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PRESIDENT
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FIRST VICE-PRESIDENT
MRS. CHARLES P. TURNER

THE WOMAN'S FOREIGN MISSIONARY SOCIETY OF THE
PRESBYTERIAN CHURCH
501 WITHERSPOON BUILDING, PHILADELPHIA

RECORDING SECRETARY
MRS. WILLIAM WATTERS
TREASURER
MISS SARAH W. CATTELL

MRS. J. LAWRENCE THURSTON (Matilda S. Calder)

Date?

1913

(Born, Hartford, Conn., May 16, 1875, A.B. Mt. Holyoke 1896. Taught Middletown, N.Y. 1896-1900, Marash College, Turkey, 1900-02. Married Sept. 1902. Yale Mission China 1902-03. Husband died winter of 1903. Secretary for Student Volunteer Movement 1904-06. Yale Mission, Changsha, China, 1906-11. Appointed to Nanking, China, sailed August 1913.)

"Twenty years ago I started to keep a diary. I am sorry to say I get very little help from that in the matter of my life story. There was only one entry in it when I stumbled on it the other day as I was packing for China. Up to the time I began the above diary I had been a very commonplace American girl, of foreign-born parents, for my father is Scotch and my Mother Scotch Irish.

I graduated from the Hartford Public School at the age of seventeen and entered Mt. Holyoke College that same fall. I had no intention of being a missionary when I entered Mt. Holyoke. Three years of college influences left me without such intentions in spite of the popular idea that one cannot escape it if she goes to Mt. Holyoke. I learned a lot about missionaries, heard a good many of them tell of their work all round the world, admired them as "Mt. Holyoke Girls" who had done things worth doing and helped to make the world better. But some way I escaped altogether the idea that I might be one myself.

In my Senior year we had Mission Study classes for the first time. They were a new idea and I thought I ought to broaden my knowledge of the world by taking the course on India. How well I remember that Sunday afternoon when the idea flashed into my mind that this great need was a call to me. I knew then that God wanted me to go and that I could not be true to Him and shirk this duty. In those days it looked like a very hard and dangerous duty, but even then one had to do it. I volunteered a few months later, but that Sunday saw the real questions settled.

There were four years of waiting before I could fulfill the purpose and go. I needed the experience the years brought of life and work - teaching it eas in my case. Finally the time came when I could go. Kind friends said I was throwing myself away; that second rate material was good enough for the foreign field; that I was needed at home. But they had no difficulty in filling my position at Middletown High School and they had been waiting for a new teacher in the Marash College for girls in Turkey, so I insisted upon going.

My last summer at home I spent a week camping out with some college friends and life became rather involved for me before the summer was over. The campers were not all girls and one of them decided he wanted me to go to China with him and since I found I was like minded I was for a time a little divided. I hated to leave that College in Turkey in the lurch and we would not go to China for two years, so we told the Board they could have me for two years if they wanted me and they said they did. So I went, just as if nothing had happened. Perhaps you will realize that it was not so easy for either of us but we wanted to do God's will and it seemed to lie that way. I cannot tell you all the ways in which God returned blessing to us both.

I was married at home in September 1902 and went with my husband to Peking. We were the pioneers in the Yale Mission, supported by Yale men, and during the year we were able to see the Mission located in Changsha, Hunan. It was a very wonderful year in the opportunities it gave to see China more widely than is usual for new missionaries. We spent the summer in Kuling in order to know the Yangtze Valley and the invitation to Chanhsha came to us there. Before the summer was over my husband was ill and after some months it was decided that he had Tuberculosis and we must leave China. Do you think we were glad to go? It was the hardest thing we had ever had to do - the greatest trial of our faith in God. For long before this we had both given up thinking of the missionary life and work as duty. It was privilege and honor. We were ambassadors of Christ to China, and we had to give up and come home. Quite apart from the burden of anxiety about the future, our hearts were heavy with disappointment.

We went to California in search of health and had a happy winter there together. God's children can be happy even when life's skies are

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clouded. When the spring came I had to take up life alone and find out again what God would have me do. At such time work to do is the good gift we most need and it came to me in the opportunity to travel in the colleges as Secretary of the Student Volunteer Movement. I was glad to be able to offer to girls the great privilege of going as Christ's messengers to the needy and sorrowing world. I had seen the need and know that it is great.

After two years the time came to go back for one cannot say to others "Go" and stay at home oneself without good cause. I was as free to go as I had ever been and I returned to the Mission in which I began my life in China. For five years I worked in Changsha with the Yale Mission, helping out in the various emergencies in the work. Most of my time was given to teaching in the school but medical work had to be helped out now and then, and a level headed person even without training can help in an operation, fill prescriptions in a dispensary, roll bandages, even give ether when no one is at hand to do it better.

We had a riot once during the five years and sat through one night from one o'clock till dawn knowing that the city was in an uproar, that our nearest neighbors, in the Norwegian Mission, had been attacked and chased out into the streets. It is something to know that at such a time one can rest in the sense of God's nearness and care and be free from cowardly fear. With morning came a lull in the storm and we left the city with a guard of soldiers and joined the other refugees on the steamer in the river which later took us down to Hankon. There was looting and burning in the city for three days. Government, business and mission property were all destroyed before things quieted down and women and children did not return to the city for several months. It all began as a rice riot because of the high cost of living. So you see how up-to-date we are in China.

When I came home after five years in Changsha I had decided not to return there because no plans were being made to develop work for woman in connection with the Yale Mission. So I am returning to Nanking. We are going to try and have in Nanking - a Union College for women. Our Presbyterian Board was the first to vote its approval of the plan and to appropriate money to help start it. The coming months will see its growth. Will you not begin to work with me by praying that God will guide us all in our planning and raise up the friends we shall need to make our plans into a living institution which will train Chinese girls for the places of leadership they ought to be ready for in the new China.

(Signed) Matilda C. Thurston.

(Mrs. J. Lawrence Thurston)

Note:

A life of my husband was written by one of his college classmates, and is published by Revell. The title is- "A Life with a Purpose" by Henry B. Wright. A good deal of the story of our year together in China is told there.

MRS. J. LAWRENCE THURSTON.

(Matilda S. Calder).

Matilda S. Calder, born Hartford, Connecticut, May 16th, 1875. U-
nited with the First Congregational Church, Hartford, 1888. Graduated from
Hartford High School. ¹⁸⁹² A.B., Mt. Holyoke, 1896. Taught in Private School,
Hartford, 1896 - 1897; Middletown, Connecticut, High School, 1897 - 1900; Ma-
rash College, Turkey, 1900 - 1902. Married J. Lawrence Thurston, September,
1902. Yale Mission, China, 1902 - 1903. Husband died spring of 1904.
Secretary for Student Volunteer Movement, 1904 - 1906. Yale Mission, Chang-
sha, China, 1906 - 1911. Appointed by the Presbyterian Board to China, 1913;
sailed August, 1913. Teacher in King Deh School, Nanking, 1913 - 1915.
President of Ginling college, 1915³ - Ginling College opened on September 17th,
1915. Returned on furlough August, 1919. Sailed again for China, February
8th, 1921. ~~Adopted for support by Westminster Guild, September, 1915. En-
tire Presbyterian share in the maintenance of Ginling College assumed by West-
minster Guild, 1915.~~ Retired as president of Ginling College July 1, 1928.
After retirement from Presidency, at G inling College as Adviser, teacher,
building supervisor. Returned to U. S. for furlough the summer of 1936
Has written several articles - one on Chinese Gardens in Asia - 1931.
Also one of the editors of Sketches of Nanking.

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From Mrs. Lawrence Thurston,

TRANSFER

Nanking

May 18, 1916

Ginling College,
Nanking, China.

Our need for more teachers is urgent. No one on the present faculty is in any way fitted to teach Chemistry or Biology, either Botany or Zoology. These are things you cannot work up on out here and we ought to have specialists to start our departments. Physical Sciences and Biological Sciences are important both as preparation for teaching and for medicine. Both have very practical uses in every day life and uses which China very much needs. As we have planned for departments, looking ahead to the time when the College work will be fully under way, we think we should have one person for Biological Science - Botany, Zoology and Physiology - and one person for Physical Sciences - Chemistry, Physics and possibly Mathematics.

We request from the Boards not represented on the Faculty the payment of the salary of some one to be sent out on a three year appointment and we have budgeted one such salary under current expenses. That means that provision is made for the support of three additional teachers next year. The third should be some one who could teach Music and if possible Drawing and English. We have one student who is quite advanced in music. If we had a really good music teacher we could share her with the other Girls' Schools in Nanking and they would pay for what time she gave them.

I want to make clear the plan for special appointments, paid for by Boards not represented on the Faculty. The Amendment reads 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." Our thought is that the Ginling College Committee should send out on a three year appointment the person called for to fill some definite vacancy in the teaching staff. As soon as the Board finds the one whom they would appoint as their regular representative their money goes to teacher support and the special appointment is carried to the end of the time by special funds, or by current expenses. The regular representative will have to study Chinese and ought not to be counted on in the teaching for as long as three years if she is to do anything on the language, so the special teacher will be useful to the end of her term. Some such plan seems to us out here absolutely essential to the stability of the college. One must be able to count on having an adequate faculty if one is pretending to run a college. We have no hope of picking up people here who are fitted for college teaching so we are absolutely dependent upon the Ginling Committee to find people for us.

Another point which I wish to make is to suggest the possibility of approaching Smith College with a view to getting them to support one of our departments. They have been paying the salary of a Smith girl, Miss Leavens, who has worked in North China but who has recently returned to America and does not expect to come back to China. Miss Mead, being a Smith girl, has developed some

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interest in Swilling College among her friends, faculty and classmates. Her class is 1911, having their fifth reunion this June. She will be able to help next year but I think it might be wise to take steps to officially ask for this support which is released by Miss Leaven's return to America. I ~~would~~ should suggest writing to Pres. Burton and I should also approach the student leader who has had charge of raising the support of their college missionary.

I feel sure we have a constituency in the Women's Colleges at home among both undergraduates and alumnae, who will help us if they can be shown the opportunity in Swilling College. It is one of the ways I have always had in mind for providing the endowment of additional departments. Of course the interest would be increased if it were attached to a person. If we could find a Smith girl for Chemistry or Biology it would make a stronger appeal.

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Copy.

Mrs. Lawrence Thurston

GINLING COLLEGE
Nanking, China

January 19, 1917.

My dear Miss Bender:-

I remember that I sent my last letter off in a rush and it may not be amiss to go over the whole ground in this letter. I am sending you by the same mail copies of Constitution and Minutes of the three meetings of the Board of Control which have been held since the Board was formally organized. There are copies of each of these documents for each member of the Ginling College Committee and they will find answers to some of the questions which have come up in regard to relations between the Board of Control and the Committee. When the Constitution was adopted it was hoped that we should have the Trustees of the University as our Trustees, and as I understand the relation of the Ginling College Committee they are a committee of the Trustees to which the Trustees have delegated certain powers and duties in regard to Ginling College. I remember thinking when the first announcement came that nothing in the Constitution need to be changed if we so regarded the Committee.

The Committee have gone into detail in regard to the questions of faculty and finance, as was to be expected. I do not interpret any action taken as intended to lessen the power of the Board of Control or to hold up things by requiring action of the Committee on details of administration. The rules all seem to me good, and the Executive Committee felt the same way.

There are one or two small points on which the Committee have made rules which may have to be referred, not only to the Board of Control, but to the Missions. The amount of salary and the length of furlough have been the same for missionaries in Union work as for the ordinary missionary. In some cases your rule for uniform salary raises, and in some cases it lowers the salary. I do not know how the Southern Methodists, for instance, will feel about this lowering of salary. They have paid \$750. I am in for an increase if the Committee rule holds, even without the extra allowance which you so generously propose to allow me. It may be that the Board action on this is sufficient, since the money is to come to us through the college, and not through the Mission treasurers. I am afraid none of us are likely to protest very strenuously these days against a proposal to raise our salaries! How the other proposal will strike those affected I do not know. Personally I think a uniform basis for salaries and furloughs is the ideal, and I hope it will go through. In the matter of furloughs it also seems to me that the Missions may think they have the final word on the subject, but for the college the uniform term is much to be preferred. Here again I stand to gain by the new arrangement, for the Board term is six years. I am ready here to waive my rights for the sake of the college. On a five year term my furlough would be due in the spring of 1918- rather, in July. I wish the Committee would consider the question of the best time for me to be at home, as far as helping to promote the interests of the College in America is concerned. About the spring of 1918 we may be in a position to begin building. Should my furlough precede that period? I think I want to be here when it has begun. We are renting this building for four years, with the right to extend the lease at the end of three years. That means that we must decide in the spring of 1918, and I think the chances are that we shall want to extend the time at least one year, not counting on moving to

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our own buildings till the summer of 1920. I should say it depended on the war, on the rate of exchange, and on our rate of growth. We could hardly have more than 40 students in our present quarters, and we shall be crowded then. We may have half that number next term, before our second year is finished.

In regard to the extra allowance for the President I hardly know what to say. The Board of Control budget allows \$100. Mex. for travel, for which I account to the treasurer. As I understand your idea it is an extra salary allowance because of the incidental expenses of the office, not always easy to render account of. I must admit that there are such expenses. I think there is something to be said for the general principle of the President having an extra allowance, and I shall bring the question before the Board of Control.

When the plan for an Advisory Council was drawn up it was recommended (see Minutes of November 1914, page 6) "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." The Ginling College Committee fill the place of this Advisory Council as well as the place of Trustees, and I think that whenever it is possible the Board of Control should be represented. But better still the Committee might take the initiative and co-opt those who can best represent the college; and who can do this better than members of the faculty. I hope Miss Mead may sit with the Committee at the April meeting.

A number of points concerning finance I have gathered up from letters and Minutes. First of all let me say that our fiscal year is already the calendar year- has been since May 1915. The vote got printed in fine print by mistake. I have marked it in the Minutes, page 4. We voted in May 1916 to draw up the budget for the school year because it is simpler to plan a budget that way. It means that we draw up the budget six months in advance. Most Missions ask for funds a year in advance. The Treasurer made her first Financial Statement for the current year 1915, and she is now preparing a statement for the year 1916. In May 1915, the Board of Control requested that the Boards pay all moneys through the Trustees, which is what has now been arranged by the Committee.

As I reported in my last letter the Executive Committee voted to transfer \$10,000. gold, which was the excess above the amount asked for and granted in the spring of 1915 for land and preliminary equipment, and were able to make the transfer at a very favorable rate of exchange. One hates to think of exchange going lower than it is at present. If it does we may wish we had let the money stay in China. The Executive Committee would not have approved the transfer except that they felt that the principle of holding funds in America was the right one and they, as it were, throw the responsibility on the home Committee since the transfer was advised. It is a risk and something of a gamble either way. I hope we do not lose on it. We were certainly fortunate in having the money come to the field when it did, whether the policy was good or not. We can afford to pay the Boards 4% on their advance payment of funds, which is what I understand the action at the top of page 2, December Minutes to mean.

I am not quite clear whether the \$100. granted from college funds for furnishings for each missionary appointee, and which you instruct us to pay Miss Rivenburg, is in addition to \$100. toward outfit which Miss Rivenburg received in America, if I am not mistaken. She has been paid

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this sum and the balance due on salary. Miss Hourse will include this in her financial statement. We are paying at the rate of two to one, since that has been voted by several of the Boards as the exchange basis for salaries. It makes book-keeping simpler for us to reckon our current expense estimates in Mex. since we spend in that currency. We would naturally include salaries at two to one, reckoning 1200 for each in our new budget, which will be drawn up in the March meeting of the Executive Committee and voted at the May meeting of the Board of Control. With exchange where it is now \$7500. will not meet the budget of last May. Fortunately, from one point of view, we have not been able to spend all that we budgetted for teachers. In the large way of looking at it we must think it unfortunate that we have a balance from such a source.

Before I begin the big subject of Faculty needs, I want to report on a matter closely connected with finances, and that is the purchase of land. We have in the Mission safe the deeds for nearly ten acres, and hope to have more before Chinese New Year, which is the 23rd. We did not interpret the action taken in September, Rule 7, to mean that now that the longed for land was available we should hold up the deal; we take it that the rule is made for future enlargement and for the building for which money has not been sent to the field. We have announced our intention to spend \$10,000. gold, for land in all our publications and voted it in the Board of Control. Last May the Land Committee was told to go ahead and at last we have been able to buy. I have reported quite fully on the matter to Miss Mead, and her statement will be very much clearer because she can answer questions and describe the land, which she knows. We are all very happy to have taken this necessary and difficult step forward. We are negotiating for a piece which is about 20 acres, when we get it all. There is land to the south, and to the west which it will be very desirable to own, and we are buying at a price somewhat lower than that on which our calculations were based. I think we would make no mistake to spend as much as \$20,000. Mex. for land. The common mistake is to get too little at first. The Board of Control apportioned the \$50,000. for plant and equipment in the spring of 1915. It is printed under Immediate Needs of the College, at the back of the various Bulletins. The first five items use up the funds provided by the Boards for permanent equipment. It is clear that this sum will not by any means provide adequately for buildings but it may provide the first necessary housing for faculty and students.

The big problem as I see it is the faculty problem. We could wait for land and for buildings but we cannot grow as a college if we are without an adequate faculty. The Minutes of May 1916, on pages 5 and 9, discuss the situation as the Board of Control then saw it. In the meantime Miss Rivenburg has come to us, but the need she meets is fourth on the list of importance and the three which were urgent a year ago are still unmet. It is a real grief to me to start in so weak in science. The Chinese are not keen about it because they do not realize how much they need it and the things that it makes possible, both from the point of view of practical uses and mental discipline. I should like to see a genuine enthusiasm for these subjects which would mean so much for the homes of China if educated women took them up. And I do not feel that we have done anything of value in our science work these first two years. It is work that requires specialists. A person of liberal education can, under necessity, teach History, or English, or even Psychology, without having specialized in these lines. To undertake Chemistry or Biology unless you are really enthusiastic and master of your subject means that you get no results that are worth getting. Last year the Chemistry did

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not count for very much. Miss Lee was not prepared to teach college science and did it only because she had to. This year the work began in November and although we tried to give extra time to it the result has not been very satisfactory. Miss Nicholls tried to give the girls what she could but she had had no work except elementary Chemistry and very little margin to work on. And she had no experience in China to help her to adapt it in any way to their particular needs. It is quite clear to me that we cannot count on finding the teachers we need for science in China. They are not sitting around to be picked up when you happen to need them. Occasional help in English teaching or in literary subjects may be had from casual visitors to China.

If we should get Miss Lipscomb I would not want to have either Miss Wang or the teacher for Physical Sciences set aside. Miss Lipscomb will do in an emergency for science, but she has not specialized to such a degree that she is pre-eminently fitted for that line of teaching. She is young enough to do some specializing when she takes her furlough, and in the meantime she can teach English and some of the work Miss Nourse has been teaching, help in the vocal music work, and study Chinese, if she does not have to teach science. She will bring us into closer touch with the Southern Methodist work and her experience in High School work will help to keep us in touch with the field of the preparatory schools.

I intend to go ahead to engage Miss Wang for next year. I have a letter from her replying to one I wrote when I thought she was in China, and written after she had received the cable. I must say these last letters are in some ways disappointing, and I am distinctly sorry that she did not see her way to come when there was very urgent need. But we very much want a Chinese woman on the faculty and her Chinese background is good. I shall ask her to let you know her decision, and I shall send you a copy of the letter I write her. If for any reason she should decline then the case becomes very urgent for we must have some one for Biology next year.

With all my disappointment in not having the teachers we needed this year I still approve of the principle that it is better to wait for the right person. And because I felt so strongly that Miss Nicholls was not the right person I let her go even when I could not see how the work with the Freshmen in Chemistry was to be done. I feel especially that when an appointment is made out of turn, as Miss Rivenburg's was last spring that we need to be doubly sure that the person is the ideal one for the particular place which is being filled. When there is an emergency one is sometimes tempted to think anyone is better than no one. It takes time to be sure on the very important element of personality, and I do feel that that is of tremendous importance. No amount of mere scholarship can make up for that indefinite thing in a person which makes her count in the lives of others because of what she is in her inmost soul.

I am feeling more and more strongly the need for someone for Music. We have not been able to keep our promise this year to provide for all who wish to continue their piano lessons. We have two girls who are quite advanced, and I have not found anyone in Nanking who could and would give them lessons. When so much has been invested it is a pity to lose ground as they will if they cannot go on. There are other students who would study if we had a teacher, and we could share a good teacher with some of the other schools in the city. It would mean very much to have a good musician on the faculty. It is one of the things in which the Chinese are interested. We have lost one or two students because I could

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not conscientiously advise them to come here when they wished to stress music. I was much interested to see that some one was being considered for this work. We ought to have a person who is something of a pianist and able to carry along girls who play Bach and Beethoven. Miss Mead knows even better than I what stage of advancement Miss Zee has reached. A college girl who had done her music on the foundation of a liberal education would of course be preferable to a mere music teacher.

Miss Hourse is planning now to take her furlough next year and that makes it necessary to provide for the work she has been doing. In addition to teaching History, Psychology, Sophomore English, nine hours in all, she has done what has been done in the library, and also acted as college Treasurer. We shall offer Sociology instead of second year History, and that is provided for in Miss Goucher. Miss Mead will have the English. The Psychology, Library work and Treasurer's work have to be arranged for. We really have a very nice position for a person who could combine Registrar Librarian, Treasurer, Secretary to the President, Visitors' Guide and Physical Director- something of a combination, you will think!

We are so glad every day for the spirit which the girls show in everything they do. It makes everything one does for them such a joy, and it gives one great faith to ask and expect from God all the good things we would wish for the college; that it may be always an inspiration and a source of life to those who come to us for the opportunities College offers, and that it may mean for every girl a vision of her life lived for others, not for herself- except as the enriching of her own life makes it count for more in the service of Christ.

And I am sure that this year will see the fulfillment of our hopes in the coming to us of the help we need from you to make the college a success. I am sure the Committee realize how important it is that we have Faculty, & the right ones and enough of them. As I have already said in previous appeals it is not merely for teaching, but for the planning and organizing of the various departments, and the relating of our work to the problems of higher education of women in China. You can offer it as a great opportunity to any who are worthy, and as work in which they will find joy far beyond the ordinary joy of work.

Yours very sincerely,

Matilda C. Thurston.

Mrs. Lawrence Thurston.

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Copy.

Mrs Lawrence Thurston

GINLING COLLEGE
Nanking, China

February 2, 1917.

My dear Miss Bender:-

I am writing by this mail to Miss Wang making a definite offer of a position in the College for one year at a salary of \$1,000.Mex. to be paid quarterly in advance, commencing July 1, 1917. I will quote those parts of my letter to her in which I explain the term of the contract.

"The Executive Committee authorized the cable which I sent early in December and the terms on which I offer the position are determined by them. The salary is \$1,000. Mexican a year. The Committee do not feel that we ought to pay the travelling expenses but we are glad to advance money enough to pay the cost of the journey to Shanghai, to be repaid by you later. Our school year is from July 1 to July 1 and the salary will be paid in quarterly payments in advance, as our foreign salaries are to be paid by the college. It seems best to ask you to sign a contract for one year, at the end of which I hope very much you will accept an appointment for a longer term. I have great hopes that you are coming to Ginling to stay."

"I have drawn up a simple contract and am sending you two copies which I have signed and one of which you will keep. Will you please sign the other and send it to Miss Bender, who will forward it to me? Will you at the same time send me word that you have signed it and write me all the things you wish to know, and your plans for returning to China? The salary as such will not become due till the first of July but on receipt of the signed contract from you Miss Bender will advance the money which you need for travel, asking you to sign a receipt for the same and a promise to repay. I am writing Miss Bender by this mail."

It seemed better to be generous in regard to the time when the salary should begin, for it is quite clear that money is needed, and I feel sure we shall not lose in the end by trusting Miss Wang. I have written her about the work she is to do, specifying courses in the department of Biological Sciences and possibly Mathematics. I have told her that some one was expected for the department of Physical Sciences.

As you will see I make no reference in the contract to the travelling expenses because that is really a loan and a separate agreement with you when the money is asked for. She seems to have an idea that we are committed to repaying her, she to pay her own expenses. I have a letter which she wrote on December 22, to Miss Berry in which she says, "The Missionary Board liked me to reach Ginling College in the early part of February, to pay the fare by myself first, and it will be refunded afterward." I think you understood that our meaning was that we did not intend to pay her travel expenses but would be glad to advance money on condition that it be refunded by her. Perhaps your letter to her made that clear. There seems to have been a mistake either in transmitting or translating the message in the word which gave the salary. The word we used was for "\$1,000. Mex." Will you see where the error was? I have rectified our word in the message sent. This might have made some difficulty if Miss Wang had come in February. Now it is all down in black and white, which is much more satisfactory.

I will not write more at present except to tell you that three or four times at the recent meeting of the East China Educational Association

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there was reference to what was expected of Ginling College in giving girls practical training as home makers, along the line of Domestic Science and Household Sanitation and such things. I said very little. I did not like to tell them that I could not find anyone to teach simple Chemistry. I am booking myself for seven hours of teaching next term, which with my turn at chapel and my training of the Glee Club makes a good nine hours of work a week. You might get Pres. Burton's opinion on the wisdom of a President trying to teach nine hours a week! I know it is wrong but there is no other way. I am going to try to get some help in the office, and I hope I can get time to write you as occasion requires. The University can do nothing to help us out. Mr. Speer seems to imply that I might have had help from them in the fall. I consult Dr. Bowen in all my troubles. He is a great comfort, but he has had nothing to offer me in the way of teachers. I do not know what Chemistry teachers Mr. Speer refers to. I know you are taking every step to make sure that next year shall be different, and I am going to comfort myself in the busy days of the coming term that help is coming.

Yours very sincerely,

Matilda C. Thurston.

Mrs. Lawrence Thurston.

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Mr. Carter

Extract from Mrs. Thurston's letter to Miss Bender
Nanking, China, March 8, 1917.

"We have not attempted a Receipt Budget for we do not know what part of the \$1500. is to be retained in New York. A sinking fund for travel, outfit, etc. must be kept. This shows you what we feel we ought to have. The receipts on the field (estimated) would be very little over the \$100. per student. We estimate cost of Boarding Department on a basis of 30 students and so shall allow \$3000. Mex. on field receipts. The money for Permanent Equipment need not be sent out but bills for Laboratory equipment will need to be paid in New York. I hope shortly to send you a much more satisfactory statement of Budget and Expenditures.

We should like to raise the question of the rate at which salaries are to be paid. Several of us are now getting 2 to 1 from our Boards. I have written in salaries at that rate. To drop to \$1.60 would mean a 20% cut in salary. I should also like to ask whether travel charges for those of us in the college are to be paid by the college. Miss Hourse will need money for her travel in July and if I go in January there will be another item to add. Personally I think our respective Boards should bear the expense of these two journeys, whatever is to be decided later in regard to travel. I am not clear as to what the \$1500. paid by each Board is supposed to cover. I think all enclosures are explained in my letter."

Extract from Mrs. Thurston's letter, March 17th.

The revised and more detailed budget prepared by the Executive Committee is enclosed herewith. We attempt only the Expense Budget for we do not know what part of the \$1500. gold is to be reserved in New York. For my own satisfaction I figure that we can meet this budget reckoning exchange at 1.63 and estimating receipts on the field at \$3,500. Mex.; counting on the contribution from Smith, on the money paid in by the Christian Mission and on the unpaid balance due us on current expenses for 1916. We received only \$2559. Mexican out of \$5,297 due us (\$3,250. gold at 1.63). I enclose my sheet of figuring. Things are more or less confused because of the difference in time agreed upon by Boards to pay direct to Treasurer in New York, and also by varying of exchange. If gold goes up of course we shall come out better.

The thing appears quite clear to me that it is a little hard on the college to go on a gold basis of receipts from the Boards at this juncture. If we were to receive our current expense appropriations from the Boards in Mexican it would be easier on us. Some of the Boards are asking from the churches at home extra gifts to meet the difference. The college might ask the Boards to give us our share of this. I have put in salaries at 2.00 which a number of the Boards are now paying. To drop to current exchange would mean a 20% cut.

I also enclose the Financial Statement for 1916. The Treasurer is working on a more detailed statement which will appear later. The second and third pages of the Minutes of the Executive Committee meeting are also enclosed.

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GINLING COLLEGE, NANKING
Financial Statement, 1916.

Permanent Equipment Fund:

Receipts

Jan. 1, 1916	Balance on hand	Hex. \$44314.14	
	By specific (G. \$60)	120.00	
June 30	By interest	433.99	<i>2 7/10 int</i>
Dec. 30	do.	415.96	
		<u>415.96</u>	\$45284.09

Expenditures

Library (Books)	1179.25	
Biology Equipment	98.53	
Land	3000.00	
Gold draft to send home	16263.64	
Furniture	535.25	
<u>Balance on hand, Jan. 1, 1917</u>	<u>24107.42</u>	45284.09

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Current Expense Account:

Receipts

Jan. 1, 1916	Balance on hand	1397.78	
	By Women's Council Board of Missions, M.E. Church (So.)	1209.00	
	W.A.B.F.M.S.	650.00	
	Board of F.M. of Pres. Church	700.00	
	Refunds	41.15	
	Sale of Books & Supplies	144.59	
	Fees (students)	1365.48	
	Specific	17.40	
<u>Deficit</u>	<u>-----</u>	<u>1103.16</u>	\$ 6628.56

Expenditures

Boarding Department	1120.47	
Departmental supplies	342.63	
Salaries	2349.50	
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.)	160.54	
Incidental, fees to land agent	26.00	
	<u>26.00</u>	6628.56

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BUDGET 1917-1918

I. ADMINISTRATION & INSTRUCTION

Salaries

Mexican

+ Houston
 - Louche
 - Wachs
 - Wouda
 - Rumbold
 - (Sturman)
 Munc'

Foreign teachers (7)	\$650. Gold at 2.00	\$ 9,100.
Office Secretary	4550	1,500.
Miss Wang		1,000.
Chinese Teacher		600.
Chinese Secretary		200.
Matron		240.
College Physician		100.
		<u>\$12,540.</u>

Departmental Expenses

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

Office Expenses

President's Office	60.
Treasurer's Office	40.
Postage & Stationery	60.
	<u>\$ 100.</u>

Travel

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

II. MAINTENANCE

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

III. BOARDING DEPARTMENT (30 students)

Food	1,000.
Light & Heat	500.
Social Expenses	50.
Wages	300.
Incidentals	50.
	<u>\$ 1,900.</u>

Total Expenses \$18,050.

3 trips @ 350 1050
 2 outfts 200 200
 1250
 Income 17,430

Smith 2000 8000 60 + 3000 net =

PERMANENT EQUIPMENT

Furniture

Mexican

Dormitory (10 Students)
Class-rooms

\$ 250.
150. \$ 400.

Laboratory Equipment

Biological Laboratory
Physical Laboratory

500.
1,000. \$1,500.

Library

Books

500. \$ 500.
\$2,400.

Total

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Land and Building.

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 were 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.)

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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. Minutes 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.

The Committee adjourned after six o'clock.

Matilda C. Thurston,
Chairman

Lottie H. Ufford,
Secretary

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Extracts from Mrs. Thurston's letter to Miss Bender.

Ginling College, Nanking, China,
July 28, 1917.

My dear Miss Bender:-

The cable giving our final decision in regard to Miss C. T. Wang will have reached you long before this letter. It must have come quite soon after my letter explaining the action of the Board of Control, and so will not be unexpected.

My wording of the telegram expressed better than the word I agreed to cable the reason why we were not taking Miss Wang. It was not that she declined for when I met her and found that we were not committed to any bargain with her I was only too thankful that it was so. She is impossible.

My cable added "Streeseman, Brown, Newell wanted." I have since heard that Miss Streeseman's final decision is that she cannot come. Miss Newell was most uncertain but in naming her I committed myself to asking for a foreigner to take the Biology. I look day by day for the cable which will assure me that appointments are made for some of these vacancies and I try hard to keep up my courage. College opens September 14 and any teachers who are to be on hand for the opening of the term should be sailing by the middle of August. A letter received to-day from Miss Mead speaks of her own coming this year as "not probable". I do not know at all how to plan for that emergency. We have Miss Mead scheduled for something like ten hours of teaching a week counting on the three new people to be here. If Miss Mead does not come we ought to have some one for English teaching. A second person for English is on the list of Faculty needed in order that we may offer the special course in English to bridge the gap between the government schools and the college. Someone who had specialized in modern languages would have had a training which is desirable as preparation for teaching English in China. The pedagogical principles are similar. Experience in teaching High School English is also good.

We are not getting Miss Vautrin. The Christian Mission felt that they cannot possibly spare her. She goes on furlough after half a year so she would not come to us in any case till after her furlough. I urge in every possible way our claim on the mission for help in the present emergency but they feel that their own work is in equally dire straits. I doubt if we can expect to draw on the missions for workers, even in the rare cases where they have persons we could use. The average person sent out for mission educational work is not a specialist and is not prepared for college teaching in most subjects. We have tried our best to get help from the two Missions not represented on the faculty and it has only delayed matters. I feel that my efforts last year to get Miss Lipscomb may be one reason why the matter seemed less urgent to you and so blocked an appointment which might have brought us some one in the middle of the year. I do not feel that it was wrong to make the effort but it brought only the sympathy of the missions for our need. In the case of Miss Lipscomb the mission was willing but the emergency seemed to Miss Mead greater in their school in Soochow than in the college.

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JUL 28 1917

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Miss Hodge's letter gives us some ground for keeping up hope and Miss Mead's letter shows that she feels the urgency of the situation. I am hoping very much that Miss Mead herself will come back. Her cable was reassuring, though somewhat indefinite. I look every day for the cable that will tell me that appointments are made and help is coming. I see no way of providing out here for the work in Science and Music, and the English will be a big load if Miss Mead finally decides not to come back.

We are sure of over thirty students. That seems to be the only certainty I have at present. We must not meet them with empty hands or make any pretenses of giving them what we are not honestly able to give them. They are such splendid girls. At both Y.W.C.A. Conferences this year we had delegates, four at Kuling and five at Hangchow. One realised a little the possibilities of the future when women like these, only Freshmen and Sophomores yet, will be at work in China. One of the secretaries at Hangchow was good enough to write me about the help our girls had been in the conference. They are our best advertisement here in China. I wish we could use them at home and attract teachers as they are out here attracting students to the college.

I am still at work to such an extent that I do not count these days as vacation days. I hope to get through for a few weeks of real rest before the end of August. I shall rest better to get the work out of the way and I shall "rest my heart" as the Chinese put it, when the cable comes assuring me that we are to have the new teachers. These are days for the testing of faith.

Yours very sincerely,

Matilda C. Thurston.

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Extracts from Mrs. Thurston's letter to Miss Bender.

Nanking, China, August 25, 1917.

*No fund
all travel out?
should balance?*

The question of travel expenses in the cases of Miss Nourse and myself, returning for our furloughs, is one which you raise. I suggested that part of the expenses be paid by our respective Boards, considering that they have not been contributing for the larger part of our time of service in China to any fund intended to cover travel. The Baptist Board only began January 1917 to pay such money into the College treasury, and the Presbyterian Board did not make payments until April first, 1917, covering such expenses. Miss Nourse had, at the time her Board began to pay, served four years and I had served nearly four years of my time. It seemed to me a simple matter of arithmetic that a proportionate part of our travel homeward after this term of service should be paid by the two Boards in question. The College will suffer enough by having to carry the whole load resulting from the poor exchange and it seems only fair that the Boards should be willing to pay our return travel or some part of it. Miss Nourse's departure leaves the work of the College Treasurer in my hands.

To take up the Minutes: I hope the Minutes themselves make clear the action taken by the Board of Control. On pages 2 and 3, 6 and 7 the action of Board on the questions referred to them by the Ginling College Committee will be found. You will note that in general the Board has approved of the recommendations made by the Committee. Some things were indefinite; for instance, the term of service approved by the Committee. The contract with Miss Rivenberg having been signed for five years seemed to establish a precedent in that respect; also, the salary of \$650. per year which her contract approved. The Board voted in favor of a five year term for those on permanent appointment, but in view of the fact that Language School expenses during the first two years are met by the College, the salary for those two years is made \$600. You will see the vote on this question at the top of page 7. I suppose in this case the vote is in the nature of a recommendation to the Ginling College Committee and it still remains for you to pass the final vote.

You will notice also on page 7 that the Board approves an additional allowance of one hundred dollars gold to be granted to the President. The budget as it appears on page 11 for 1917-18 is the budget as officially approved by the Board of Control and is the official budget upon which the Ginling College Committee should pass. The budget which was sent you in March was only tentative. No very great change was made and so the action of the Finance Committee will probably not need to be changed in any way. We had some difficulty in working out the receipt side of the budget because we were not clear as to what money was to be held in New York and what money was to be sent regularly to the field. Miss Nourse's travel is not entered upon the budget for 1917-18 but was paid within the current school year. The travel for new missionaries would be covered out of the gold balance \$4,361., and ought not, it seems to me, to appear on our Mexican budget.

The action of the Board of Control in regard to Miss Vautrin resulted in nothing. I went to the meeting of the Christian Mission

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AUG 25 1917

- 2 -

here at Kuling and urged as strongly as possible the College need and the advantage to the Mission in having Miss Vautrin on the faculty; but they feel very strongly that needs equally urgent exist in their own Mission and until Miss Vautrin returns from furlough nothing can be done. It is for the Ginling College Committee to take up with the Christian Woman's Board the question of Miss Vautrin returning after furlough to the College. All that you say about the advantages of our getting people with experience in China is very true but it is difficult to make the people in the Missions, and even the workers themselves feel the claim of the College. They know that people without the language can teach since so much of the work is done in English, and they feel that the college should not weaken the work already established, but should add new workers. But I feel very strongly that it is most desirable that we should get Miss Vautrin for the College. We are very weak now, even with additions that may be coming to us, in people of experience who could take charge of the college in the emergency of the illness of the one officially responsible. If Miss Vautrin could know at the beginning of her furlough that she was to return to the College, she could use the time for special preparation and come to us fully equipped for her work.

On page 6 the Committee on Recommendations reported on certain verbal changes in the constitution which seem to them to be sufficient to make quite clear the relation of the Ginling College Committee to the Board of Control. The Ginling College Committee represents the Trustees and by so regarding them the powers and duties assigned to Trustees in the constitution become the powers and duties of the Ginling College Committee. These recommendations, as you will see, are in answer to the questions on page 2, section III. On pages 7 and 8 the report of the Land and Building Committee shows what the Board of Control felt should be the next steps in the direction of the permanent housing of the college. Most of the actions have already been reported to you in the minutes of the Executive Committee of March 2nd. I am hoping as soon as I go down the hill to get in touch with the architect and with Mr. Small, the supervisor of building for the University of Nanking, and begin work on the plan of campus and building which will be submitted to the Ginling College Committee for approval. It seems to me the only wise thing is to go ahead as if we were to be able to build in 1918 and be ready if world conditions permit.

On page 13 you will notice that the Board of Control authorized salaries at the current rate of exchange, but referred the question of paying two to one to the Committee. Exchange this month is 1.34 and we are very grateful to the Ginling College Committee for voting two to one although we realize the burden that it puts upon the College Treasury to meet the difficulty. I am wondering whether the Committee are regretting the recall of the ten thousand dollars which was sent to America in December when exchange was 1.63 for it will be necessary, in order to leave a margin for the purchase of land, that money be sent to us for current expenses and we will have to take what we can get on exchange. Personally, although the plan of holding money in New York is the wiser one, I feel that when money has once been sent to China one is taking a very great risk in returning it to America.

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AUG 25 1917

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Also on page 13 you will notice that the date of the annual meeting of the Board of Control has been changed to come near the first of January. Our reason for this was that actions taken at a May meeting were too late to have any effect at home for meeting emergencies for the following year. But having our meeting in January, the budget and actions in regard to faculty and other important matters can be reported in time for a March or April meeting of the Ginling College Committee and the Committee at home will then have time to meet emergencies before the end of the working season.

People here are believing more and more strongly in the College and in what it is going to do for the future of Christian work in China. If we can stem the tide America-wards and hold students in China for those years of training, I am sure the results will be better for the Kingdom of God. One missionary said to me this summer that she had been converted to faith in Ginling by having contact during these summer months with returned students. I do not like to seem hopeless in regard to them, but they create problems which I believe will be avoided in the case of the graduates of Ginling, and if we make our faculty strong and provide a reasonably generous equipment, we shall be able to do all for these girls that a college course in America can do.

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Mrs. L. J. Thurston

學大子女陵金
GINLING COLLEGE
NANKING, CHINA

OCT 9 1917

NOV 14 1917 October 8, 1917

Mr. Russell Carter,
156 Fifth Ave.,
New York, U.S.A.

Dear Mr. Carter:

Your letter of August 7th enclosing draft was received and the money sent at once to the Associated Mission Treasurers. I regret to say that it was exchanged at the very poor rate of 1.18, so that the College is over \$2000 M poorer than if we had kept the money sent home last December, or received remittances earlier in the year. I am glad to say that there is, during the last two weeks, some improvement in exchange and those who dare to prophesy express the hope that it may return to the region of two to one. It is very hard to know what is the best thing to do with regard to exchanging drafts when one has money in the bank. On the whole, I think it will be safer if you send out the Quarterly Remittances regularly, and I will have the advice of the Associated Mission Treasurers as to the best disposition to make of them.

re-quarterly remittances

You write me that we are to expect a Quarterly Remittance of G\$1700. I am wondering why you are holding so large a balance in New York. You explain that \$700 is toward travel and \$200 toward outfit. That I can see should be the yearly amount held in reserve for these two items, but one-half the travel and one-half the outfit allowance is paid here on the field. It is easier at home to borrow against an emergency and charge it against future remittances to the College than it is for us here to take these sums out of the money budgeted for salary and current expenses. My suggestion would be that \$350 toward travel and \$100 toward outfit annually be included in the amount sent to the field.

no-whatsoever funds would be paid in N.Y.

I am rather grimly amused at the way in which you approve of our budget for 1917-1918--and then cut it ten per cent; for that is what it amounts to when you suggest that we meet an additional \$2000 M. out of the total \$18000. The drop in exchange is equivalent to another cut of nearly twenty-five per cent, for we figured at 1.63 and so far have realized only 1.18. Of course if exchange continues to improve the average for the year will be better. I should like to repeat my suggestion that part of the travel and outfit reserve fund be sent to the field if you are to expect us to include such items in our budget.

re-budget

The deficit which has appeared at various stages in our financial statements is due entirely to our failure to receive money due us on current expenses. The deficit reported by Miss Nourse in June was M\$4152.50. I have not with me at present the books which would enable me to show just how far we have fallen short of the amount due. It was for this reason that we included in our receipt budget the amount which we considered

deficit

6074
2400
2465
2465
144
144
472
480

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OCT 9 1917

Mr. Russell Carter

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due us in 1916 receipts. If you notice carefully the statement, you will see that we closed with a deficit instead of with a credit balance carried over. The present year is in many ways an emergency year, and we need to be able to draw on that balance. Some of it was an unexpended balance on salaries which we ought to be able to count against extra salary expenses of this year. We have to bear in mind that the College is growing. The first year we had only one class, last year two, this year, three. The budget is necessarily an annually increasing budget. The first year we had a large contingent fund out of which some part of the equipment, which might have been charged to permanent equipment funds, was paid. The second year included some items of that same character. The Committee must expect our budget in no short time to exceed our present receipts. The larger amount budgeted as receipts on the field for this current year is because we anticipated an increase in the number of students. I am glad to say that our anticipations in this have been more than realized. We have thirty-five students. I wish very much the Committee would consider the advisability of sending to us during the current year all unpaid receipts toward current expenses--in other words, all money not sent to the field in 1916. This to my mind should include the \$400 from the Southern Methodists, and the \$1250 from the Christian Women's Board. A very large part of that unexpended balance is needed now for the increased laboratory equipment necessary for our larger number of students and for the increased current expenses of the year due to exchange and increase in the staff.

*re-need
of 1916
receipts*

I should like to raise the question as to why the lower salary of \$600 is paid to those who have come out on three year appointments. I understand from Miss Brown and Miss Chester that their contract is at \$600. They are both giving full time to work. Any one coming on a short term appointment in three years gives as much in service as a person coming on a five year appointment gives in five years because two years must be allowed for the study of the language. Both Miss Brown and Miss Chester are teaching while Miss Rivenburg is attending language school, teaching only six hours a week. The latter is receiving a salary of \$650 in addition to her language school fees paid by the College. If the Ginling College Committee accepts the recommendations of the Board of Control, teachers will only receive \$600 during the two years of language study. The present arrangement seems a little unfair. I think it is usual to pay persons on short term contracts the same salary as the regular missionaries, and not to pay an outfit allowance. I understand that Miss Chester and Miss Brown received each \$100 on outfit, but I have not had any instructions to advance the furniture outfit allowance as in the case of Miss Rivenburg. In the meantime they are using College guest room furniture and things belonging to other members of the Faculty.

*re-salaries
of new
teachers*

*but include more
than 100. if all will
be v. s. should
not miss from*

*suggested that
Bapt. & Presby.
Bds. pay
some of
travel ex-
of Miss Rouse
and Mrs. Houston*

I should like to explain the suggestion that I made in a letter, I think to Miss Bender, that the Baptist and Presbyterian Boards respectively pay some part of the travel expenses of Miss Nourse and myself. Neither of these Boards has paid into the College any sum toward travel during three and a half years of

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OCT 9 1917

Mr. Russell Carter

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our service on the field, and this money has not been accumulating as it will during an ordinary five year term of service. It seems to me that the Boards should either pay some equivalent into the College treasury or else pay the proper proportion of the cost of return travel. I want to make my position on this clear. Miss Nourse leaves on furlough six months after her Board begins to pay to the College on a basis which includes travel allowance. It seems to me fair since the College has not been receiving the money which would meet this expense, that the Board should pay at least some proportion of ~~her~~ cost of her return to America. If I were to take my furlough in January the case would be similar.

The Faculty appreciate very much the decision of the Ginling College Committee to pay salaries at two to one. I realize what an added burden this puts upon the College treasury and the College suffers in standing alone, receiving a fixed sum from the Boards in Gold and obliged to meet a Mexican budget. I have no idea how we shall close the fiscal year 1917. I can only assure the Committee that we will make every possible effort to restrict expenditure, and hope that the improvement in exchange will save us from too large a deficit. But it is inevitable, with the College growing from year to year, that we should come to the place where our present income is insufficient. Such gifts as Miss Mead was able to secure in the \$1000 pledged by Smith College must be increased or we must come to the Boards to ask for an increased annual appropriation. The margin which we have had in our Permanent Equipment Fund is rapidly disappearing as we buy more and more of the land. I feel very strongly that when we face the problems connected with building that we ought not to say that because of poor exchange and high prices that building operations must be delayed. The increase in student numbers this year strengthens very much the argument for the College. We have twenty in the Freshman Class and we could not in our present buildings admit another class as large. Somewhere the money must be found which will make possible our going ahead with the buildings which should be begun next year. The Faculty feel this very strongly and the Board of Control also. I should be very glad if we were able to present the claims of the College so as to get help from Chinese sources. The present state of politics in China is not very hopeful, but some way may be found.

I am an inexperienced person at dictating letters and I am sure you think me most unbusiness like about answering. But I hope to have some help in a month which will make me able to attend to letters more promptly.

(Mrs. Lawrence)

Yours very sincerely,
Matilda C. Thurston

0486

Proposed Yangtse Valley College

for Women.

to be called

Sinling College

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Proposed Yangtse Valley College for Women.

For several years a committee called the "Committee on the Proposed Union Woman's College" has been meeting and laying plans for a College for Chinese women to supply a much felt need in our mission educational system for women. This committee, composed of women engaged in educational work in the Yangtse Valley, was peculiarly qualified to know what were the demands for higher education among women and how best to meet these demands. After much careful and painstaking investigation of existing girls' schools, of the lack felt, and of the means of further developing the system they came to several conclusions.

The first of these conclusions was that the needs of the Yangtse valley territory could be best supplied by one and only one college and that this one college should be of the very highest grade and best type. The next conclusion was a very natural outcome of the first. If there was to be one college only and that of a superior type it must be a union institution. In no other way could it be supported. Also, nothing but a union college could keep closely enough in touch with the high schools of the Yangtse valley. These mission high schools of the territory would be its chief feeders, therefore the plan developed of making the college a college proper with no preparatory department and at the same time of strengthening the various high schools by depending upon them as the preparatory departments or schools for the college. This would of necessity make them more uniform in their courses and grade of work.

Having advanced thus far in their deliberations the committee felt that the only feasible method of putting these plans into execution was to present the matter to the various missions to enlist their co-operation and backing as soon as possible. A tentative constitution was

0488

formed providing for the formation of a Board of Control as soon as three missions should have approved of the scheme and selected two regularly appointed delegates to the permanent Board of Control.

When the committee met in Soochow in October 1913 they found enough missions were ready to enter into the scheme so that the permanent Board of Control might be formed at any time. Accordingly, in November, there was a joint meeting in Nanking of the old committee and the members of the incoming Board. The Board of Control was organized by the election of a chairman and a secretary, as follows; Chairman, Martha E. Pyle, Soochow; Secretary, Mary A. Nourse, Hangechow. The Committee on the Proposed Union Woman's College adjourned *sine die*.

The five missions entering into the college plan with the names of their regularly appointed members to the Board are:—

American Presbyterian Mission:

Misses Cogdal and Lucas.

Methodist Episcopal Mission:

Dr. Bowen and Miss White.

Methodist Episcopal Church, South:

Misses Richardson and Pyle.

Foreign Christian Missionary Society:

Misses Kelly and Lyon.

Baptist Foreign Missionary Society:

Dr. Proctor and Miss Nourse.

The Board then took several important actions, the most important possibly being that concerning the formation of a Board of Trustees, stated in the minutes as follows;— “That members of the Board of Control through their respective missions should ask their Boards each to appoint three persons as its legal representatives in forming a Board of Trustees to be known

as the "Board of Trustees for the Yangtse Valley College for Women."

Several committees were appointed to report at the next meeting; a Committee on Constitution, a Committee on Literature, to prepare literature for circulation both in the United States and in China, and a Property Committee to investigate Nanking sites. Mrs. Lawrence Thurston was elected President of the College pending approval of Board of Trustees when organized.

No further steps than these were taken in the last meeting. With the work of these committees as a basis the Board in its February meeting in Shanghai hopes to make considerable progress. In a recent review appeared the following sentence: "Every advance in foreign mission work only shows more clearly the need and importance of woman's work." If woman's work is conceded to be a part of the missionary campaign it is easy to see the necessity for a body of young Chinese women trained as leaders. Only a Christian college can do this. Therefore those who have the college at heart ask for the support of the mission body. May the Board in laying the foundations for this college be assured of the sympathetic prayers and co-operation of all the missions represented in China.

0490

Mrs. Mathilda Thurston

G i n l i n g C o l l e g e
Nanking, China

January 22nd, 1918

Mr. Russell Carter
156 Fifth Avenue
New York

RECEIVED
MAR 2 1918
TREASURER'S OFFICE

My dear Mr. Carter,-

Your last remittance, making up in part for the loss on exchange, was most welcome. It came just as we were discussing whether we had sufficient balance in the bank to draw checks which were necessary for further purchase of land and it made me feel that I was safe in sending the checks of Mr. Stuart. Our margin is much smaller than it was a year ago for we have spent a considerable sum of money during the year for land and our current expenses have been heavier than in any previous year. The financial statement for the year will be sent to you in due time. College business is a little behind because of my being out for six weeks and the Board of Control meeting, which was to have come early in January, is postponed until March. However a statement for the year 1917 can be sent to you before the Board meeting.

I am quite willing to accept your arguments as conclusive in the matter of travel refund from the Baptist and Presbyterian Boards. I still think it leaves the College out a matter of some hundreds of dollars, but the Boards are generous in their treatment of us and the Executive Committee have not felt that there was need to make a request.

The point that I made about outfit and travel sums being included in the amount sent to the field was on the basis that in the long run half of the travel money and half of the outfit would be spent on the field. Of course I realize that this year the home expense for travel, with four new teachers, has been above the average, but it is easier for the Boards at home to draw against emergencies than it is for us out here. The Executive Committee agree with me that half the amount set aside toward travel and outfit should be included in the remittance sent to the field.

Miss Fitch, who has been writing up the College books this year, will write you asking some questions and referring to certain matters which have come up based on a study of your correspondence. She was asked by the Executive Committee to go into the books thoroughly with a view to a more satisfactory and accurate system of accounts for the College.

Very sincerely yours,

Mathilda C. Thurston
MCT/F

President

MCT/F

0491

Mrs. L. J. Thurston

學大子女陵金
GINLING COLLEGE
NANKING, CHINA

March 12, 1918.

Mr. Russell N. Carter
150 Fifth Avenue
New York.

My dear Mr. Carter: -

The enclosed Financial Statements for the
fiscal (calendar) year 1917 will speak for themselves,
I hope. My type writer is out of order so this has to be
written by hand but I have tried to write distinctly.

The first and most important thing to note is
that we are very near the bottom of our bank balance.
The Permanent Equipment fund has fallen from its
high estate to the very low level of $\$500$. and some
My actual bank balance of all funds is at this present
moment only $\$1300$. Mexican. The money for the
first quarter of 1918 has not come. The money received
on Jan 1st yielding Mex. $\$2,522.91$ is all that has
kept us from going bankrupt. ¹⁹⁰⁰ ^{July} ¹⁹¹⁷ ^{January}

I ought to have seen this sooner and asked
for money to be here. One is never sure when one must
hand out money for land when a big deal is being

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MAR 19 1918

學女子陵金
GINLING COLLEGE
NANKING, CHINA

put through. As you will note in the supplementary statement we have spent over \$5,000 since January 1, 1918. And we ought to have \$5,000. to enable us to take advantage of the opportunities to buy up the last pieces which are often the key pieces. The Board of Control approves an increase of \$5,000. Mex. in the amount to be spent on land, including hedging & some improvements, stamping deeds &c. That means a total of \$29,000. Mex. We have bought nearly 40% more land than we expected to get for the \$24,000. appropriated for land two years ago, with an increase of only 21% in the Mexican price. We got our \$10,000. gold for land at 2.45. The margin on the other \$10,000. sent out, providentially, at the same exchange and returned at 1.63 has paid for nearly all we have spent so far on other equipment, approximately \$9,000. Mex. Since we have drawn only upon land funds so far we might put it that Furniture, &c. has borrowed \$9,000. from land, and the time has come to pay some of it back. We must have more money at once for land.

0493

MAR 12 1918

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The deficit on the current expense account is borrowed from Permanent Equipment and is, therefore, as last year, a deficit on paper only; but this year Permanent Equipment needs it back. With that deficit paid our Permanent Equipment fund would be approximately \$900.⁰⁰ and when we leave this house we shall get back the \$1,000.⁰⁰ paid as deposit on rent in 1915 and borrowed from Permanent Equipment.

The deficit on current expenses is really because we did not receive from the Ginling College Committee, ^{in 1916} all that was due us on current expenses. The deficit has only increased \$283.68 during 1917. We have not received during 1917, I think, quite all that is due us.

One or two items on the expenditure sheet of current expense account may need a word of explanation. The item General Office, \$58.91, under Administrative expenses, is as large as it is because a new set of Treasurer's Books was purchased. Book Room, \$306.82, under miscellaneous, represents quite a little of stock on hand & unpaid bills collected in January 1918. The item Unaccounted (M.A.N.) \$1.99

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MAR 12 1918

is a balance carried over from Miss Wourse's books and when the books are audited for the year it may be accounted for in some other way. Miss Alice R. Fitch, who has kept the books this year - since July 1, found the college \$81.99 short and in Miss Wourse's absence there was no way of hunting it down.

I will send you in a few days the Budget for the school year 1918-19 (July 1 to July 1) passed by the Board of Control at our meeting last week. We are asking that we have sent out, in addition to the \$6,500. ^{gold} sent this year, additional \$500. ^{gold} which is half of Travel \$700. = x Outfit \$200, x \$50 of the \$150. balance. In the long run half of travel and outfit expenses are paid on the field.

For the first time since 1915 we are asking for money from Permanent Equipment funds. \$5,000. ^{net} more for land is wanted immediately. I may have to borrow. I kept wishing we had insisted on keeping that \$10,000. gold which went home at 1.63. It will cost us \$3,000. ^{net} to get it back at present exchange. I'd rather have it in the college bank account than in the pockets of the money changers! I trust the quarterly remittances of Current Expense funds will be sent in advance. The first quarter is nearly over and none has come. I will write further in regard to Budget matters later.

(Mrs. Lawrence Thurston)

Yours very sincerely,
Matilda C. Thurston

Mr. L. J. Thurston

學大子女陵金
GINLING COLLEGE
NANKING, CHINA

March 15, 1918.

Mr. Russell Carter
156 Fifth Avenue
New York.

4/19

My dear Mr. Carter:

Lest you are troubled over much at the discrepancy between the statement I sent in my last letter and the amounts of money sent to the field in 1917 let me write a few words of explanation. I have had Miss Fitch write up the books this year and she made out the statement to be presented to the Board. It was correct as far as it went but the Bank account book was delayed in coming to us and we were uncertain about the Mexican amounts on one or two exchanges because it had not been noted when the draft was sent to Shanghai during my absence. I did not know that the money received in December had not been acknowledged. That and the credits on travel accounts change the deficit of \$1386.84 to a balance of \$900. + on the 1917 statement. You will get the corrected form in the printed Minutes soon.

0496

It still remains true that our need of money is urgent. The bank balance is down to the figure I named. There are receipts from tutions received this term which will help out but I shall not feel safe until money arrives from New York.

I am sorry to have misunderstood about the entry of this receipt in the statement. The total was given in Mexican only and I could not verify without the bank book. With so many different persons having to handle the accounts and college money a little confusion is perhaps to be expected but the books are ready to be audited and I am sure they will pass.

Yours very truly,
Matilda C. Thurston

(Mrs. Lawrence)

Copy:

Ginling College, Nanking, China,
September 20, 1918.

My dear Miss Bender:-

A letter received today from Miss Goucher impells me to do what I have known to be one of the important things- to write you as early as possible about the opening of college and let you share in the joy we are having in our new class and in the coming of age, so to speak, of our infant college. We now have our four classes and my prophecy that we should have over fifty is fulfilled. We have 5 seniors, 9 juniors, 17 sophomores, 16 freshmen, 7 specials. The "specials" are all graduates of High Schools but five of them are girls for whom special work must be given in English. One is a music special and one a last year's student taking chemistry while teaching in her old school where she was greatly needed this year. The new students are very attractive and come from a wide area - one from Swatow, one from Tientsin and four from Hunan. Our statistics along the lines of previous reports are for 1918: Students, 53; Provinces, 9; Cities 28; Preparatory Schools, 22; Denominations, 11. The most interesting growth after that in numbers is that in the list of Preparatory Schools. We are glad for every one brought into connection with the college, for they broaden our foundations and ensure a growing strength. The schools added are the Virginia School, Fuchow (S. Methodist); Laura Haygood, Soochow, (also S. Methodist); Hunan Union Girls' High School, Changsha; a Baptist school in Swatow and a S. Baptist school in Soochow; St. Mary's Hall in Shanghai, American Episcopal. The first two and the last are schools which place much emphasis on English and have sent a good many students to America. As Ginling grows and we are able to offer real equivalents for an American college course we shall get more such students and it will be better for them and better for China, as well as added strength to Ginling. The essential to our success along these lines is a strong faculty.

One pleasant aspect of a growing student body is the growth of receipts from student fees. We budgeted \$5000. Mex. from tuitions and we shall have that and a little over and this item is not affected by exchange, which is today quoted at 104! Our total budget for this year was \$22,600.00 Mex. In an article on An Efficient College in the Educational Review, Nov. 1916 the statement is made that only 20% of the income should be from students. On that basis we are a little below the standard for we come nearer to 25% including the "other fees". However it turns in our favor when the boarding department is counted out for it takes nearly half of the fees received to make that self-supporting. On the other hand it looks as if we should not spend what is budgeted if we are kept so short handed on the Faculty side. That is the less cheerful side of the situation.

I want this letter to be all cheerful so I will proceed to report only what we have done during these opening weeks. Counting Miss Mead's classes on the schedule we are giving 113 hours of class room instruction, not including music lessons and gymnastics. Miss Brown has a personal schedule of 26 hours per week. I shall send you a copy of the schedule as the best way to present the work under way. It shows for the first time the work of four classes and is no simple thing to arrange. Some courses include girls from three of the college classes. The numbers after courses are according to the new catalogue numbers - 1 the first course in any department. We have yet to add - and to some extent

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provide for 10 hours of work with the English specials who, until Miss Mead's coming, are with the regular freshman being put through a preliminary testing. In any case we shall have to have two sections of Freshman English. In addition to scheduled work the Library is being looked after by Miss Rivenburg - also the Book room. Miss Chester is Secretary of Faculty; Miss Shipley the housekeeper - no small task for a family of seven; Miss Reeves has charge of the health of the students and is called on for all kinds of help and advice at all hours of the day and night; no one of us finds much time on our hands. No time for Chinese is allowed on the present faculty schedule. I am quite hopelessly attempting the work of two and the President's work gets too often crowded out by the things which force themselves upon me.- Registrar's and Treasurer's and Teacher's work. I am still hoping for the Office Secretary and she must come from America.

College opened on the thirteenth - Friday. We made the best record up to date in the proportion of students present at the opening chapel service. Saturday night the sophomores gave a reception to the freshmen for which they have been planning all summer. The chief feature of the entertainment was a presentation of King Lear in Chinese, considerably out and done in rather elementary fashion but quite entertaining. The sophomore president made a speech, the senior and junior presidents responded, and a representative of the new class spoke for them. The sophomores sang a "round" welcoming the different classes - to the tune Scotland's Burning and the freshmen were ready with a reply. We had a guest, Miss Cook of Foochow, connected with the American Board School and she was much impressed with the real college spirit shown by the girls and wished their schools might send us some of their girls. We are so proud of our seniors that we cannot refrain from boasting. Some one said the other day that it was a great test of character to be the highest class for four years. These girls have stood it well. They are all Christians and we can let them go out to represent us confident that they will be an honor to Ginling.

The faculty returned from restful vacations and more enthusiastic than ever about Ginling. Each one had some nice thing to report which had been said to her about the college or the college girls. Miss Brown has become famous as a promoter of the musical possibilities of an organ - even a baby organ has them with her playing - and she has five invitations to visit High Schools to give organ recitals. Dr. Reeves brought back a "fox-eat" from Mokanshan which promises to figure in college history as well as in the comparative anatomy class. The two M.A.'s (Miss Chester and myself, M.A. being "minus appendix") have made strides in regaining health and strength. Miss Rivenburg rejoices in being free from language school attendance but wishes for more time to study Chinese. Miss Shipley yesterday announced her engagement to Mr. Sam Mills, born in Chefoo and now travelling in China for the Student Volunteer Movement. That news is glad or sad according to the point of view. Miss Shipley is very happy and it is an altogether ideal engagement but Ginling must look for a new history professor. Miss Shipley has written to Miss Hodge about her plans after this year.

I have had some very hopeful interviews with Mr. Murphy of Murphy and Dana and I hope soon to send you the long promised letter on Building Plans. Delay in finding an architect to do the preliminary work is responsible for the failure to write sooner. Mr. Murphy will go to you in New York familiar with our problems and our suggestions toward their

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solution. One thing is sure. Forty thousand gold dollars will not make even a beginning possible. Another thing is equally clear. We are within four or five of our limit in our present quarters and it would be a great mistake to limit the growth of the college at this stage. For the rest we must count on our friends in America to rally to our support. We are a part of the "front line" of the church and the war is teaching us that those in the front line must have the equipment and the force supporting them in reserves - for us "faculty margins" - which will win the war.

Yours very sincerely,

Matilda C. Thurston.

(Mrs. Lawrence)

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1918

Extracts from Mrs. Thurston's letter to Miss Bender.

Ginling College, Nanking, China,
October 4, 1918.

I am a little puzzled as to how to present to the Committee the matters which require attention. When the first announcement of the formation of the Ginling College Committee was sent you were named as the person to whom all official correspondence was to be sent and I was to be the official correspondent at this end. During the past few months I have written to you, to Miss Hodge, to Mr. Carter, and to Mrs. Peabody, all on official questions; and individual members of the Committee and individual members of the Board of Control have been conducting correspondence which has been more or less official, - in one case at least, resulting in some confusion. I am going to include in this one letter, arranging my material under the separate headings of general business, faculty, and finance all that must be written on college business, letting you refer the sections to the one who is in special charge of that section. You will then have a chance to know just what has been written on all the questions discussed. Please let me know if this is preferred or if I should continue to divide my correspondence.

I am looking forward to my furlough at the end of this college year for the chance it will give me to come into closer touch with the Committee and the home constituency of the college. I have only planned for it in the sense that it seems right for me to take my furlough at the regular time by the rule of my Mission. (The Kiangnan Mission of the Presbyterian Board has a term of six, not seven, years, as stated in the list you sent me). You ask what provision will be made for carrying on my work during my absence. I am counting on the College Secretary getting the business end of things in hand before I leave. The faculty as a group, electing one of their number to take the lead, would be capable of carrying on the college work through one year. Matters of policy can be referred to the Executive Committee of the Board of Control. Dr. Bowen is always most ready to help out and I am in the closest touch with him all the time, and he would be as ready to advise in my absence. I am still hoping that Miss Vautrin will be coming to the college when she returns next summer. Her experience and her knowledge of Chinese will be a great help. Some things will have to go undone. I hope the building plans may be so well under way that work may be begun before I leave, and go on under proper supervision of architect or contractor. I still feel that we must push on toward the goal of having our own buildings by 1920. I have sent on to Miss Goucher a preliminary sketch of a general plan drawn by Murphy & Dana by their representatives in Shanghai. It is now being submitted to the Building Committee and members of the Board of Control. When their opinion has been registered it will be reported. The general plan is based on requirements approved by the Board last March.

To take up the section of the letter which is to deal with faculty needs let me refer to the sections in the Minutes of 1915, 1916 & 1917 particularly to page 9, in the 1916 Minutes. It stands to reason that the sooner we have the whole staff called for on page 5, Minutes 1916, the stronger the college will be. When three years of Chinese study, one year at least giving full time, is part of the ideal preparation, it makes the need of getting the appointment made even more urgent.

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OCT 4th 1918

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In a sense all the ten departments there named have been authorized by the Board of Control, and they have added two more in the calls they have made for the Secretary and the Physical Director. The special teacher for English was then authorized, although the need was not as urgent with only two classes as it is now with four. Our not having her means that neither Miss Mead nor Miss Rivenburg have ~~any~~ time for Chinese, and we are not able even at that price to do what we promised last spring to do for five students who were accepted as specials. I feel particularly sorry for Miss Mead's not having time for Chinese. She had a good start, but of course she has lost ground by two years absence. All that you at home appreciate in her "wonderful personality" makes it important that we should not use her up in hack work and make it impossible for that personality to count with Chinese who do not speak English, or in the closer touch even with our own students which a better knowledge of Chinese would make possible. One of our greatest needs is more members of the faculty able to use Chinese effectively.

The need for the Physical Director we are feeling keenly this year. The larger number of students, crowding dormitory and class rooms, makes the whole question of student health a bigger problem. Miss Reeves is giving a lot of time to looking after girls who are not well, guarding the rest from risk of infection, in case the illness should be infectious. There is no woman doctor whom we can call upon, and the foreign doctors are too busy to come to see people only slightly ill. Miss Brown is giving the girls, in two classes, exercise three times a week, doing the very best that can be done without a trained Physical Director. But Miss Brown gives forty-four music lessons a week, teaches five hours a week of theory, trains the Glee Club, is faculty advisor to the Y.W.C.A.; she does not begin to have the time she needs for her own practising and for proper preparation for her classes. And no one can teach these girls without time for preparation and take any satisfaction in her work. We are over-working Miss Brown. It is a crime for her to have no time for Chinese, for she appeals to the Chinese, and has as wonderful a personality as Miss Mead. No one has a greater influence with the students than she.

The engagement of Miss Shipley creates a vacancy in History, and if Miss Shipley leaves at the end of the year it would be impossible for the one who comes out to get any chance at Chinese and do the work that will be demanded in History next year. Miss Goucher will, I hope, be here to offer courses in Sociology which might be offered alternating with History. But again there is the question of studying Chinese. Work in history, quite as much as work in English, ought to be done by a foreigner, but she ought to have a chance at the language.

We were not successful in getting the Southern Baptist Board to let us keep Miss Bryan. It was a great disappointment to us, and to Miss Bryan who had been very happy in her work here and felt that the opportunity was greater than in any work her Mission could offer her. So the very important department of Education is still waiting. More than half of our students will teach when they leave us and we are doing nothing for them to give them special preparation. We were obliged to withdraw this fall the two courses offered last spring in Education. A combination of Education and Philosophy seems to be suggested as one which will meet demands for courses in Psychology, Pedagogy, and other subjects more or less related. Miss Vautrin we do know, and do continue to want.

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Something remains to be done with Miss Vautrin herself, to convince her that she is more needed here, and would have a bigger opportunity, than she would have at Luchowfu or Mantungehou. She has too modest an opinion of her own powers. The very fact that she does emphasize the evangelistic side of work is a reason for our needing her. I hope you may know her personally, and be able to put it up to her. The call for Miss Vautrin is a definite call for someone to fill the position in the department of Education.

Yours very sincerely,

Matilda C. Thurston.

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Copies sent to Finance Committee Mrs. Lawrence Hurston
E.R.B.

Do not
E.K.H.

學大子女陵金
GINLING COLLEGE
NANKING, CHINA

October 15, 1918.

Miss Elizabeth R. Bender,
150 Fifth Avenue,
New York, U.S.A.

My dear Miss Bender:-

This is in the nature of a second volume, the first having gone to you by the last mail. The special subject of this section of my letter is Finance. One question in your latest letter was in regard to our needs, particularly what special needs might be put before the colleges in the appeal to be made for Ginling. The delay in work on plans for the new buildings has made it hard to answer this question very definitely, for details as to the cost of individual buildings have not yet been worked out. The whole scheme as presented in the preliminary sketch, figuring at 15 cents Mexican a cubic foot, which is a figure based on the cost of recent buildings erected in Nanking, would be something over \$ 350,000. Mexican. At present rate of exchange ¹⁰⁷ that would be about the same in gold. Any amount of that which can be raised can be used. It is hard to say what buildings must go up at once, and what buildings ought to wait. Now that we have our four classes we have need of all the different parts of a college. When we go into the new buildings we are sure of as many as seventy-five students. The whole group is planned for two hundred and I am sure we ought to have at least a third of the plant to use when we leave here. I think a building campaign for at least \$100,000. gold ~~that~~ to be ready against this need should be launched at once. Miss Goucher will be a great help in this. Smaller gifts for particular buildings in the group, for equipment for special departments such as Biology, Chemistry, Music, books for the library, furnishings for student parlors, for art studio, equipment for gymnasium- all these will be needed. I will try to get together a budget of these smaller needs as soon as the Executive Committee can get to work on it, with suggestions from the faculty.

I have had some correspondence in regard to a scholarship at the University of Michigan to be held by a Ginling graduate. I heard that there were scholarships available for Chinese women students, and the possibility of one being a Ginling scholarship was suggested. I think it would mean a great deal to the college to be able to offer such a foreign scholarship to its graduates. A graduate scholarship is in the list of

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Immediate Needs which appeared in the first publications in 1915. Money for endowments of departments is also there. The Smith College annual contribution is a response to that and further gifts of this nature are to be looked for from the colleges, I hope. Money for a graduate scholarship sufficient for two years of post-graduate work, or longer in the case of a medical scholarship, might appeal to an individual giver.

I am enclosing a financial statement for the college year July 1917 to July 1918. This statement shows that the budget drawn up for the year was calculated fairly close to actual needs. The total of the statement should be increased on both the receipt and expenditure side by the amount of Miss Mead's salary, which was included in the budget. Departmental expenses are lower than the budget because part of the money was spent before July, paying for goods ordered from America. After this year we shall have a steadier increase in the budget because our quota of classes is full. Our budget is always six months in advance of our statements, which is the explanation of the balance at the end of the fiscal years. This year is the first in which a full four years of college work will be represented in an annual statement.

The wages items in the budget include cost of food which is not separated in the statement, which partly explains the smaller amounts. School wages and boarding department wages are separated. The former includes the home equivalent of janitor, &c.

You will notice that on July 1st Permanent Equipment was in debt to Current Expenses nearly \$1,000. The draft received in August for \$2,500/ gold realized \$2,893.72 Mex. so there is some balance of Permanent Equipment funds. It is not at present a very large balance, however: since July we have spent \$ 690. for furniture, for faculty and students; \$300. has been spent for land, \$200. for books, and \$ 413. for a piano. The budget for this school year authorizes the expenditure of \$6,900. Mexican. So far \$4,000. gold has been sent, and has realized \$4,763.02 Mex.

Miss Fitch has tried to get cleared up the item in the 1917 statement on page 7 of the 1918 Minutes- Unaccounted balance, July..... \$81.99 This balance was left unaccounted for by Miss Nourse. I do not know whether Miss Fitch has written to Mr. Carter about it or not. The situation was as follows: when the books were audited by Mr. Wilson of the University there

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學大子女陵金
GINLING COLLEGE
NANKING, CHINA

appeared an excess of cash amounting to \$617.01. The figures were corrected by Miss Fitch who found an error of one dollar to \$618.01. When Miss Nourse went to Shanghai and investigated the bank account more carefully she found that a check from Dr. Lasell for \$700. had not been entered as receipts. This changed the balance to the other side and left cash-rather, total funds, for Miss Nourse did not keep bank and cash separate in the books- short \$81.99. Unfortunately Miss Nourse remembered the amount of excess as \$670. and so refers to it in the letter of explanation written to Mr. Wilson. It is quite clear from the books that it should be \$617. She acknowledges in the letter to Mr. Wilson that she does not remember exactly, and admits the discrepancy as about " twenty odd dollars which if I were in Nanking I could find, I think. As I am not, I suspect the best way is after you fix up the books (the statement you wrote in pencil) with Mrs. Thurston is for me to make up the difference- I having to charge it to the acquiring of experience." I have quoted from Miss Nourse's letter to Mr. Wilson. The trouble is that the amount to be made up is quite a little larger than Miss Nourse thought. The only way to straighten up the books is to have this sum paid to the college. The letter written by Miss Nourse the end of July makes no suggestions which are any help in straightening out the books. Her system did not allow of real auditing for receipt and expenditure & vouchers are not complete, and the trouble may be anywhere from the beginning of 1916 till June 1917. In March 1917 the books were examined and certified as correct by the auditing committee of the Board of Control but they did not count cash at that time accepting it as in agreement with the books up to January 1, 1917. I am glad to say we have things on a much better basis now and the books were really audited by Mr. Owen this spring.

Miss Nourse's salary account with the college seems to be irregular. She paid her own salary up to July 1, 1917, and drew a total of \$795. Mex. I paid her \$105. ^{in August} as difference of exchange on eight months, so the total amount received by her was \$900. She was due \$650. up to July 1, so she had \$250. Mex toward salary of the year 1917-1918. Mr. Carter reports having paid her twelve months September through August, by his last statement to me. The \$250. Mex. is salary after leaving the field, and on a gold basis at the rate of exchange then applying she had 2 1/2 months salary @ \$50. gold per month. The matter will have to be adjusted between Miss Nourse and the Committee at home. I do not know when her salary is supposed to stop.

see back of p 7

0506

The letter is fairly complete at this point and will not hold this longer. It has been worked over now for parts of three days. When I can dictate and leave to a really trained person my letters will get through more promptly. I feel if the bumps must show in this work.

over

Yours very sincerely,
Matilda C. Hurston

(Mrs. Lawrence)

P.S. Our celebration of Founders Day, Nov. 14, will be more of an occasion this year. I have invited Mr. Chang Ching-yi, Chinese secretary of the Chinese Consulate to make the address at our chapel service. The banquet in the evening with one seventy sitting down together will surely be a festive occasion. I should like to know that you are remembering us in our rejoicing.

M.C.H.

I am enclosing a financial statement for the college year 1918-1919 to a medical association. It is subject to an individual letter. sufficient for two years of post-graduate work, or longer in the case of the doctor from the colleges. I hope money for a graduate scholarship application is a response to that and further gifts on this matter are to not endowments of departments is also there. The college should contribute immediate needs which appeared in the financial statements in 1918. Money

CHINESE COLLEGE
SINGAPORE

8 OCT 1918

0507

Financial Statement, Current Expenses
July 1, 1917 to June 30, 1918

Receipts

To N.Y. Treasurer	\$15,668.84
Travel refunds	101.33
Ming Teh School for Miss Brown	100.00
Fees - Tuition	\$3,325.50
Biology	65.00
Chemistry	251.80
Music	200.00
Laundry	79.32
	<u>3,911.62</u>
Suspense a/c balance	40.45

Expenditures

By salaries

Foreign staff	\$6,401.38	
Ret. stud. 1/2 yr	150.00	
Chinese teacher	545.00	
Chinese sec'y	185.00	
Chinese matron	200.00	
College doctor	100.00	
Pres. allowance	200.00	
Language School	35.00	
Add'l medical	127.85	\$7,940.23

Departmental Exp.

Biological	55.86	
Physical	106.32	
Chinese	32.41	
Library	62.37	
Music	57.76	337.72

Office expenses

Stencilmaker and bookkeeper	207.00	
Post. & stationery	44.70	
Telegrams	57.78	
Gen. office	62.76	372.24

Travel

Dr. of General	15.49	
Pres. Mont	98.29	
Faculty	79.10	292.88

Maintenance

Laundry	18.00	
Printing	70.21	
Rent	610.00	
Alterations and repairs	978.62	
Care of grounds	10.95	
General tags	77.36	1,722.37

Board of Education

Food	215.71	
Board of Education	734.31	
Hotel	100.00	
Travel	132.00	
Supplies	84.30	
Incidentals	297.33	2,063.85

Faculty deficit

81.50

Book room (shown on hand)

249.96

Expenditures 1917-1918 \$15,060.75

Deficit July 1, 1917 3,574.49

16,595.24

Balance Cur. funds

June 30, 1918

3,207.00

\$19,802.24

\$19,802.24

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Statement
July 1917 - July 1918

0509

BOND

Ginling College

Financial Statement, Permanent Equipment Fund

July 1st, 1917 to June 30th, 1918

To Balance on hand 7/1/17	\$11,915.78	By purchase land	\$12,885.74
Gift to Library G\$25	37.68	campus improvement	5.60
Interest	211.37	Biology equipment	67.90
N.Y. Treasurer G\$1,500	1,869.50	Physical "	305.57
		Library "	511.52
		Musical "	320.54
		Furniture	914.52
Total	14,034.13	Total	\$15,011.39
*Deficit 6/30/18	977.26		
	<u>\$15,011.39</u>		

*Deficit paid from Current Funds

Handwritten notes on the left margin, possibly including the name 'Ginling College'.

Vertical numbers on the right margin: 1, 4, 3, 2, 8, 4, 2

Permanent Equipment
July 1917 - July 1918

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Mrs. Lawrence Thurston
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學大子女陵金
GINLING COLLEGE
NANKING, CHINA

October 21, 1918.

Mr. Russell Carter,
156, Fifth Avenue, New York.

My dear Mr. Carter:-

A recent letter to Miss Bender covered questions of finance but I feel uncertain about the way I left the matter of Miss Nourse's salary. I stated that you seemed to have paid her 12 months, through August 1918, in addition to the \$250. Mex. paid her in the summer of 1917 while she was still in China. I fear the overlapping of your statements may have confused me. The statements received from you have been as follows:

Oct. 24, 1917	Salary M.A.N. Sept. 24- Oct 24	✓ *\$ 50. ✓
* Dec. 7	"	150. ✓
* Dec. 31	" September-December	200.
Mch. 28, 1918	" October-February, 5 mos.	✓ *250. ✓
* April 18	" January- March	150. ✓
Aug. 1 (letter)	" 4 months	✓ *200. } ✓
	" during travel	✓ *50. } ✓

from my own file ✓
10.50.

I have been trying to post up from your statements in order to have the whole account in the college books and I find it a little difficult. The entries marked * have been charged to the college, a total of \$550. The other items totalling \$450. must represent part of the same sum. The uncertainty is in the "4 months" of the August 1 entry. I simply call attention to it and admit my ignorance as to how the account really stands. Perhaps you will be good enough to send me a separate statement of Miss Nourse's salary account with you when it is closed. Will you also send me items for the \$650. charged through Mr. Myers- funds advanced to Ginling, to help me in checking up the account.

You suggest in a letter of March 29 the sending of monthly statements. I really think quarterly statements, sent with the drafts, will be clearer. The drafts have all been late, arriving near the end of the quarter for which they were due. I should be glad to have them near the beginning of each quarter, with a statement of the preceeding quarter. Our Permanent Equipment fund no longer provides us with a comfortable margin. The last statement received from you was dated March 28. Expenditures charged to the college were noted in the letter of August 1.

We have always been very careful out here to keep separate in the

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OCT 21 1918

books Permanent Equipment and Current Expense funds. They are not separated in your statements: for instance the draft sent in March, \$ 2606. is entered as one item, altho \$1500 was for our Permanent Equipment funds and the balance for Current Expenses. The Executive Committee last year requested that the funds be kept separate on the home books. Perhaps I failed to report the request.

And may I ask again that the drafts be made payable to Ginling College Board of Control. On the whole that is the best way for whoever is the official treasurer will then be able to endorse. My name has appeared incorrectly on nearly every draft and "acting treasurer" is also incorrect. If a name must appear then it should be my business signature, Matilda C. Thurston, Treasurer. I wrote to Mr. Guernsey on this matter recently as his name appeared on recent drafts.

I am looking forward eagerly to the arrival of Miss Gundlach and shall feel relieved of a heavy burden when I can turn over the business end of things to some one who knows. I have acquired some very valuable experience and with Miss Fitch's assistance the college books are in good shape, but it has taken time from other important things. I should like to ask whether semi-annual statements would be satisfactory to you? The fiscal year and the college year overlap, but by dividing each into half years the semi-annual statements could be combined in annual statements for either of the two "years" in which we are interested. For school statistics the school year is desirable: for you the calendar year is the unit. We have already split the year in the college books.

The Board of Control will meet the first week in January. I hope nothing will interfere this year. This will make possible the earlier consideration of budget and candidates, and should make things easier for the Committee.

(Mrs. Lawrence Thurston.)

Yours very sincerely,

GINLING COLLEGE
BOARD OF CONTROL

Matilda C. Thurston
Treasurer.

0513

COPY.

October 24, 1918.

Mrs. J.L.Thurston
Ginling College
Nanking, Kiangsu

My dear Mrs. Thurston:-

In reply to your letter of the 21st instant, duly to hand, I would say that this charge of \$650.00 first came to my notice on our Board statement from New York of October 1917, charged against "Ginling College, Russell Carter." By your instructions we charged this back to New York in March 1918 and evidently April 25 is the date on which they received our charge. I regret to say that I cannot give you any further details regarding it.

Sincerely yours,
C.M.Myers

CMM: FEW

(This letter recalled the whole correspondence to me and I remember our explaining it at the time as connected with the Knott account.) M.C.T.

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Mrs. Lawrence Thurston

學大子女陵金
GINLING COLLEGE
NANKING, CHINA

RECEIVED
October 29, 1918.
DEC 18 1918
TREASURER'S OFFICE

Mr. Russell Carter,
New York.

My dear Mr. Carter:-

Thinking Mr. Myers could help me sooner than you to understand the charge of \$650. gold made against the college on account of funds advanced Ginling I wrote him and his reply threw some light on the situation. He charged back to you this item. It was connected in some way with the L.E.Knott Apparatus Co. and I knew that they had been paid in full by the college when the order was sent. In June 1917 we bought a draft in Shanghai for \$694.65 gold, paying for it \$ 1109.27 Mex. This was sent to Knott and was acknowledged by letter before the goods were shipped. His bill came to \$637.56 and we should have a credit with the firm of fifty some dollars. I still hold the Second of Exchange for the draft. In October 1917 a Board statement to Mr. Myers had this charge against Ginling College. Even if the bill had not been paid it should not have come to us to pay and Miss Fitch marked it "Charge back to New York" and returned it with explanation to Mr. Myers. I do not know why it should be even \$650. At the time I remember that the charge referred to Knott and I thought that the matter had been explained to you. Another reason why it should not be deducted from our quarterly remittance is that it was for Permanent Equipment- apparatus for Physics and Biology.

I need the money to pay November salaries so I am asking Mr. Myers to let me have \$650. gold, the amount named in your letter of August 1 as deducted because of this "charge". Mr. Myers at no time previously advanced funds for which we did not pay him Mexican at the current rate. I enclose a copy of Mr. Myers reply to my letter. If there is any other explanation of the charge I shall be glad to have it from you.

Yours very sincerely,

Mrs. Lawrence Thurston.

Matilda C. Thurston

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Copy.

Mrs. Lawrence Thurston

Ginling College, Nanking, China,
Nov. 22, 1918.

Miss Elizabeth R. Bender,
150 Fifth Ave., New York City.

My dear Miss Bender:-

Miss Gundlach has written you word of her arrival and sent you some report of our Founders' Day. I wish you might have been with us to enter into all the joy of the occasion. Every Founders' Day increases the enthusiasm of faculty and students for this college which at last has attained to the full stature of a college, at least in the number of its classes. The members of the Board of Control were all invited to Founders' Day, and a meeting of the executive committee was planned for the following day. We had some difficulty getting a quorum because of a conflict with the peace celebration which was in rather impromptu fashion planned for Nanking that same week; and the meeting of the Southern Methodist Conference made it impossible for Miss Atkinson to attend. Some members of the Board of Control were present at the meeting, and we did succeed in getting a quorum early in the afternoon. The whole day was spent discussing the various matters of which the enclosed minutes will give you information.

Our main business was building plans! You will have heard from Miss Goucher about the preliminary sketch submitted by Murphy & Dana. I sent the letter to her first because she would understand everything and be able to explain it all to the committee when she sent it to you. She is a member of our building committee. This preliminary sketch had been studied before this meeting of the committee and approved by all five members of the Executive Committee. I have the statements in writing to this effect. Dr. Proctor saw the plans when I was in Shanghai some two weeks ago, and he also approved of them. We invited him to come to this meeting, but he was unable to do so. I had reported to the architect the approval of the building committee, and he had submitted a revised sketch in which certain minor suggestions were incorporated, and made the small birds' eye view which presented the whole scheme more effectively. Dr. Proctor in his letter had raised the question as to the number of students to be planned for. The vote of the Board of Control last March was to plan for 200, but he felt that we should plan for not less than 400. This suggestion of Dr. Proctor's was approved by the Executive Committee, and the architect has sent a sketch presenting a scheme which provides for 400 students. Of the three different plans suggested by him, we very much prefer a scheme which is really an enlargement of the plan for 200. The change is made in the front part of the sketch, adding the dormitory space necessary for the larger number of students, and enlarging the other buildings. When I get a copy of this sketch I will send it to you. I am also enclosing a small copy of the birds' eye view of the plan for 250 students.

The cost of the original scheme of building presented, was in the neighborhood of \$350,000. Mex - a figure I have already named in a previous letter. The Executive Committee do not consider this an excessive amount to invest in such a plant as ours, and you will note that they have asked the Ginling College Committee with the help of Miss Goucher to inaugurate a campaign for raising funds for the first group of buildings. We did not have time to go into the consideration of the cost of the larger scheme of buildings. It would be a proportionately

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NOV 22 1918

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larger amount. The dormitory space is increased in proportion, but the other buildings do not need to be doubled the original size for 400. The uncertainty of exchange at this time makes it impossible for us to name a gold amount. I suppose no one dares to prophesy what effect the end of the war will have on exchange, or on cost of building materials. The Executive Committee feel that there should be no delay in providing the money that will make building possible just as soon as we are ready to begin.

One action taken by the Executive Committee is related to the whole question of building plans. Below the action in regard to raising funds, is recorded the vote of the Executive Committee on the plan of the common dining room for faculty and students about which Mrs. Peabody has written. No reply has come to my letter of last May in which I discussed the plan from the point of view of the faculty opinion. The faculty and Executive Committee are unanimous, and I do not think there would be a dissenting vote in the whole Board of Control. The plan suggested seems to us neither feasible nor desirable. The relations existing at present between faculty and students at Ginling are ideal. After the first year there has been the most perfect understanding. Our relations are decidedly personal and not official. One by one they know us and one by one we know them. There is very much give and take of social intercourse. I believe that the independence of the two groups making possible all that each group by itself can realize, is more in harmony with college ideals as we in America know them, and as they have so far been realized in China; than the English university plan which is followed in Madras. As the vote of the Executive Committee expresses it, we approve of the social principles emphasized by the suggestions, but we believe that these principles can be and are being reached in other ways. Our students have self government, and I am sure that they would feel as strongly as American students under the same circumstances would feel that there was something artificial about a plan which forced us into a common dining room when the food we eat is not the same, and so many of our habits in the length of time given to meals, the way of serving, etc., are different. The Board of Control scheme plans for small student groups, and separate dining rooms in each residence. One kitchen is made to serve two dining rooms for the sake of economy, but a kitchen for more than 200 would not, I think, be run any more economically, in per capita cost, than two kitchens provided for 100 each.

We are all very enthusiastic about Murphy & Dana as architects for the college. Mr. Murphy is a most delightful man personally, and his associate, Mr. Forsyth, who is in the Shanghai office, is also a very agreeable person to work with. They are very open to suggestions which we make, giving them the practical needs, and wherever possible they make changes in their first plans so as to incorporate suggestions. On the other hand I think they have a high ideal for the work they are doing in college building in China. Everyone is delighted with the birds' eye view, and we begin to realize the possibilities of the new campus more than ever.

The action authorizing the President to take steps to secure additional accommodations for an increase in students is by way of preparation for next year. We have really passed our limit in our present quarters. Five students will graduate in June, and another five are likely to drop out from other causes. Students are already

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NOV 22 1918

- 3 -

registering for next year. We could perhaps by over-crowding, add five more. We are likely to have an entering class of over twenty. This means that we must provide additional accommodations for about twenty students. How this is to be done I am at present entirely in the dark. A tumbled down house in front of us has seemed available until within the last month, when we find it has been rented for three years to a firm of weavers. My Chinese teacher is making enquiries about empty houses in the neighborhood, and we may hear of something suitable. Our last resort may be to erect on the ground rented as vegetable garden and tennis court, a temporary building which would provide sleeping accommodations for about twenty persons. The cost of this would be something over \$1000. Mex. and will have to be provided for in the budget of the coming year. The Executive Committee feel very strongly that we must not at this time limit the growth of the college by failure to provide accommodations for students who are ready to meet our entrance requirements.

The remaining actions of the Executive Committee deal particularly with faculty needs. You will see that we are asking again for Miss Vautrin, and count upon her helping to meet the need which my furlough will create, of someone with longer experience in China than any member of the present faculty, to take charge of the college. The request has already been sent to the executive committee of her mission and I hope they may see that we have a very strong claim on them to give Miss Vautrin to us as their representative. I hope to have their reply within two weeks. You are in touch with Miss Vautrin, I hope, and will be in a position to put the proposition up to her. Her friends are divided as to the effect our suggesting her as acting president will have upon her. Some of them think it may incline her less to accept. As I have said in a previous letter, she suffers a little from too low an opinion of her own powers. It should be made clear to her that we are not asking for her only for the coming year. We want her permanently for work in the department of Education, and we do not want her acceptance to be hindered by her feeling that the responsibilities of our request, which next year are more than she can undertake. The mission, if they approve our request, will do it because they feel that it is possible to transfer another worker to open the school in Nan Tungchow to which Miss Vautrin was intending to return. For Miss Vautrin's sake, as well as for the college, I hope the question may be finally settled now; and I very strongly hope that the decision may give us Miss Vautrin. If we do not get her, the Department of Education is perhaps the biggest place for which someone should be found. The Executive Committee approve of inviting Miss Lewis. Miss Hodge in her letter regarding Miss Lewis, seemed to think that the committee would not consider two persons, for this important Department, too many. Both Miss Vautrin and Miss Lewis would bring knowledge of Chinese, and experience in China; and they would both be capable of taking work in other departments. The most natural department to relate to that of Education has seemed to us the department of Philosophy; good courses in Psychology are demanded by the students. I have not detailed information as to the work Miss Vautrin is doing, or the subjects in which Miss Lewis specialized at Columbia. If Miss Vautrin has the administrative work next year, she would be able to give very little time to teaching in her own department, and some courses in education should surely be given next year.

The Executive Committee vote, calling again for the filling of positions in English and Physical Education, and asking for the

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NOV 20 1918

- 4 -

filling of the vacancy in History, will give official backing to what I have already written in regard to our need even this year for these additions to our staff. We have been able to provide temporarily by asking Dr. Merrow, a friend of Dr. Reeves, who was in China, to take the work as physical director and college physician for the year. We are sharing Dr. Merrow with some of the other mission schools in Nanking, and her salary is in part covered by what these schools are paying for her services as school physician. We feel that we are making a very interesting experiment. Mission schools have been almost criminally negligent in their attention to matters pertaining to physical well-being of their students, many of them are badly over crowded, and I am sure not all of them provide sufficient nourishing food. Dr. Merrow has taken a great load off my mind in assuming care of the health of the girls. Dr. Reeves last year, and until Dr. Merrow came to us this year, about Nov. 1st, was spending no small amount of time and not being an M.D. she had at times to carry a load of responsibility which was more than she ought to carry. This year the doctors in Nanking are much over-worked. Unless a person was very ill we hesitated to ask a doctor to come to see her, and there are a good many awkward places in arranging for a man to go into a school dormitory to see a sick girl. These girls have had a great deal invested in them and it will be all to no profit if within a year or two after they leave college they break down in health and are unable to do for the world anything in return for what has been invested in them. The Executive Com. were very hearty in their approval of the arrangement which I have made with Dr. Merrow. She has had no special training fitting her for the work as physical director, which she is now doing; and does not wish to be considered as permanently filling that place. The executive committee are calling again for a fully qualified physical director to come out from America.

The executive committee feel that if the persons for this work in English and Physical Education and History are found before the end of the present school year there are many arguments in favor of their being appointed and sent out. If they were here in time to make a beginning of language study before the summer they would be in the way of preparing themselves for much larger usefulness than if they come with no margin of time for Chinese study before they take up their work. I realize that you will see at once financial difficulties in the way of doing this, but I very much wish that the committee would face the situation as a real emergency in the college, and take steps to provide the funds that would make possible what is so clearly advisable. It would be vastly easier for the person taking charge in my absence, new herself to the responsibilities which she would have to carry, not to have to carry the extra load which the welcoming and providing for new-comers puts upon the one in charge. The executive committee actions in matters like this are quite certain to be approved by the Board of Control, reporting them now gives the Ginling College Committee two months longer to do the things we depend on you to do for the college.

The faculty and executive committee are unanimous and most enthusiastic about the plan to invite back as assistant in science Miss Wu, who will graduate in our first class. She is an unusually strong person in everything but physical health. We feel that we can give her certain opportunities to build up a stronger body for her really wonderful personality, by having her remain with us. At the same time she will give much needed and valuable assistance in both science departments, and make up for the deficiencies in Chinese which our inexperienced

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NOV 22 1918

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faculty suffer from. She would be a most graceful interpreter for any social or public occasion, and be able to do something in providing some of the new Chinese literature for the college which we should be getting out. Her being here next year would make possible, it seems to me, the carrying on of the college by the present faculty in spite of their relative inexperience. If they were to elect one of their number as chairman of the faculty, - and confidentially, the outstanding person is Miss Brown, whose judgment and instinct for right handling of problems is most unusual, - my mind would be at rest about the way things would go within the college. The Executive Committee would be at hand to help meet any situation which should arise outside. I have already written expressing my personal opinion on the possibility. The final decision will be made at the Board meeting in January, and I hope by that time we shall know certainly about Miss Vautrin. If she comes she will have the heartiest support from our splendid faculty group.

The last action is in the way of suggesting consideration of amending the constitution because of the suggestions that have come to some members of the Executive Committee and through Miss Mead, that our present system of having the President of the college act as chairman of the Board of Control and Executive Committee, is irregular. My absence will make necessary the election of a temporary chairman even if no change is made in the constitution. I wish we had the ideas of the Ginling College Committee as to the powers and duties which would go with this additional office. I think we out here are quite well satisfied with the arrangement which now exists. The general opinion expressed in the meeting of the executive committee was that the matter was brought up for consideration, not because a change was thought desirable, but because it had been suggested and it was fairer to me to have it fully discussed. The University of Nanking has the same arrangement. I cannot see how the appointing of another person to this position would lessen in any way the duties which are mine as president of the college, and the ex-officio holding of the position of chairman of the Board carries with it no additional powers. In general the mere irregularity of an arrangement is no reason for changing it if it works. I hope before the meeting of the Board in January to have the opinions of the Ginling College Committee on the question.

We are writing this against time to catch the American mail, and nothing else in the minutes requires explanation.

Yours very sincerely,

Matilda C. Thurston.

(Mrs. Lawrence)

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NOV 22 1918

The Executive Committee met at Ginling College, Nov. 15, 1918. All present except Miss Atkinson and Mrs. Stafford.

Voted to ask Miss Peterson to act on the Executive Committee in Mrs. Stafford's place.

Voted to coopt Miss Kelley on the Exec. Com.

After studying Murphy & Dana's plans with interest, voted that they be the official architects for Ginling.

Voted to ask Murphy & Dana to submit preliminary plans of buildings looking toward the accommodation of 400 students.

Voted that the Exec. Com. meet on Wednesday, Jan. 8th, 1919 at 9 A.M., and that the Board of Control meeting be set for Jan. 9th and 10th, the opening session to be at 9 o'clock on January 9th.

Voted that we ask the Trustees to take the necessary steps to secure the right of conferring the B.A. degree on graduates of Ginling.

Owing to the fact that Mrs. Thurston's furlough is due in 1919 and that the Exec. Com. feel that it is an imperative necessity that the one in charge be one who has had experience in China; voted to request the Foreign Christian Mission to release Miss Vautrin to become a member of the Faculty of Ginling College, and to be acting president during Mrs. Thurston's absence.

Voted, to approve of the President engaging Dr. L. M. Merrow as physical director and school physician for the year.

Voted, that the President be authorized to take steps to secure additional accommodations for an increase in students.

Voted to ask the Ginling Committee to fill as soon as possible the vacancy in History caused by Miss Shipley's resignation and the position in English and Physical Education which were approved by the Board of Control.

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

Voted to approve of inviting Miss Wu I-fang to return as an assistant in science.

Voted to ask the Ginling Committee, with the help of Miss Goucher to inaugurate a campaign to raise funds for the first group of buildings needed for the college.

The Executive Committee have carefully considered the plan suggested in letters from home, of having a common dining room for foreign faculty and students. We heartily approve of the social principle involved which these suggestions imply. We believe, however, that this end can be and is being reached in other ways, and that the suggested plan is not feasible or desirable in China.

Article V, Section 3; and Article VII, Section 2, a and b, having been called in question by some members of the Ginling committee, it was thought best to reconsider these at the next meeting of the Board of Control. The sections to be considered read as follows:

Article V, Sec. 3:- The Executive Committee shall meet at the call of the President, who shall be ex-officio chairman of the committee without vote.

Article VII, Sec. 2:- The duties of the President shall be as follows:
a. To be Ex-officio chairman of the Board of Control without vote.
b. To be ex-officio chairman of the Executive Committee.

0522