S. A.—Gundlach, Griest, Merrow ... ..		1,500.00	
Scholarships ... ..		200.00	
Loan Fund ... ..		200.00	2,200.00
			<u>\$47,550.00</u>

*Receipts.*

Salaries—Miss Mead ... ..	1,500.00	
—China Medical Board for Physics Department ...	2,400.00	
Dr. Merrow by High Schools	400.00	
Field Secretary from Cam- paign Funds ... ..	500.00	
<b>Receipts on the Field:</b>		
Tuition, 70 Students ... ..	3,500.00	
Board and Room ... ..	3,500.00	
Laboratory Fees ... ..	600.00	
Music Fees ... ..	600.00	
Medical Fees ... ..	350.00	
	<u>\$13,350.00</u>	
Estimated Receipts from G. C. C.	\$34,200.00	<u>\$47,550.00</u>

*How much  
Did this last year  
and how much this  
year to compare?*

*J. Coop. Bds @ 1000, Paid 7000.  
Smith College (1000 paid) 8000.  
Less travel & outfit 900.  
8600 Paid Aug 17, 2000*

2100

110 500  
21 000  
121 500 [ 13 ]

25000

**FACULTY OF GINLING COLLEGE.**

Mrs. J. Lawrence Thurston ...	President
Miss Alice L. Butler ... ..	Psychology
Miss Ruth M. Chester* ... ..	Chemistry Department
Miss Rebecca W. Griest ... ..	English Department
Miss Adelaide Gundlach ... ..	Secretary and Treasurer
Miss Ella M. Hanawalt † ... ..	Education Department
Miss Helen Y. McCoy ... ..	Physics Department
Miss Frederica R. Mead ... ..	English Department
Dr. Llewella M. Merrow ... ..	College Physician
Dr. Cora D. Reeves ... ..	Biology Department
Miss Narola E. Rivenburg ... ..	Religious Education Dept.
Miss Lilliath Robbins ... ..	English Department
Miss Minnie Vautriu ... ..	Education Department
Miss Janie Watkins † ... ..	History Department
Mr. Djang Dzi Tsi ... ..	Chinese Department
Mr. Wang Shao Djang ... ..	Chinese Secretary

\* On furlough 1920-1921.  
† Due to arrive fall of 1921.

## MEMBERS OF BOARD OF CONTROL, 1921.

	<i>Term Expires.</i>	
Miss Viola C. Hill	1921	} Baptist, North.
Mr. Charles S. Keen*	1922	
Miss Ellen J. Peterson	1923	
Miss Emma A. Lyon	1921	} Disciples of Christ.
Miss Wenona Wilkinson	1922	
Mrs. Guy W. Sarvis	1923	
Rev. A. J. Bowen, LL. D.*	1920	} Methodist Episcopal, North.
Miss Clara E. Merrill	1921	
Miss Flora N. Carncross	1922	
Miss Virginia M. Atkinson*	1921	} Methodist Episcopal, South.
Miss Sallie Lou Mackinnon	1922	
Miss Emma Lester	1923	
Miss Mary E. Cogdal*	1921	} Presbyterian, North.
Rev. O. C. Crawford, D.D.	1922	
Dr. Agnes Murdoch	1923	
Miss Mary R. Tang*	1923	Alumnæ representative.
Miss Mary F. E. Kelly*	1923	Co-opted.

\* Members of Executive Committee.

## GINLING COLLEGE COMMITTEE.

Dr. ROBERT E. SPEER, *Chairman.*

Miss ELIZABETH R. BENDER, *Secretary.*

Mr. RUSSELL CARTER, *Treasurer.*

Mrs. ANNA R. ATWATER.

Miss MABEL K. HOWELL.

Miss MARGARET E. HODGE.

Dr. FRANK MASON NORTH.

Mrs. HENRY W. PEABODY.

Prof. IRVING F. WOOD.

The address of the Secretary is Room 715, 150 Fifth Avenue, New York.



**MINUTES**  
**OF THE**  
**BOARD OF CONTROL**  
**OF**  
**GINLING COLLEGE**

**November 12**

**1921**

**GINLING COLLEGE**  
**NANKING, CHINA**

## DOCKET

1. Devotional Exercises
2. Reading of Minutes
3. Report of the Executive Committee
4. Report of the Ginling College Committee
5. Report of the Treasurer
6. Report of the President
7. Faculty Program
  - Appointments
  - Furloughs
  - Language Study
  - Contract
8. Budget for 1922-1923
9. Report of the Building Committee
10. Miscellaneous Business
  - Invitation to Episcopal Mission
  - Policy of Education Department
  - Physical Welfare Department
  - Representatives of Board of Control
11. Election of Committees and Officers

## Meeting of the Board of Control of Ginling College November 12, 1921

The annual meeting of the Ginling College Board of Control took place at the College on Saturday, November 12, 1921.

Members present were:

Miss Zimmerman, Dr. F. J. White, Miss Peterson; Miss McCallum (for Miss Lyon), Dr. Hamilton (for Miss Wilkinson), Mrs. Sarvis; Dr. Bowen, Miss Merrill, Miss Carnross; Miss Atkinson, Miss Mackinnon, Miss Bradshaw (for Miss Lester); Miss Cogdal, Miss Dresser (for Dr. Murdoch); Miss Tang; Miss Kelly; and Mrs. Thurston, Chairman.

Excuses were sent in by Dr. Crawford and Mrs. Birney.

As guests there were present for some part of the meeting, Dr. T. H. P. Sailer, Dean Sawyer, Dr. Dutcher, Mr. Paul, Mr. Southers, and various members of the faculty.

## MINUTES

The meeting was called to order by Mrs. Thurston, President of the College. Dr. F. J. White led the devotional exercises.

The Minutes of the Board of Control meeting of March 16 and 17, 1921, were presented.

Voted: That the Minutes as printed be approved.

## Report of the Executive Committee

The report of the Executive Committee consisted of the reading of the Minutes of the meeting of November 12, 1921, by Miss Mackinnon who acted as Secretary for that meeting.

Voted: That we accept the report of the Executive Committee and take up for action the separate headings as they occur on the Docket.

### Report of the Ginling College Committee

The Minutes of the Ginling College Committee meetings of April 23 and June 22, 1921, were reported on by Miss Cogdal.

Voted: That we accept the report and consider the items requiring action as they fit into the order of business outlined in the Docket.

### Report of the Treasurer

The Report of the Treasurer was presented by Miss Gundlach, and consisted of the presentation of the Financial Statement, found on page 9. It was reported that the books have been audited up to June 30, 1921, and certified correct.

Voted: That the report of the Treasurer be approved.

### Report of the President

Dr. Bowen was asked to take the chair while the President read the report, covering the period from the beginning of the College to the present, and giving detailed information about the work of the various departments.

The Board expressed their interest in, and appreciation of, the report and

Voted: That the President's Report be accepted and printed in full for distribution to those who are especially interested in the education of women in China.

### Faculty Program

The Executive Committee brought in the following recommendations with regard to faculty program, and it was voted

1. That Miss Vautrin be elected Dean of the College.

2. That in view of the fact that the following appointments asked for last year have not yet been made, we repeat

that they are urgently needed to fill vacancies on the staff. It is difficult to comply with the request of the Ginling College Committee to name these in the order of their importance. We do, however, suggest the following order:

Administration  
Religion  
Sociology  
Education  
Librarian

We earnestly hope the Candidate Committee will take comprehensive measures for finding and sending out candidates for all of the above positions.

3. That we ask the Y. W. C. A. to release Miss Daisy Brown for work in the Department of Religion for the second semester of this year.

4. That a committee be appointed composed of Mrs. Thurston, Miss Tang, and Miss Cogdal to investigate the possibility of securing Chinese on the staff, keeping in mind the urgent need of a Chinese assistant for administrative work.

5. That we invite Dr. Mellow to return to the College after her furlough, as College Physician.

6. That we invite Miss Griest to return to the College after her furlough as a member of the faculty in the Department of English.

7. That we invite Miss Gundlach to return to the College after her furlough as Registrar and Business Manager.

8. That, in compliance with our rule that permanent members of the faculty be given opportunity for language study, Miss Gundlach be given one full year for language study to begin not later than one year after her return to the work.

9. That, in accordance with the vote of the Board of Control in 1920 (see bottom of page 2, Minutes of January 9-10, 1920), the President make arrangements for Miss Hanawalt to spend her second year in language study in a

station where one of the contributing Middle Schools is located, preferably in a Mandarin-speaking district.

10. That, in order to give Miss Chester an opportunity to study the language, we authorize the College to do what it can to secure Miss Cook of Smith College for the Chemistry Department for the year 1922-1923.

11. That, after consideration of the recommendations of the Ginling College Committee, we approve of the following form of contract:

CONTRACT

I accept an appointment to Ginling College for a term of..... years on the following basis:

1. Salary of \$750 gold per annum (paid at the rate of 2:1 in China as \$1,500 Mexican); to be paid by the College and to begin upon arrival.
2. Necessary travel to Nanking and return to be paid by the College.
3. Outfit allowance of \$100 gold for personal use to be paid upon appointment.\*
4. A furnished room to be provided by the College.
5. Ordinary medical expenses to be paid by the College.
6. A period of one full year or more for language to be allowed at the discretion of the Board of Control.\*
7. At the end of two years, if mutually agreeable; a three-year contract may be changed to a five-year contract.
8. Assignment of work to be made by the faculty, all of whom share in the extra-curriculum duties of the College.
9. In case of resignation before the termination of the contract, for other than health reasons, a proportional refund on travel to be made to the College.
10. The Board of Control vote on the return of all members of the faculty at the end of their term of service, and if the vote is in favor, a furlough with home allowance of G. \$900.00 (an average paid by the co-operating Boards to single women), is granted for one year after a five-year term. In other cases, at the discretion of the Board of Control, an educational allowance may be granted.

Name.....

\*Applies only to five-year contracts.

The Ginling College Committee (or Board of Control) appoint ..... to Ginling College for a term of ..... years, on the above basis.

Voted: That Miss Butler, Miss McCoy, Miss Robbins, Miss Watkins, and Miss Hanawalt be elected as regular members of the faculty.

Budget for the Year 1922-1923

Voted: To increase the fees for board and room by \$10.00 a year for each student, beginning with the fall term of 1922.

Voted: That on recommendation of the Executive Committee, we budget an Emergency Fund to meet the salaries of those members of the faculty needed to supply Dr. Merrow's and Miss Griest's places while on furlough, and Miss Chester's place while on language study.

Voted: That Dr. Merrow be given the home allowance of G. \$900.00 in view of the fact that she came to Ginling College without the ordinary expense of travel to the field, and with the added advantage to the College of her language study and experience in China.

Voted: That Miss Gundlach receive an educational grant of G. \$720.00 while home on furlough.

Voted: That Miss Griest receive an educational grant of G. \$540.00 while home on furlough.

Voted: That Mr. Wang be given a present of Mex. \$100.00 in appreciation of his services in clearing the building site of graves.

Voted: To accept the Budget with the amendments as noted. (Printed on page 13.)

Voted: That the faculty make recommendations to the Building Committee concerning furnishings and equipment for their various departments, with a view to budgeting Permanent Equipment funds for 1922-1923.

**Report of the Building Committee**

The Report of the Building Committee, which was read by Miss Vautrin, is to be incorporated in the President's report of the College.

Voted: That the next building to be erected shall be a faculty residence, and that the Building Committee be authorized to go forward with plans, conferring with the faculty with regard to type of residence to be erected.

Voted: That the Building Committee be authorized to see that grading is done.

Voted: That the matter of the construction of a road be referred to the Building Committee with power.

**Miscellaneous Business**

On the recommendation of the Executive Committee it was voted: That the Episcopal Mission be asked to become a contributing mission to the College, and that if it is impossible at the present time this mission be asked to make an annual contribution to the current expenses; this in view of the fact that the Episcopal Mission is represented in both the faculty and student body of the College.

From the outline of the Education Department given in the President's report, the question arose as to the respective places that Ginling College and the Laura Haygood Normal School shall have in training students to be teachers in Primary and Middle Schools.

The question was freely discussed, the Board expressing their opinion that while Ginling College does not train students for primary teaching, to do effective work as Middle School teachers and principals they must have some training in the principles of primary teaching. In the light of this discussion it was

Voted: That we reaffirm the action on page 8 of the 1920 Minutes changed to read as follows:

"That we restate as one of the basal principles on which Ginling was established, the training and developing of teachers and principals for our higher schools."

The Education Department asked for a discussion of the three methods proposed by them for furnishing adequate means for practice teaching on the part of students specializing in Education; namely,

1. That there be a Union High School in Nanking, co-operating with Ginling College.
2. That there be a full High School in connection with Ginling College.
3. That Ginling have, not a full High School, but a single grade under the supervision of the Education Department.

Voted: That a committee of five be appointed by the Nominating Committee, to consider this question of providing for practice teaching and that this committee report to the Executive Committee.

Voted: That we approve of Dr. Merrow's presenting an estimate of the cost of running her Department, asked for by Dr. Grant for the International Health Board; and that we express our appreciation of their interest and offer of help in our Physical Welfare Department.

On the recommendation of the Executive Committee it was

Voted: That we co-opt Mrs. Thomson as a member of the Board of Control to represent Smith College.

The attention of the Ginling College Committee is called to the fact that the following members of the Board of Control are home on furlough at present:

Mr. Chas. S. Keen, address Baptist Board Rooms, New York

Miss Emma A. Lyon, c/o W. M. Lyon, 40 Victoria St., Washington, Pa.

Mrs. Roy D. Stafford, address Baptist Board Rooms, New York

Miss Emma S. Lester, c/o Southern Methodist Board.

Voted: That Miss Lyon and Mrs. Stafford be asked to represent the Board of Control at the meeting of the Ginling Committee, the others to be asked if these are unable to come.

The Nominating Committee appointed by the Chair brought in their report and the following elections were voted:

*Executive Committee:* Miss Cogdal, Miss Carncross, Miss Kelly, Miss Mackinnon, Miss Tang, and Dr. White. It was voted that the committee itself fill vacancies on account of furloughs.

*Building Committee:* Mrs. Thurston, Miss Vautrin, and Miss Tang; Mr. Small and Mr. Kelsey.

*Committee on Practice Teaching:* Miss Bradshaw, Miss Carncross, Miss Hanawalt, Mrs. Sarvis, and Miss Vautrin.

*Chairman of Board of Control:* Mrs. Thurston.

*Secretary of Board of Control:* Miss Gundlach; after June 1922, Miss Chester.

*Treasurer:* Miss Gundlach; after June 1922, Mrs. Thurston, Miss Vautrin also to have power to sign cheques.

Voted: To accept the Minutes as read.

Voted: To adjourn until Wednesday, November 15, 1922, the day following Founders' Day; with the understanding that the Executive Committee meeting will be held on Monday, the 13th of November.

### Financial Statement for the Year 1920-1921

#### CURRENT EXPENSE ACCOUNT

##### Receipts

Balance July 1st, 1920	...	...	...	\$2,400.50
Deficit repaid from Permanent Equipment	...	...	...	358.75
Ginling College Committee	...	...	...	21,295.18
Interest	...	...	...	48.90
Travel Balance	...	...	...	388.27
Balance in Suspense Account	...	...	...	186.21
Balance in Student Deposit Account	...	...	...	199.68
Loan Fund	...	...	...	20.00

##### Gifts

For Scholarship Fund	...	...	...	841.19
Through Mrs. Thurston from N. Y.	...	...	...	128.49
Salary, F.R.M.	...	...	...	1,400.00
Peking College Club for Biology Department	...	...	...	150.00

##### Receipts by Faculty applied on Salary

Dr. Merrow—Medical Attendance...	...	...	...	347.00
Miss T. M. Lee—Ming Deh School	...	...	...	37.50

##### Field Receipts

Board and Room	...	...	...	\$2,762.15
Tuition	...	...	...	2,669.42
Biology Fees	...	...	...	187.50
Physics Fees	...	...	...	113.00
Music Fees	...	...	...	85.50
Graduation Fees	...	...	...	119.00
Medical Fees	...	...	...	273.00
				<u>6,209.57</u>
				<u>\$34,011.24</u>

##### Expenditures

#### I. Administration and Instruction

Salaries, Foreign Teachers	...	...	...	\$17,985.64
,, Chinese Staff	...	...	...	1,627.00
,, Language Study...	...	...	...	507.00
				<u>20,119.64</u>

#### Departmental Expenses

Biology	...	...	...	\$200.54
Physical Sciences	...	...	...	366.68
Chinese	...	...	...	71.14
Library	...	...	...	370.69
Music	...	...	...	231.15
Physical Education	...	...	...	45.71
Lectures	...	...	...	219.40
				<u>1,505.31</u>

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<b>Administrative Expenses</b>			
Postage and Stationery	...	...	\$ 98.11
Telegrams	...	...	37.85
Office Expenses	...	...	93.02
Travel, Board of Control	...	...	183.79
" Faculty	...	...	49.65
			462.42
<b>II. Maintenance</b>			
Insurance	...	...	\$ 42.75
Printing	...	...	351.09
Rent	...	...	600.00
Alterations and Repairs	...	...	434.34
Care of Grounds	...	...	6.00
Wages	...	...	418.19
Medical Attendance	...	...	410.14
Miscellaneous	...	...	137.75
Light and Heat	...	...	531.24
Social	...	...	68.18
			2,999.68
<b>III. Boarding Department</b>			
Food	...	...	\$1,475.02
Light and Heat	...	...	669.30
Wages	...	...	485.56
House Supplies	...	...	83.71
Incidentals	...	...	12.80
Matron, Salary	...	...	137.72
			2,864.11
<b>IV. Miscellaneous</b>			
Travel—U.S.A.	...	...	\$1,291.74
Faculty Outfit Furnishings	...	...	130.37
Bookroom	...	...	57.13
Scholarships	...	...	212.55
			1,691.79
Balance on hand	...	...	4,368.29
			\$34,011.24

**PERMANENT EQUIPMENT ACCOUNT***Receipts.*

From Funds in New York, Gold \$3,000	...	...	\$5,618.99
Gifts—Physical Science Department	...	...	98.87
Estate of General Li-Shun	...	...	1,111.11
Other Gifts	...	...	85.72
			\$6,914.69

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*Expenditures*

Refund Deficit to Current Expense Account	\$358.75	
Land	1,627.99	
Campus Improvement—Trees	15.05	
Biological Sciences	1,233.53	
Physical Sciences	1,854.05	
Library	1,171.41	
Physical Education Department	26.93	
Furniture	394.26	
		6,681.97
Balance on hand—Perm. Equip.	\$207.30	
Library	25.42	232.72
		\$6,914.69
<b>Total Balance, June 30, 1921.</b>		
Permanent Equipment	\$ 232.72	
Current Expense	4,368.29	
By Bank and Cash	\$4,601.01	

**Building Fund Account on the Field to June 30, 1921**

	Gold	Tls.
Funds received from New York, G	\$189,500.00	
Left unsold with the Associated Mission		
Treasurers		43,750.00
Balance Deposited in the Hongkong and		
Shanghai Bank	145,750.00	223,111.46
Interest from Hongkong and Shanghai Bank		753.56
Balance June 30, 1921		Tls. 223,865.02

On October 1, 1921 Funds from this account were placed on fixed deposit for a period of six months, Tls. 137,000.00.

## Report on Building Fund in New York to June 30, 1921

## Receipts:

Gifts plus dividends to December 13, 1920	...	\$45,842.41
Dividends, December 13, 1920 to June 22, 1921	...	1,313.81
Gifts, December 13, 1920 to June 22, 1921	...	53,192.48
Through the Boards.		
Baptist Board	...	15,000.00
Methodist Episcopal Board	...	15,000.00
Presbyterian Board	...	35,000.00
United Christian Missionary Society	...	5,000.00
Methodist Episcopal Board, South...	...	2,500.00
Received from Laura Spelman Rockefeller Memorial 50% of Ginling designated gifts in Certifications of \$500,000	...	49,711.43
		<u>\$222,560.13</u>

## Expenses:

Invested in Securities	...	\$10,000.00
Paid to Architects	...	\$8,714.03
Sent to field up to May 4th	...	13,500.00
To field to June 30, 1921	...	189,500.00
		<u>221,714.03</u>
Balance on hand, June 30, 1921...		<u>846.10</u>

## AVAILABLE LATER IN THE YEAR

Securities maturing November 1st, 1921	...	\$10,000.00
Gifts to come from International Christmas Gift (received between April 23 and June 22, 1921)...	...	278.00
50% of receipts between May 4 and June 22, 1921, to come from Laura Spelman Rockefeller Memorial (estimated)	...	3,165.24
Pledges direct to Ginling...	...	10,304.00
Pledges through International Christmas Gift 50% of pledges for Ginling both direct and through International Christmas Gift to come from Laura Spelman Rockefeller Memorial	...	9,500.00
		<u>9,902.00</u>
		43,149.24
Gift from Mr. Edward Harkness...	...	25,000.00
		<u>\$68,149.24</u>
Total available	...	222,560.13
Total paid in	...	
Total fund available in 1921	...	<u>\$290,709.37</u>

## Budget for the Year 1922-1923

## Expenses

## I. Administration and Instruction

## Salaries

President, Mrs. Thurston...	...	\$1,700.00
Misses Butler, Chester, Graybill, Griest, Gundlach, Hanawalt, McCoy, Mead, Merrow, Rawles, Reeves, Robbins, Vautrin, and Watkins, @ \$1,500 each	...	21,000.00
New Appointments:		
Administration, Religion, Sociology, Education, Librarian @ \$1,500 each	...	7,500.00
Emergency Fund for supplying places of faculty on furlough and language study	...	4,500.00
Chinese Field Secretary	...	1,000.00
Chinese Department	...	2,400.00
Chinese Secretary	...	300.00
Science Assistant...	...	500.00
Language Study	...	800.00
		<u>\$39,700.00</u>

## Departmental

Biological Science	...	200.00
Physical Sciences	...	650.00
Chinese Department	...	75.00
Library	...	400.00
Music Department	...	200.00
Physical Education Department	...	100.00
Lectures	...	250.00
		<u>1,875.00</u>

## Administrative Expenses

Postage and Stationery	...	100.00
Telegrams	...	50.00
Office Expenses	...	100.00
Travel—President	...	100.00
Board of Control...	...	270.00
Faculty	...	100.00
		<u>720.00</u>

## II. Maintenance

Insurance	...	50.00
Printing	...	800.00
Rent	...	1,500.00
Alterations and Repairs	...	500.00

Care of Grounds ... ..	50.00	
School Wages ... ..	500.00	
Medical Attendance ... ..	350.00	
Miscellaneous ... ..	100.00	
Light and Heat ... ..	500.00	
Social ... ..	75.00	
	<u>4,425.00</u>	
III. Boarding Department		
Superintendence ... ..	120.00	
Food ... ..	2,400.00	
Light and Heat ... ..	800.00	
Wages... ..	750.00	
Supplies ... ..	110.00	
Incidentals ... ..	20.00	
	<u>4,200.00</u>	
IV. Miscellaneous		
Faculty Outfit Furnishings ... ..	300.00	
Travel to U. S. A. ... ..	2,000.00	
Scholarships ... ..	200.00	
Loan Fund ... ..	200.00	
	<u>2,700.00</u>	
	<u>53,620.00</u>	
<i>Receipts</i>		
Salary—F. R. M. ... ..	1,500.00	
China Medical Board for Physics Department ... ..	2,400.00	
Field Secretary from Campaign Funds...	500.00	
Receipts on the Field:		
Tuition, 70 students ... ..	3,500.00	
Board and Room ... ..	4,200.00	
Laboratory Fees ... ..	600.00	
Music Fees ... ..	600.00	
Medical Fees... ..	350.00	
	<u>13,650.00</u>	
Receipts from the five Boards—and Smith College, through the Ginling College Committee ... ..	25,000.00	
Receipts in addition, on the basis of the proposed quota of \$2,500. gold from the co-operating Boards ... ..	4,000.00	
Balance to be raised ... ..	10,970.00	
	<u>53,620.00</u>	

## FACULTY OF GINLING COLLEGE

Mrs. Lawrence Thurston ...	President
Miss Alice L. Butler ... ..	Psychology
Miss Ruth M. Chester ... ..	Chemistry
Mr. Djang Dzi-tsi ... ..	Chinese
Miss Ada Grabill† ... ..	Music
Miss Rebecca W. Griest... ..	English
Miss Adelaide Gundlach ... ..	Secretary and Treasurer
Miss Ella M. Hanawalt ... ..	Education
Miss Helen Y. McCoy ... ..	Physics
Miss Frederica R. Mead... ..	English
Dr. Llewella M. Merrow ... ..	College Physician
Miss Katharine R. Rawles ... ..	Physical Education
Dr. Cora D. Reeves ... ..	Biology
Miss Narda E. Rivenburg* ... ..	Library
Miss Lilliath Robbins ... ..	English
Miss Minnie Vautrin ... ..	Education
Mr. Wang Beh-han ... ..	Chinese
Miss Janie H. Watkins ... ..	History
Miss Helen B. Wilson ... ..	Music

\* On Furlough, 1921-1922

† Under appointment for fall of 1922

## MEMBERS OF THE BOARD OF CONTROL

	<i>Term Expires</i>	
Miss Dora Zimmerman	1921	} Baptist, North
Dr. F. J. White*	1922	
Miss Ellen J. Peterson	1923	
Miss Emma A. Lyon	1921	} Disciples of Christ
Miss Wenona Wilkinson	1922	
Mrs. Guy W. Sarvis	1923	
Miss Clara E. Merrill	1921	} Methodist Episcopal, North
Miss Flora N. Carncross*	1922	
Dr. A. J. Bowen	1923	
Miss Virginia M. Atkinson	1921	} Methodist Episcopal, South
Miss Sallie Lou Mackinnon*	1922	
Miss Annie E. Bradshaw	1923	
Dr. O. C. Crawford	1922	} Presbyterian, North
Dr. Agnes Murdoch	1923	
Miss Mary E. Cogdal*	1924	
Miss Mary R. Tang*	1923	Alumnae representative
Miss Mary F. E. Kelly*	1923	} Co-opted
Mrs. L. J. Birney	1923	
Mrs. J. C. Thomson	1924	

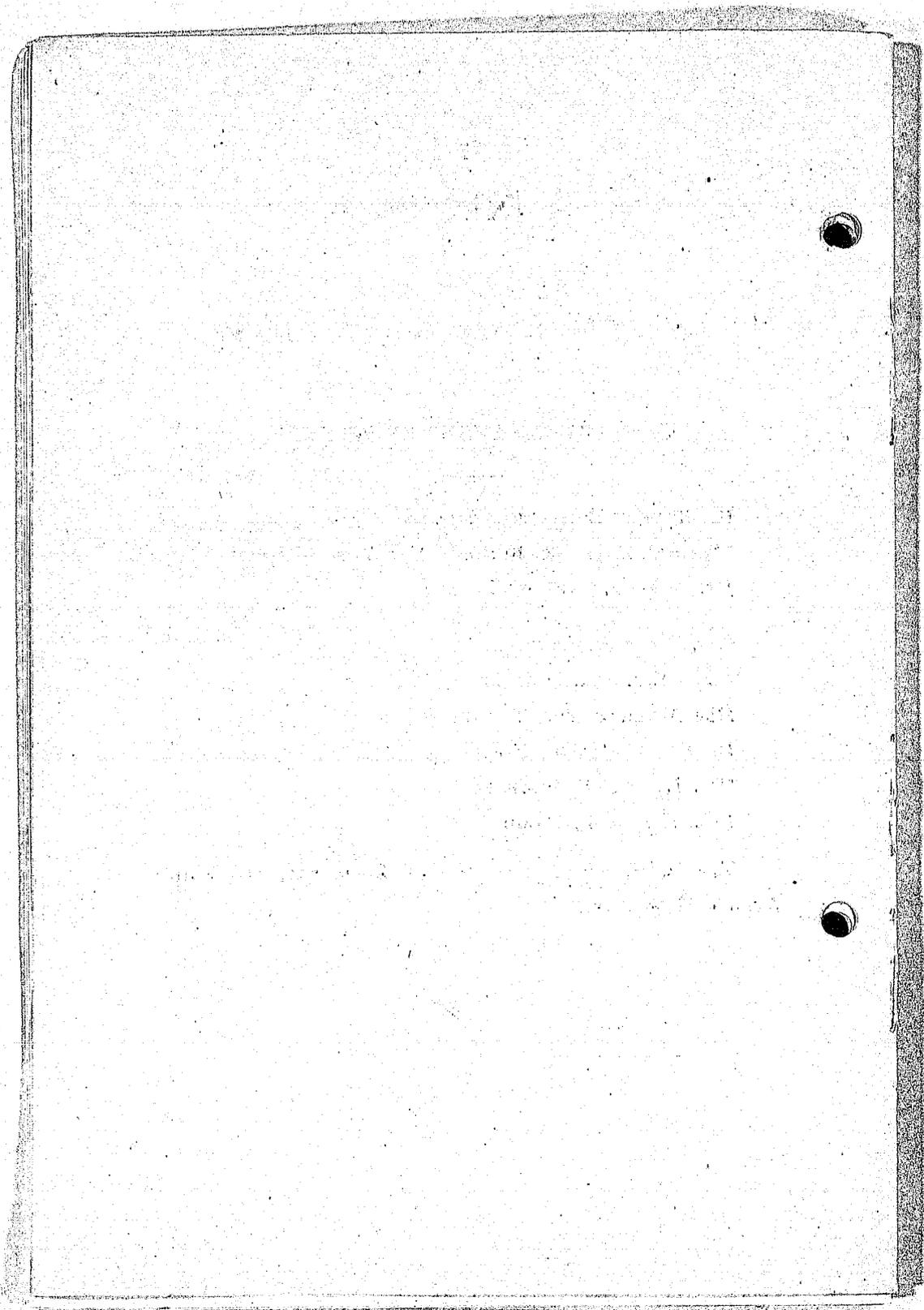
\* Members of Executive Committee

## GINLING COLLEGE COMMITTEE

Dr. ROBERT E. SPEER, *Chairman*  
 Miss ELIZABETH R. BENDER, *Secretary*  
 Mr. RUSSELL CARTER, *Treasurer*

Mrs. ANNA R. ATWATER  
 Miss MABEL K. HOWELL  
 Miss MARGARET E. HODGE  
 Dr. FRANK MASON NORTH  
 Mrs. HENRY W. PEABODY  
 Prof. IRVING F. WOOD

The address of the Secretary is Room 715, 150 Fifth Avenue, New York.



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Mr. Street

MINUTES

OF THE

BOARD OF CONTROL

OF

GINLING COLLEGE

November 15

1922

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GINLING COLLEGE  
NANKING, CHINA

## DOCKET

1. Devotional Exercises
2. Minutes—November 1921
3. Ginling College Committee
  - Budget
  - Contract
  - Relations of Board
  - Organization
  - Candidates
4. Report of the Treasurer
5. Executive Committee
6. Faculty Program
  - Vacancies
  - Furloughs
  - Language Study
7. Building Program
  - Land
  - Building Account
  - Advance Program
    - Dormitory
    - Covered Ways
    - Water and Drainage
    - Electric Plant
    - Grading
    - Fence and Wall
    - Road
8. Finance
  - Deficit in Current Expenses
  - Refund of Money paid to Building Fund
  - Increased Income
9. Budget 1923-1924
10. Miscellaneous Business
  - Date of Formal Opening
  - Official Date of Founders' Day
11. Election of Committees and Officers

## Meeting of the Board of Control of Ginling College November 15th, 1922

The annual meeting of the Ginling College Board of Control took place at the College on Wednesday, November 15th, 1922.

The members present were:

Miss Zimmerman, Miss Peterson, Mr. Hanson; Mrs. Sarvis; Dr. Bowen, Miss Merrill, Miss Nagler (for Miss Carncross); Miss Cogdal, Miss Dresser (for Dr. Murdoch), Dr. Crawford; Miss Tang, Miss Kelly, Miss Wead (for Mrs. Thomson) and Mrs. Thurston, chairman.

Excuses were sent in by Mrs. Birney, Miss Wilkinson, Miss Lyon and the representatives of the Southern Methodist Mission, whose mission meeting conflicted.

Miss Vautrin was present throughout the meeting, and various members of the faculty were there for some part of it.

The board was in session from 9-12; 1:30-4 and 4:30-6:30.

### MINUTES.

The meeting was called to order by Mrs. Thurston, President of the College. Dr. O. C. Crawford led the devotional exercises with which the meeting opened.

The docket as planned by the Executive Committee was presented.

Voted: That we accept the docket.

The minutes of the Board of Control meeting of November 12th, 1921, were presented.

Voted: That the minutes as printed be approved.

### I. Ginling College Committee

A report of the Ginling College Committee annual meeting of January 9th, 1922, and of correspondence during the year, was presented by Mrs. Thurston, as there was no one present who had attended the meeting.

Discussion followed on questions arising from this report and the following actions were taken:

1. Voted: That we greatly regret that no action has been taken by the Ginling College Committee on questions raised a year ago by the Board of Control, and are embarrassed by not knowing the attitude of the Committee on these questions. We therefore respectfully ask for more prompt action, and request that questions raised be answered by the time of the mid-year meeting of the Executive Committee of the Board of Control.

2. Voted: That we appreciate the conditions under which the Ginling College Committee do their work and the shortness of time they have to devote to Ginling affairs; in order that we may have the benefit of their advice and action on the most important matters referred to them which cannot be settled on the field, we ask them to take up first and for immediate action the questions specifically referred to them by the Board of Control, and that all other actions of the Board of Control be considered as final unless protested by the Ginling College Committee at their next annual meeting.

3. The attention of the Ginling College Committee is respectfully called to the following actions from the minutes of the March and November 1921 meetings of the Board of Control, on which no action has been reported by the Committee:—

*March 1921*

A committee, consisting of Dr. Crawford, Miss Kelly, and Miss Mackinnon, was appointed to formulate recommendations to the Ginling College Committee. They reported as follows:

"That we recommend that an amended copy of the constitution of Ginling College be sent to the Ginling College Committee with the following recommendation:

Whereas, at the time the Constitution of Ginling College was adopted, the Ginling College Committee did not exist, the Board of Control asks that the Ginling College Committee at its next meeting take action on Arts. III and IV of the Constitution as defining the powers and duties of the Ginling College Committee and of the Ginling College Board of Control.

We request the Ginling College Committee to hold an annual meeting in January, and at that time to take action on the budget and on other matters in the minutes of the Board of Control which require action by the Ginling College Committee. We further suggest that the College Advisers be invited to this meeting, and that such representatives of the College at home on furlough as shall be named annually by the Board of Control also be invited to attend this meeting.

We request the Ginling College Committee to appoint an Executive Secretary with an office in New York, for finance, publicity and candidate work. We feel this need so deeply that we are willing to send home for this work one of our most valuable faculty members, Miss Mead."

*November 1921*

Voted: That, after consideration of the recommendations of the Ginling College Committee, we approve of the following form of contract:

(See November 1921 Minutes for form of contract.)

**II. Report of the Treasurer.**

The report of the Treasurer was presented by Mrs. Thurston, who stated that the books were audited to July 1st before being turned over by Miss Gundlach. The detailed report and explanations are printed on pages 11-20.

Voted: That the report be accepted and action on special items be considered under the Finance section of the docket.

**III. Report of the Executive Committee.**

The minutes of the Executive Committee meeting of April 13th, 1922, were circulated, and the actions approved by correspondence, including the following report of the Committee on Practice Teaching, and the action taken upon it by the Executive Committee.

"The Committee on Practice Teaching presented the following report.

Recommendation:—

1. That Ginling College provide for the teaching of one year of High School on the Ginling campus; that it be a day school; that the existing Mission Girls' High Schools in Nanking be invited to send one class to Ginling College

for this purpose, the details regarding the grade and course of study to be worked out by the Committee on Practice Teaching in conjunction with the principals of the girls' schools sending students; and that this plan go into operation in September 1923.

2. That in the complete plan for practice teaching, the Education Department of Ginling College look forward to providing for one grade of elementary school on the Ginling campus.

This report was approved by the Executive Committee. The Executive Committee meetings of November 13th and 14th were reported by the Secretary, Miss Peterson.

Voted: That we accept the report, and consider the recommendations of the Committee under the appropriate sections of the docket.

#### IV. Faculty Program

##### Administration

Thurston, Gundlach  
Secretary  
College Physician—Merrow  
Executive Secretary

##### Instruction

Biology—Reeves and Assistant  
Chemistry—Chester and Associate  
Chinese—Djang, Wang, Ma and Hoh  
Education—Butler, Vautrin, Hanawalt and Assistant  
English—Griest, Wood, Vacancy  
History—Watkins, Griest  
Hygiene and Physical Education—Physical Director, Nurse  
Music—Grabill  
Physics—McCoy  
Religion—Permanent; Temporary  
Sociology—Treadley?  
Librarian—Ewing?

The Executive Committee brought in recommendations with regard to faculty program and it was voted:—

1. That we invite Miss Vail to come to Ginling for the second semester (January 1st to June 30th) of the current

year, at the regular missionary salary, without travelling allowance.

2. That we approve of securing Miss Porter for the second semester of the current year to teach Bible.

3. That we reiterate our request to the Ginling College Committee for a secretary to Mrs. Thurston.

4. That Miss Treadley be urged to come out in the fall of 1923 to fill the vacancy in the department of Sociology.

5. That we invite Miss Hoh to become a member of the faculty, beginning with the fall of 1923.

6. That we budget for the English Department the salaries of two and one-half teachers.

7. That we recommend the appointment of Miss Wood for the English Department, in the middle of the current year if possible, thus giving her one semester of language study.

8. That we request the Ginling College Committee to remove the third Education teacher from the list of faculty vacancies, and take the money formerly budgeted for her salary, as a graduate scholarship to prepare a Chinese student for a teacher in the Education Department.

9. That we secure a nurse, preferably from P. U. M. C. and budget \$50.00 a month for salary, on the condition that we receive a grant from the International Board of Health.

10. That we approve of securing a Chinese for the Department of Chemistry.

11. That we request Miss Mead for the present to act as an Executive Secretary for the College in America.

12. That we approve of the President's action in engaging Miss Ewing and Miss Stedel, and feel that in similar emergencies the President should have the power to act, in consultation with the Executive Committee.

13. That Miss Griest be given her first year, after return from furlough, for language study, preferably away from Nanking.

14. That we express our appreciation to Miss Butler and Miss McCoy for their willingness to remain for a fourth year.

#### V. Building Program

Miss Vautrin reported on the land purchased in 1922. From March to November approximately 20 mou had been purchased at a total cost of \$3,089.14; also more than one thousand graves had been moved during the first six months of the year.

Mrs. Thurston called attention to the Building Account Statement to September 1922, published on page 51 of the "Six-Year Review."

Since no statement of receipts to the Building Fund has been sent to the field since June 1921, it was impossible to take action in regard to matters on the building program. The matters outlined under this heading on the docket were discussed by the Executive Committee, and in view of the present needs they recommended that a fourth dormitory take precedence over the faculty residence which it was voted a year ago should be the next building erected.

1. Voted: That in view of the fact that the Board of Control at its meeting on November 15th, 1922, has no statement or report of Building Fund since June 30th, 1921, showing what funds have been received since that date, and since the contract and estimates for the group of six buildings amounted to G. \$300,000, which is only part of the building program agreed upon, and does not include furnishings and equipment, we urgently request that a full statement of income for Ginling since June 30th, 1921, and a careful statement of what we may confidently expect up to July 1923, be sent immediately to the Board of Control.

2. Voted: That since all our plans and estimates have been made and contracts signed on the expectation that we should receive amounts pledged plus the fifty per cent. from the Laura Spellman Rockefeller fund, and since gifts have been made with this understanding, we protest against the change of basis for the distribution of campaign funds.

3. Voted: That we cable Ginling College Committee for authorization to proceed with the building of the fourth dormitory.

4. Voted: That in reply to Miss Bender's letter regarding the infirmary we state our belief that the building of the infirmary should be deferred until we have completed the first group of buildings which provides for 200 students. (Temporary provision for the infirmary can be made in one of the dormitories or in the bungalow.)

5. Voted: That we approve the building program as outlined on the docket, to be carried out as funds are made available.

#### VI. Finance

The Executive Committee presented recommendations in regard to finance, and it was voted:

1. That we charge to Permanent Equipment the amount spent on the field for faculty furniture, amounting to Mex. \$1,367.57.

2. That the Current Expense balance of G. \$5,116.90, paid in New York into the building fund, be credited to the Current Expense account on the field.

3. That beginning with the year 1924-1925, we increase the tuition from \$50.00 to \$75.00 for all students.

4. That at the same time scholarships shall be increased to \$75.00, keeping them equal to the tuition.

5. That, in view of the fact that the tuition fees for each student cover only about twenty per cent. of the cost, to the College, of her education, we state the sum of G. \$200.00 to prospective donors, as the amount required to provide a scholarship in Ginling for one year.

6. That Miss Hoh be granted a scholarship of Mex. \$500.00 for the current year.

7. That we request the alumnae to raise \$200.00 a year to pay the membership dues in the National Association for the Promotion of Education.

8. That we request the coöperating boards to make up for the loss in exchange.

9. That we adopt the following policy in regard to the return of fees to students leaving College:

(a) If a student withdraws from College of her own accord, or because of College action, no refund shall be made in board, tuition or other fees.

(b) In case a student withdraws because of illness or other necessity not covered above, special action will be taken by the faculty.

#### VII. Budget

The Budget was presented by the Executive Committee.

Voted: That with the addition of one contingent salary to provide for language study, the budget as worked out by the Executive Committee be adopted.

The budget so adopted is printed on page 17.

A Permanent Equipment budget (no dormitory furnishings included) was presented and discussed.

The general trend of the discussion was in favor of spending sufficient money on dormitory furnishings to make them attractive and to make them a real factor in the development of the artistic appreciation of the students.

In view of the importance of having them attractive from the Chinese point of view, it was agreed that the opinion of the alumnae should be given great weight in this matter.

2. Voted: That the details of furnishings be left to the faculty, with the privilege of obtaining advice from members of the Board of Control or others who might be helpful; all furnishings and decorations to be in keeping with the buildings and in accord with the best Chinese taste.

3. Voted: That the Permanent Equipment budget be approved as far as it has been worked out, and that later additions be made by the Executive Committee.

#### VIII. Miscellaneous Business

The statement was made that the faculty have worked out a scheme of faculty organization which, if adopted, will require some revision of the constitution.

1. Voted: That a committee of three be appointed by the chair to consider the advisability of revising the constitution, and to report at the next meeting of the Executive Committee.

The committee was appointed as follows: Miss Kelly, chairman, Mrs. Sarvis, Miss Tang.

All questions in regard to organization were referred to the committee.

The date for the formal opening of the new buildings was discussed, and also the question of changing the official date of Founders' Day. Miss Vautrin presented the various arguments for an earlier date.

2. Voted: That inquiries be made about the dates for the fall meetings of the different coöperating missions, and that after this information is at hand the Executive Committee set the date for the formal opening next fall, this date to be in the future the date of the official "Founders' Day."

3. Voted: That we write to the heads of the various non-coöperating missions which are represented in our student body, and to their Boards in America, stating the cost of each student to the College and asking for grants at least large enough to cover the cost of their students actually in College.

4. Voted: That we ask the China Medical Board to renew their grant of \$2,400.00 a year to the Physics Department, and to make additional grants toward the work of the other science departments, asking Dr. Reeves and Miss Chester to decide upon the amount of increase to be asked.

5. Voted: That we feel that the College should be a paying member of the East China Educational Association and the National Association for the Promotion of Education.

6. Voted: That we call the attention of the Ginling College Committee to the names and addresses of the members of the Board of Control and faculty and one or two alumnae in America, suggesting that they invite as many as are available to attend the annual meeting of the Committee.

The names and addresses are as follows:—

Miss Flora N. Carncross, c/o Miss Elisabeth Bender, 150 Fifth Ave., New York City.  
 Miss Sallie Lou Mackinnon, Maxton, N. C.  
 Dr. Agnes Murdoch, c/o Dr. Robert E. Speer, 156 Fifth Ave., New York City.  
 Miss Rebecca W. Griest, Apt. 64, 416 W. 122 St., New York City.  
 Miss Adelaide Gundlach, 428 Wyoming Ave., Buffalo, N. Y.  
 Miss Frederica R. Mead, "Sunnyside," Plainfield, N. J.  
 Dr. Llewella M. Merrow, Berea College, Berea, Kentucky.  
 Miss Y. T. Zee, Whittier Hall, Teachers College, Columbia University, New York City.  
 Miss Daisy Yen, Whittier Hall, Teachers College, Columbia University, New York City.

7. Voted: That the Secretary be asked to write to the secretaries of the cooperating missions asking for an accurate list of their present representatives on the Board of Control, with the date when each term expires, and also asking that they notify the President of the College promptly whenever new elections are made.

The nominating committee appointed by the chair presented their report, and the elections were voted as follows:

*Executive Committee:* Dr. Bowen, Miss Bradshaw, Miss Cogdal, Mr. Hanson, Miss Lyon and Miss Tang.

*Treasurer:* Mrs. Thurston.

*Secretary of Board of Control:* Miss Chester.

Voted: That the minutes as read be approved and printed.

Voted: That the meeting adjourn, to meet on the day following the formal opening of the new buildings.

## FINANCIAL STATEMENT 1921-1922

### CURRENT EXPENSE ACCOUNT

<i>Receipts</i>	
Balance, July 1st, 1921 .. .. .	\$4,368.29
Balance, Special Funds .. .. .	969.98
	\$ 3,398.31
Ginling College Committee .. .. .	16,465.03
China Medical Board .. .. .	5,934.62
Methodist Episcopal Board, South .. .. .	854.04
Building Fund .. .. .	3,705.61
Interest .. .. .	86.66
Travel balance .. .. .	83.11
	\$30,527.38
Gifts-salary F. R. M. .. .. .	1,500.00
<i>Field receipts</i>	
Board and Room .. .. .	\$3,462.14
Tuition .. .. .	3,485.50
Biology fees .. .. .	123.00
Chemistry and Physics fees .. .. .	439.91
Music fees .. .. .	582.42
Medical fees .. .. .	362.50
Graduation fees .. .. .	68.00
	\$ 8,523.47
Outside Medical fees L.M.M. .. .. .	\$ 730.10
Outside Teaching Biology C.D.R. .. .. .	35.00
	\$ 765.10
	\$41,315.95
Deficit .. .. .	1,923.03
	\$43,238.98

### *Expenditures*

<i>I. Administration</i>	
Salaries .. .. .	\$3,463.00
Chinese Secretary and Assistants .. .. .	497.25
College Physician .. .. .	1,500.00
	\$ 5,460.25
<i>Expenses</i>	
Postage and stationery .. .. .	\$ 418.32
Telegrams .. .. .	75.25
Office expenses .. .. .	126.49

Travel—President .. .. .	79.92	
Travel—Board of Control ..	241.75	
Travel—Faculty .. .. .	122.03	
Printing .. .. .	318.60	
Commencement expenses ..	229.32	
Social expenses .. .. .	225.89	
Medical attendance .. .. .	417.55	
	<u>\$ 2,255.12</u>	
Total Administration .. .. .		\$7,715.37
II. Instruction		
Salaries		
Biology .. .. .	\$1,512.00	
Chemistry .. .. .	1,662.53	
Chinese .. .. .	1,588.50	
Education .. .. .	4,286.19	
English .. .. .	4,250.00	
History .. .. .	1,500.00	
Physical Education .. .. .	1,250.00	
Music .. .. .	1,500.00	
Physics .. .. .	1,500.00	
Religion .. .. .	1,300.54	
	<u>\$20,349.76</u>	
Travel to U.S.A. .. .. .	\$4,104.62	
Language study .. .. .	545.67	
Furlough Study Grant .. .. .	260.52	
	<u>\$4,910.81</u>	
Departmental expenses		
Biological Sciences .. .. .	\$ 79.76	
Physical .. .. .	750.03	
Chinese .. .. .	86.25	
Library .. .. .	441.98	
Music .. .. .	284.79	
Athletics .. .. .	33.98	
Lectures .. .. .	27.00	
	<u>\$1,703.79</u>	
Total Instruction .. .. .		\$26,964.36
III. Maintenance		
Insurance .. .. .	\$ 42.75	
Rent .. .. .	1,670.00	
Alterations and Repairs ..	1,056.28	

Care of Grounds .. .. .	183.37	
School wages .. .. .	490.38	
School Light and Heat .. ..	734.42	
Miscellaneous .. .. .	18.91	
Faculty Furnishings .. .. .	978.70	
	<u>\$5,174.81</u>	
Total Maintenance .. .. .		\$5,174.81
IV. Boarding Department		
Matron's salary .. .. .	\$ 116.00	
Food .. .. .	1,900.68	
Light and Heat .. .. .	608.21	
Wages .. .. .	555.79	
House supplies .. .. .	183.05	
Incidentals .. .. .	20.71	
	<u>\$3,384.44</u>	
Total Boarding Department ..		\$3,384.44
Total Expenditures .. .. .		\$43,238.98

SPECIAL FUNDS\*

Balance 1921		Balance 1922	
Cr.	Dr.	Cr.	Dr.
	\$626.58		\$896.12
\$628.64		\$893.90	
343.99		100.00	
108.28		108.28	
515.65		549.41	
<u>\$1,596.56</u>		<u>\$1,651.59</u>	
626.58		896.12	
<u>\$969.98</u>		<u>\$755.47</u>	

\* The balances in these funds represent money designated for special uses and not available for ordinary expenses. In previous reports they have been included in the Current Expense Statement.

In the Scholarship fund receipts for the year are as follows:



1922			
April	To C.E. Mex.	\$3,705.61	.. .. \$2,000.00
June	" Asia Engineering Co.	.. ..	7,664.45
"	" Asia Engineering Co.	.. ..	1,274.55
"	" \$21,518.99	.. ..	17,000.00
July	" 30,000.00 @ .78	.. ..	23,437.50
"	" C.E. M. \$1,767.35	.. ..	1,000.00
August	" \$27,578.71	.. ..	21,373.50
September	" Asia Engineering Co.	.. ..	2,975.00
October	" C.E. Books	.. ..	438.33
November	" C.E. Mex. \$1,879.03	.. ..	1,000.00
"	" \$27,783.59 @ .7162	.. ..	20,000.00
			<u>\$243,913.33</u>
November 15, 1922, Balance	.. ..		12,086.67
			<u>\$256,000.00</u>

*Summary.*

Building Fund	.. ..	\$227,561.00
Asia Engineering Co.	.. ..	11,914.00
Current Expense Account	.. ..	4,438.33
Balance	.. ..	12,086.67
		<u>\$256,000.00</u>

**Statement of the Building Account to November 15, 1922**

*Receipts*

New York Drafts sold G.	\$227,561.00	.. ..	\$329,904.07
Interest—Building Fund	.. ..	.. ..	2,180.80
" —Fixed Deposit	.. ..	.. ..	2,876.96
			<u>\$334,961.83</u>

*Expenditures*

Building:	Ah Hong—Contractor	.. ..	\$266,361.25
	American Trading Co.	.. ..	13,500.00
	Asia Engineering Co.	.. ..	12,196.65
	General Electric Co.	.. ..	2,651.95
Insurance	.. ..	.. ..	1,006.25
Architects and Superintendent	.. ..	.. ..	15,923.47
Grounds and Road	.. ..	.. ..	4,224.06
Miscellaneous: Permanent Equipment Fund	.. ..	.. ..	1,750.46
	Land	.. ..	2,163.00
			<u>\$319,777.09</u>

Balance on hand .. .. 15,184.74

\$334,961.83

Average rate \$1.00 gold = \$1.45.

**BUDGET 1923-1924**

**I. Administration**

Salaries	.. ..	\$3,200.00
" Secretary	.. ..	1,500.00
Chinese Secretary and Assistants	.. ..	700.00
College Physician	.. ..	1,500.00
Executive Secretary	.. ..	1,500.00
		<u>\$8,400.00</u>
Expenses		
Postage and Stationery	.. ..	\$200.00
Telegrams	.. ..	75.00
Office Expenses	.. ..	100.00
Travel—President	.. ..	100.00
" —Board of Control	.. ..	250.00
" —Faculty	.. ..	100.00
Printing	.. ..	500.00
Commencement	.. ..	100.00
Opening—1923	.. ..	200.00
Hospitality	.. ..	200.00
Medical Attendance	.. ..	500.00
Educational Fees	.. ..	500.00
		<u>\$2,825.00</u>
Total Administration	.. ..	<u>\$11,225.00</u>

**II. Instruction**

Salaries		
Biology	.. ..	\$2,000.00
Chemistry	.. ..	2,500.00
Chinese	.. ..	2,600.00
Education	.. ..	4,740.00
English	.. ..	3,750.00
History	.. ..	2,250.00
Hygiene and Physical Education	.. ..	2,100.00
Music	.. ..	1,500.00
Physics	.. ..	1,500.00
Religion	.. ..	3,000.00
Sociology	.. ..	1,500.00
Librarian	.. ..	1,500.00
Travel to U. S. A.	.. ..	2,500.00
Language Study	.. ..	800.00
Contingent Salary	.. ..	1,500.00
		<u>\$33,740.00</u>

<b>Departmental Expenses</b>		
Biology .. .. .	\$ 450.00	
Chemistry .. .. .	1,250.00	
Chinese .. .. .	100.00	
Education .. .. .	200.00	
English .. .. .	50.00	
Physical Education .. .. .	100.00	
Music .. .. .	250.00	
Physics .. .. .	75.00	
Library .. .. .	550.00	
Lectures .. .. .	100.00	
Contingent .. .. .	100.00	
	<hr/>	
	\$3,225.00	
<b>Total Instruction .. .. .</b>		<b>\$36,965.00</b>
<b>III. Maintenance</b>		
Upkeep of Buildings .. .. .	\$400.00	
Janitor service .. .. .	600.00	
Care of Grounds .. .. .	400.00	
Light .. .. .	500.00	
Heat .. .. .	600.00	
Contingent .. .. .	500.00	
	<hr/>	
<b>Total Maintenance .. .. .</b>		<b>\$3,000.00</b>
<b>IV. Boarding Department (100 students)</b>		
Matrons (2) .. .. .	\$ 360.00	
Food .. .. .	3,000.00	
Light .. .. .	600.00	
Heat .. .. .	400.00	
Wages .. .. .	800.00	
House supplies .. .. .	200.00	
Contingent .. .. .	100.00	
	<hr/>	
<b>Total Boarding Department .. .. .</b>		<b>\$5,460.00</b>
<b>Total .. .. .</b>		<b>\$56,150.00</b>
<b>Receipts</b>		
<b>Field receipts (100 students)</b>		
Tuition .. .. .	\$5,000.00	
Board and Room .. .. .	6,000.00	
Laboratory fees .. .. .	900.00	
Music fees .. .. .	900.00	
Medical fees .. .. .	500.00	
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	\$13,300.00	

Salary—F.R.M. .. .. .	\$1,500.00	
Chinese Medical Board .. .. .	2,400.00	
Outside teaching .. .. .	750.00	
Salary of nurse .. .. .	600.00	
Alumnae fund .. .. .	200.00	
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	\$5,450.00	
Ginling College Committee .. .. .	\$25,000.00	
Increase on \$2,500.00 basis .. .. .	4,000.00	
	<hr/>	
<b>Total .. .. .</b>		<b>\$47,750.00</b>
<b>Balance to be raised .. .. .</b>		<b>8,400.00</b>
		<hr/>
		<b>\$56,150.00</b>

**Furniture and Equipment Budget**

SUBMITTED BY THE FACULTY

	<i>Books</i>	<i>Equipment</i>	<i>Furniture</i>
Biology .. .. .		M. \$4,575.00	M. \$1,781.00
Chemistry .. .. .		1,000.00	2,250.00
Gas Plant .. .. .		3,000.00	
Education			
Practice School .. .. .	M. \$ 200.00	100.00	300.00
History .. .. .	1,100.00	180.00	15.00
Library .. .. .	330.00	200.00	261.00
Mathematics .. .. .		30.00	20.00
Music .. .. .		1,230.00	128.00
Physics .. .. .	100.00	1,000.00	300.00
Physical Education .. .. .		500.00	
English .. .. .	1,550.00	750.00	40.00
Religion .. .. .	300.00	100.00	
Psychology .. .. .	150.00	500.00	
Lecture Room .. .. .			840.00
Chapel .. .. .			500.00
Guest Hall .. .. .			500.00
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	M. \$3,730.00	M. \$13,165.00	M. \$6,935.00

**Building Program**

1922

	<i>Mexican</i>	<i>Gold</i>
Grading, roads, etc. . . . .		\$ 5,000.00
Fence and Gate House . . . . .		2,000.00
Drainage . . . . .		2,500.00
Water System . . . . .		12,000.00
Pump House . . . . .	\$6,200.00	
Reservoir . . . . .	7,700.00	
Well . . . . .	3,500.00	
Pipes . . . . .	4,400.00	
Cisterns (2) . . . . .	1,700.00	
Electric Plant . . . . .		7,000.00
Covered Ways . . . . .		10,000.00
Dormitory D . . . . .		40,000.00
		<hr/>
	<i>Gold</i>	\$78,500.00

*Note*

Spent to November 15, 1922 . . . . .	₱319,777.09	and G. \$15,003.17
Due on contracts . . . . .	102,515.77	„ 1,766.00
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	₱422,292.86	„ G. \$16,769.17

At 1.54, the rate at which we estimated in 1921, this represents a total of G. \$290,970.00, and would leave a balance of G. \$9,030.00 toward the advance program. Figured at 1.45, which is the average for the exchange over the whole period the expenditures and liabilities on contracts amount to \$306,770, which is an excess of G. \$6,770 over the G. \$300,000 estimated in July 1921, and will leave no margin for the above Building Program.

Additions to contracts amount to G. \$13,000, included in the above totals. The loss on exchange amounts to about \$20,000 gold, and this amount would have been sufficient, or nearly so, to cover the first four items in the Building Program.

**FACULTY OF GINLING COLLEGE**

1922-1923

Mrs. Lawrence Thurston . . . . .	.. ..	President
Alice L. Butler . . . . .	.. ..	Psychology
Ruth M. Chester . . . . .	.. ..	Chemistry
Djang Dzi-tsi . . . . .	.. ..	Chinese
Marion J. Ewing . . . . .	.. ..	Library
Ada A. Grabill . . . . .	.. ..	Music
*Rebecca W. Griest . . . . .	.. ..	English
*Adelaide Gundlach . . . . .	.. ..	Registrar
†Ella M. Hanawalt . . . . .	.. ..	Education
Helen Y. McCoy . . . . .	.. ..	Physics
*Frederica R. Mead . . . . .	.. ..	Executive Secretary
*Llewella M. Merrow . . . . .	.. ..	College Physician
Katharine R. Rawles . . . . .	.. ..	Physical Education
Cora D. Reeves . . . . .	.. ..	Biology
Lilliath Robbins . . . . .	.. ..	English
Dorothy E. Stendel . . . . .	.. ..	English
Minnie Vautrin . . . . .	.. ..	Education
Wang Beh-han . . . . .	.. ..	Chinese
Janie H. Watkins . . . . .	.. ..	History

\* On Furlough 1922-1923.

† Absent for Language Study.

### MEMBERS OF THE BOARD OF CONTROL

	<i>Term Expires</i>	
Miss Ellen J. Peterson	1923	} Baptist, North
Miss Dora Zimmerman	1924	
Mr. Victor Hanson	1925	
Miss Emma A. Lyon	1923	} Disciples of Christ
Mrs. Guy W. Sarvis	1924	
Miss Wenona Wilkinson	1925	
Dr. A. J. Bowen	1923	} Methodist Episcopal, North
Miss Clara E. Merrill	1924	
Miss Etha Nagler	1925	
Miss Emma S. Lester	1923	} Methodist Episcopal, South
Miss V. M. Atkinson	1924	
Miss Mary Blackford	1925	
Miss Mary E. Cogdal	1923	} Presbyterian, North
Dr. O. C. Crawford	1924	
Miss Ellen E. Dresser	1925	
Miss Mary R. Tang	1923	} Alumnae Representative
Miss Mary F. E. Kelly	1923	} Co-opted
Mrs. L. J. Birney	1923	
Mrs. J. C. Thomson	1924	

### GINLING COLLEGE COMMITTEE

Dr. ROBERT E. SPEER, *Chairman*

Miss ELIZABETH R. BENDER, *Secretary*

Mr. RUSSELL CARTER, *Treasurer*

Mrs. ANNA R. ATWATER

Miss MABEL K. HOWELL

Miss MARGARET E. HODGE

Dr. FRANK MASON NORTH

Mrs. HENRY W. PEABODY

Prof. IRVING F. WOOD

The address of the Secretary is Room 715, 150 Fifth Avenue, New York.

