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UBCHEA ARCHIVES  
COLLEGE FILES  
RG 11

Nanking  
Academic  
Related to faculty and staff  
Salaries; pension plan; sabbatical leave  
1926-1932, 1945

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SCHEDULE OF SALARIES AND ALLOWANCES FOR FOREIGN STAFF.I. Five-year contract and life agreement.

1. Salaries (Annual)	Married		Single	
	U.S.	Mex.	U.S.	Mex.
1st five years	\$1,300	\$2,600	\$800	\$1,600
2d " "	1,400	2,800	850	1,700
3d " "	1,500	3,000	900	1,800
4th " "	1,600	3,200	950	1,900

Salary begins on date of sailing; first payment made in Nanking.

2. Children's Allowances (Annual; each)

1-6 years of age	U. S.	\$ 100	or	Mex.	\$200.
6-14 " " "	" "	200	or	"	400.
14 to college age	" "	250	or	"	500.
In college	" "	300.			

3. Outfit Allowance (First outgoing)

U.S. \$500

U.S. \$250.

(On three-year contract, allowance is U. S. \$100.)

(N.B. No other allowance is made for furniture.)

4. Residence: Residential quarters (unfurnished) provided in Nanking.5. Medical Provisions in China: The following upon approval of two University physicians and Finance Committee of the Board of Managers:

(1) Medical fees (including those of outside physicians where there is no University physician), prescribed medicines, and treatment.

(2) Surgical fees and dressings.

(3) Obstetrical fees and nursing for two weeks.

(4) Travel to and from hospital of attendant in case of necessity.

(5) Ocular examination.

6. Dental Fees: Half dental fees to be paid by University when approved beforehand.7. Language Study: In the case of a life agreement, the University of Nanking will allow one year and a half of language study, to be arranged for in consultation with the President of the University, during the first three years of service. In the case of a five-year contract, the University of Nanking will grant one-half day for one year for language study, to be arranged for in consultation with the President of the University, during the first three years of service. The cost of the above study will be assumed by the University of Nanking.

8. Furlough (for life agreement only)

- a. Frequency: After first term of five years, one year of furlough; after second and each succeeding term of      years, one year of furlough.
- b. Salaries: Married, U.S. \$1,800. a year; single, U.S. \$900. a year; children's allowances as under item #2.
- c. Rent allowance: Not to exceed U.S. \$25. a month, if required.
- d. Medical and dental allowances: One-half medical and one-half dental expense if incurred on prior approval.
- e. Study allowances: To certain individuals, to be granted by Trustees on recommendation of Board of Managers.
- f. Travel expense: Borne by the University as under item #9.

9. Travel Expense: The University will bear travel expense from home of worker in the United States to Nanking, China, by the most direct route. On five-year or life basis, the University will similarly provide for return travel.

Freight allowance: Two cubic tons (ship measurement forty cubic feet to the ton) for a single worker; four cubic tons for married couple; one-half this amount for outgoing after furlough.

Incompleted Contract: It is understood that in signing the contract the worker agrees that if for any reason he or she resigns the position before the expiration of one-half the term of the contract, he or she will reimburse the University of Nanking for the outgoing and outfit expenses less such proportion of them as the time of actual service bears to one-half the full term of service as set forth in the contract, and that in case he or she resigns before the completion of the contract, the University of Nanking shall not be under obligation for travel expenses to the United States of America, except in case of serious sickness in the immediate family.

10. Pension Provisions: Now being worked out.11. Miscellaneous Items: The cost of the medical examination, preliminary to appointment, is borne by the University, but not the costs of vaccination, inoculations, etc.12. Work outside of the University: Full time members of the staff are expected to give all their time to the work of the University. Members of the staff and their wives are not expected to take outside work for remuneration without previous agreement with the President of the University.II. Short term appointments: Contracts for three-year appointments are entered into in special cases in which the following provisions apply:

Salaries as in #1.

Children's Allowances as in #2.

Outfit Allowance : U.S. \$100.

Residence: as in #4.

Medical and dental items as in #5 and #6.

Language Study: Not provided.

Parlough: Not provided.

Travel Expense: As in item #9, except that on three-year contracts, the University will provide three-fifths of the return travel; on extension to four years, four-fifths.

Pension: Not provided.

Miscellaneous: As in item #11.

Three-year contracts are sometimes extended by mutual agreement to the full term of five years, in which case the provisions of the five-year schedule apply.

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MEMORANDUM CONCERNING PENSION MATTER

UNIVERSITY OF NANKING.

NOV 26 1926

TRANSFER

Recommendations of President Bowen:

1. The University has no liability for insurance and pensions in the case of members of the University staff who are appointed and entirely supported by the mission boards. The mission boards care for their pension and retirement arrangements. It is simply for those American who are employed by the University and who do not have this board provision and protection that we are trying to arrange.

2. No provision so far has been planned for the Chinese members of the staff, and probably it will be better to arrange first, at least, for the American members. Arrangements, of course, should be made for the Chinese members, but that will have to come some years later, I fear. I doubt if any institutions, government or mission, make such provisions at present.

3. I think the responsibility of the University for pension should not go farther than sharing in the providing of annuity insurance. At least this is my opinion. I think something like the Carnegie plan, where, I believe, the institution pays 5% of the salary and the beneficiary pays in 5% offers a very helpful suggestion.

4. Ought the University to share, at all in the ordinary insurance protection of the staff? Possibly, if some of the non-board-supported staff are now carrying very heavy insurance - as I happen to know several are. To require them to put an additional 5% of their salary into an annuity insurance might be impossible, and in that case the University might well take over some of their insurance already being carried as adequate provision for such persons.

5. I think there should be a fixed age of retirement with possibly a provision that one could be retained after reaching that age only on certain conditions and upon definite vote by the Board of Managers. Probably the Board of Managers and the Trustees should fix this retirement age, here again taking (as we try to do in other matters) the average practice of the cooperation boards.

6. I should think the best plan would be the second one you mentioned - finding out whether some foundation could assist us. This is quite in line with what I wrote to you some month or so ago in relation to the Carnegie foundation. In case that should not be feasible I think probably the establishing of a pension endowment fund in the University (the fund being held and invested by the Trustees in America) might be better than taking out the insurance with a commercial organization, but I have no fixed judgment on this matter. You there in New York could work that out and decide which is preferable much better than we could here. I am very much pleased indeed that you are following up this matter as it is of considerable significance to our non-board-supported staff.

Procedure of Cooperating Boards:

Baptist: Individual consideration; maximum married \$1500.; single \$1000.  
Children's allowances one-half normal.

Methodist: Time of retirement subject to individual consideration. Allowance \$20. annually for each year of service. Children's allowances on same basis as regular rules.

Presbyterian: Time of retirement: age seventy or after forty years of service.  
Allowance: if on the field, field salary; if at home; home allowance; in either case without other allowances. If service at age seventy has been less than 35 years then the retiring allowance is fixed at as may 35th of regular retiring allowance as the missionary has years of service (Y/35). In special cases of disability, allowance will be granted after 30 years service on a Y/40 basis.

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Carnegie Foundation:

1. Present Scale of Retiring Allowance.

If average pay of last ten years is \$1600. or under, the allowance will be one-half average plus \$400.

If average pay of last ten years is between \$1600. and \$3600., allowance will be one-half average plus \$400. at the \$1600. end diminishing to nothing at the \$3600 end.

If average pay over \$3600. allowance will be one-half with maximum \$3600. at age of seventy, \$2400. at age of sixty-five.

2. Teachers' Insurance and Annuity Association of America.

- (a) Open to teachers and other employed persons in universities and colleges and educational agencies. Interpreted to include such institutions existing in foreign lands but incorporated in the United States or Canada. Among such, now using the Association are; Fukien Christian University, Constantinople Woman's College, Peking Union Medical College. The annuity provisions are only open to natives.

Standard forms of action by colleges are available.

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UNIVERSITY OF NANKING:--- UNIVERSITY SUPPORTED STAFF  
FURLOUGH SALARY SCHEDULE

**TRANSFER**  
 Home address



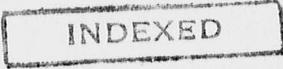
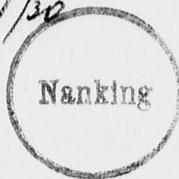
<u>Name</u>	<u>Monthly salary</u>	<u>Charge to</u>	<u>Home address</u>
* Miss Grace Bauer	75 00	Hospital	Remaining in Japan for the present
o Dr. A. J. Bowen	175 00	Current	c/o Geo. T. Bowen, 333 McKinley Ave. Kewanee, Illinois.
x Mr. Alexander Brede	166 66	Current	
o Mr. Harry Clemons	183 33	Current	c/o Mrs. H. C. Jenkins, 231 East 9th St Plainfield, N. J.
Miss Bertha M. Gless	75 00	Agr.	Remaining in Shanghai for the present
o Mr. Burgoyne L. Griffing	158 33	Current	
o Mr. J. B. Griffing	200 00	Agr. F F	c/o H. H. Porter, 1323 N.89th St., Los Angeles, California.
Mr. M. L. Hancock	158 33	Agr.	
Miss Marion I. Hedrick	75 00	Current	c/o Mrs. M.E. Hedrick, Mercedes, Cal.
x Miss E. Alethea Hunt	75 00	Hospital	10 Mitchell Place, White Plains, N.Y.
Miss Iva M. Hunds	75 00	Hospital	
x Dr. Ernest V. Jones	150 00	Current	
x Mr. Walter C. Lowdermilk	158 33	Agr. F F	
Miss Mary N. Mills	75 00	Current	
Miss Jane Munn	75 00	Agr. F F	
Mr. Lewis J. Owen	191 66	Current	
Mr. R. Howard Porter	166 66	Agr. F F	
x Mr. Horace G. Robson	183 33	Current	
Miss Victoria F. Russell	75 00	Hospital	Remaining in Shanghai for present.
x Mr. Alexander G. Small	166 66	Current	
x Miss Helena G. VanVliet	75 00	Hospital	Staatsburg, N. Y.
Miss Maude E. Whipple	75 00	Current	Remaining in Philippines for present
Miss V. Darcel	75 00	Agr.	
x Miss Lillie F. Abbott	75 00	Current	

April 28, 1927 ; the ones marked ( x ) are already in U.S.A.  
 the ones marked ( o ) arrive within the next few days

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Recd. by Miss M. H. Purcell 6/24/30



University of Nanking

May 26, 1930.

To Members of University-Supported  
Western Staff, University of Nanking,

**TRANSFER**

Dear Friends,

At its meeting on May 6 the Board of Founders devoted much of its time to an earnest discussion of how the status, financial arrangements, and retirement provisions of the University-supported Western members of staff might best be adjusted to provide stability and permanency of position and adequacy of support. All those present agreed heartily that we must work out such readjustments as will enable you to continue your invaluable work under the most satisfactory conditions possible, both as regards present needs and provisions for the future.

The Board agreed that we should not attempt to render decisions in such matters without full consultation with you. They, therefore, asked me to report to you the general trend of their discussion, to ask you for full and frank expressions of opinion on the various alternatives suggested, and to invite you to add suggestions as to any other plans which might prove more satisfactory than those which have occurred to the Founders.

The Board warmly approved the recommendation of the Board of Directors that Western staff members not allocated by the cooperating Mission Boards, shall be considered missionaries of, and shall receive their support from, the Board of Founders. The Founders will be happy to have this more clearly defined relationship with you, and will try to make the relationship a happy one.

There was raised, however, the important question of whether it might not be possible and desirable to have all western members of the University staff associated in some way, either as regular or as affiliated missionaries, with the Mission Boards cooperating in the University. This is a question now being considered by several of our college boards. It is too early to say whether such a plan can be worked out, or whether it would be acceptable to the Mission Boards or to the staff members concerned, but at all events the proposal is deserving of serious study. Let us see how such a plan might work out:-

At the present time four Mission Boards are cooperating in

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Nanking. There is a general understanding that the Methodist Board, the northern Presbyterian Board, and the U.C.M.S. will each provide five missionaries on the general University staff and one missionary on the Hospital staff. The Baptist Board has a quota of two, generally understood as designated for the College of Agriculture and Forestry. These Mission Board representatives are usually married couples, rather than single individuals. Where quota vacancies exist the Boards usually pay cash equivalents of Gold \$1,300 per year. At this time no Mission Board has its quota filled, and one Board is not paying cash for all of its quota vacancies.

There are now eight University-supported Western members of staff at Nanking, all single workers. Obviously it would be very difficult to place all of you in the existing quota vacancies of the cooperating Mission Boards. Even if this were accomplished it would at once create two difficulties:--(a) These quotas would all be filled, thus blocking the appointment of married couples now being considered, or being sought, by the Mission Boards; (b) It would be somewhat disadvantageous from a financial standpoint for the University to have a large proportion of its regular quota positions occupied by single workers rather than by married couples.

There is, moreover, one further possible difficulty. As we glance over your denominational affiliations we note that a number of you are members of churches not directly cooperating in the University, such as the Congregational Church, the Episcopal Church, and the Church of Scotland. On the one hand, some of you might be unwilling to transfer your denominational allegiance to any of the cooperating Boards, and on the other hand, these Boards might find some difficulties of adjustment, particularly if they already have candidates from their own denominations in line for appointment to these vacancies.

It has been suggested as a possible method of avoiding these difficulties that we make arrangements whereby the Mission Boards would appoint and support additional staff members beyond their accepted quotas, they in turn receiving reimbursement from the University for the additional expense thus involved. Under such an arrangement if, for example, one of you were thus appointed and supported by the Presbyterian Board you would become a regular missionary of that Board, would receive the salary and allowances of Presbyterian missionaries, would participate in the Presbyterian Pension Plan, and in case of future withdrawal from the service of the University of Nanking would be considered by the Presbyterian Board for such service elsewhere in its mission fields as might be mutually agreeable to you and to the Board. The University of Nanking would, however, reimburse the Presbyterian Board for all expenditures made on your behalf while you are in the service of the University. It would probably make some suitable adjustment, either with the Presbyterian Board or with you personally, to cover the pension equity to which you would be entitled by virtue of your previous service to the University.

An arrangement very similar to this is already in operation in West China Union University, where the administrative officers are appointed and supported by the West China Board of Governors but at the same time are regular missionaries of cooperating Mission Boards, and receive their salaries and allowances through these Mission Boards. Thus President Joseph Beech is a regular missionary of the Methodist Board;

and the Bursar, W. B. Albertson, and the Superintendent of Building, Walter Small, are regular missionaries of the United Church of Canada. These Mission Boards from time to time send the Treasurer's office of the West China Board of Governors statements of the expenditures they have made on behalf of these staff members, and we make reimbursement from West China funds. At the present time there is little prospect for further building operations at West China within the near future, so the Board of Governors has recently informed the United Church of Canada that the University will not need Mr. Small next year. His Mission Board has accordingly stated that it will assign him to other work within its own jurisdiction.

It seems to us that the advantages of such an arrangement might be summarized as follows:-

1. It would increase the closeness and the permanency of the relationship between the University of Nanking and the cooperating Mission Boards.
2. It would ally the University-supported Western staff with missionary bodies possessing large resources, permanent organization, and world-wide fields of work, thus adding to the security and permanency of the staff members' positions.
3. It would simplify the classification of the staff at Nanking into two groups rather than three; namely, Western staff members appointed by Mission Boards with the approval of the University, and Chinese staff members appointed by the Board of Directors.
4. It would automatically settle practically all questions of salaries, allowances, and retirement provisions, as each staff member would be dealt with in accordance with the regulations of the Board of which he became an appointee.

On the other hand, various difficulties might be encountered in connection with such a plan:-

1. If some of the staff members or some of the Mission Boards did not favor such a plan, so that it could be adopted only partially, the net result might increase rather than diminish the problem of University-supported Western staff.
2. It might not be found possible to secure appointment by the cooperating Mission Boards of staff members connected with different denominations.
3. Because of denominational affiliations or personal preferences, most staff members might choose one or two of the cooperating Boards, making equalization of responsibility among all the Boards difficult.
4. Even though Mission Boards might appoint and support the staff members as regular or affiliated missionaries, they might not be able to assume responsibility for their

pension or retirement, which would still make it necessary for the University to adopt some pension plan of its own.

5. Where staff members are needed for specific and technical pieces of teaching or research, the University might possibly be more able to find, employ, and retain the required personnel than would a Mission Board.

We would like to have your full and frank judgment on this question of appointment and support by the cooperating Mission Boards. In writing, state your own denominational affiliation, and give your first and second choice as to the cooperating Mission Board under which you would prefer to serve if such a plan as proposed above should become operative.

Should it be found feasible to adopt such a plan of Mission Board appointment as is proposed above, it would probably be unnecessary to take action on any University plan for pension and retirement. However, should it be found desirable to maintain the present policy of direct support by the University of a part of the Western staff, it is imperative that we adopt at the earliest possible date some adequate policy as regards retirement, and possibly also disability benefits and insurance.

The Board of Founders, and in particular a special committee appointed to deal with these matters, devoted a great deal of time to a consideration of various types of plans in an effort to find the method that would best combine adequacy of provision, lowness of cost, and simplicity of operation. Careful study was given to the recommendations of the Board of Directors' "Special Committee Concerning University Employed Staff", as adopted by that committee on October 25, 1929, and these recommendations were made the basis for our study of the whole problem. Since, however, these recommendations dealt primarily with the six young women then on the University-supported staff rather than with a general policy applicable to both present and future members of the staff, it was considered desirable to survey the general field of pension and retirement plans in an effort to discover the procedure which would best fit both the present and the future needs.

Pension and retirement plans may be divided into two classes based upon method of building up the necessary funds:- contributory, in which the staff member and the University each provide a share of the premiums from which the retirement allowance will ultimately be provided; and non-contributory, in which the University assumes full responsibility for providing for the retirement allowance of the staff member. Such plans may also be divided into two classes based upon the way in which the retirement funds are administered:- University Control, where the Board of Founders would administer and invest the retirement funds; and Outside Control where the University would choose some annuity or insurance company which would receive all premium payments and would in due course pay retirement benefits direct to the annuitant.

The Board considered certain general principles which would apply regardless of the specific type of a plan adopted:

- a. Age of Retirement. Ages ranging from 65 to 72 were discussed. The general opinion seemed to favor 65 years as the retiring age for women, with possibly a somewhat older retirement age for men.

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- b. Amount of Annuity. It was agreed that this should be based chiefly on length of service to the University, with some maximum at the normal retirement age. Opinion favored a normal of 80% of the salary of an active staff member.<sup>maximum</sup>
- c. Withdrawal of staff member before Retirement. It was agreed that in cases where staff members withdraw before retirement they would unquestionably be entitled to all amounts contributed by themselves with accrued interest. There was some difference of opinion as to the benefit a staff member should receive, in case of withdrawal before retirement age, from funds provided by the University for retirement. It was recognized that the conditions causing such early withdrawal would have an important bearing. It was considered that, inasmuch as the retirement allowance is primarily a provision for old age rather than a salary supplement, and is intended to encourage continued service to the University, the University should not be expected, as a general rule, to give staff members withdrawing before retirement age, full benefit of the University's contributions toward a retirement fund. It was suggested that there might be adopted a sliding scale under which staff member's withdrawing before normal retirement age would obtain a share of the University's contributions in proportion to their length of service, on their age, or some combination of these two factors.
- d. Who should be eligible to participate. The general opinion was that all who enter the University for a five year term or a life agreement would be eligible, from the beginning of their service, to participate in such a retirement plan. It was considered inadvisable to have short-term appointees eligible to participate though it was suggested that some provision should be made whereby short-term workers who later become members of the permanent staff would receive credit for the service rendered under their short-term agreement. It was understood that at present the retirement plan for which the Board of Founders is responsible is to include only the University-supported western staff.

The Board gave consideration to two general retirement plans. No decision was reached as to which plan would be preferable. It was also recognized that each plan might be modified in any of its details.

- (a) Non-Contributory Plan Administered by the University. The Board found a great deal of merit in some plans similar to the former honorable retirement plan of the Board of Foreign Missions of the Presbyterian Church in the U.S.A. Members of the Presbyterian Board stated that their Board's abandonment of this plan was not due to any dissatisfaction with it so much as to the desirability that their Board join with the other organizations of the Presbyterian Church in supporting the new Pension Plan adopted by the Church a few years ago.

The general features of this plan as proposed for the University are as follows:- Upon reaching the age of retirement (65 years for women, 70 years for men), and after at least twenty five years of service to the University, a staff member would receive a retiring allowance equal to  $Y/40$ th of a maximum retiring allowance (Y being the number of years the staff member has served under University support). The maximum retiring allowance shall be eighty per-cent of the prevailing furlough salary for those who retire in America, and eighty per-cent of the field salary for those who retire in China. With approval of the Directors and the Founders a staff member might continue in active service after normal retirement age. To provide funds for this retirement plan the Board of Founders would set aside from year to year, and would invest and reinvest in the same way as its endowment funds, a sufficient amount to provide for present and future allowances. In order to affect least the current budget funds of the University, the Founders would seek to provide this retirement reserve from such special sources as endowment income above the 5% adopted in preparing the budget, and other income not counted on when the budgets are drawn up.

Some advantages of this plan would be:-

- i. It is simple to operate in that it requires no constant payments of premiums and checkages against individual salary accounts.
- ii. Being University-controlled, the University derives full benefit from all income received.
- iii. It makes possible the maximum degree of flexibility, such as provision for early withdrawal, or for disability benefits.
- iv. Once a sufficient reserve has been built up, so that the annual income will meet all probable expenditures for retirement benefits, further appropriations toward the reserve could, for the time being at least, be suspended or greatly reduced.

Some possible disadvantages would be:-

- i. The supervision, investment, and management of such a reserve fund, together with the payment of allowances to retired staff members, would involve a certain amount of accounting time and expense.
- ii. The University, having only a comparatively small fund and a small group of beneficiaries, might not be able to handle such a fund so advantageously as would a larger organization specifically equipped for this work.
- iii. While benefiting from all gains from income or other sources, the University would assume responsible for possible sources of loss, such as sur-

vival of beneficiaries beyond the normal expectancy, and shrinkage in value of investments.

- (b) Contributory Plan Administered by Annuity or Insurance Company. The Board made a detailed study of the retirement plan of the Teachers Insurance and Annuity Association of America, and of similar plans of several commercial insurance companies. Particular attention was given to arrangements proposed by the Sun Life Assurance Company of Canada, which is very similar to that offered by the Teachers Association but has the advantages of being more flexible, offering a higher annuity rate, and being backed by an extremely sound organization with very large assets and remarkable reserves.

The general outline of the plan which could be obtained from either of these companies is as follows:- For each member of staff an individual annuity policy would be obtained. Premiums on this policy would be paid jointly by the University and the staff member. It was suggested that the normal premium be 10% of the salary, the University to pay 5%, and the staff member 5%. These payments would be re-itted in full from our office here in New York, and the field treasurer would make proper checkages on salaries. The University would continue its payments until the value of the annuity to the credit of the staff member was  $Y/40 \times 80\%$  of the prevailing salary of the staff member, Y being the number of years the staff member would have served at retirement age (65 years for women, 70 years for men) In case the payments still to be made from the present time until the age of retirement would not be sufficient to provide this maximum retiring allowance, the University would provide, with the assistance of the staff member on some satisfactory basis, the increased premiums needed to bring the retiring annuity to this proper figure. After the retiring allowance value had reached the figure given above, the University would not be responsible for further payments but the staff member would have the option of continuing them on any basis he might desire. Should the staff member continue in active service, his retirement allowance would increase in value due both to increase of accrued interest and to the reduction of his normal expectancy from the date payments would begin. Should a staff member withdraw from the University before retiring age he would be entitled to all the amounts paid in by himself, and to whatever proportionate share of the payments of the University as the plan might call for.

Some advantages of the would be:-

- i. It would relieve the University of responsibility for the administration of the fund.
- ii. It would place the staff member in a somewhat more independent status as regards his relationship to the fund, since he would b

fund, since he would be dealing with an outside commercial organization rather than the University;

- iii. The initial cost to the University would be considerably less than the amount of the reserve fund which would be desirable under the first plan, though the recurring annual expenditure after the plan had become well established might be greater.
- iv. It would be easier for the staff member to continue his annuity plan if he withdraws from the University and enters some other field of service prior to the age of retirement.

The disadvantages would be:-

- i. The initiation and operation of such a plan would involve a substantial amount of clerical work.
- ii. It would probably be difficult to secure as great flexibility as might be desirable.
- iii. It would probably be difficult to combine with such a plan any such disability provisions as were suggested in connection with the first plan.
- iv. The cost to the University and to the staff members over a period of years would be large.

I believe that all of you are familiar with the annuity plan of the Teachers Insurance and Annuity Association of America, as this formed the basis of the recommendations of your special committee last October; but in order to be sure that you have the latest information on this plan I am mailing to Miss Priest two copies of the handbook issued by this Association, together with two copies of the Association's application blanks and two copies of their descriptive folders "Specimen Policies and Surrender Values." While I am not enclosing similar publications descriptive of the Sun Life Assurance Company policies they are in general the same, combining practically all the features of the Teachers plan with greater flexibility and higher dividend rates. Both companies figure their policies on a guaranteed  $3\frac{1}{2}\%$  income basis, but both earn more than that. The Teachers income rate is approximately  $4\frac{1}{2}\%$  and that of the Sun is now  $5\frac{1}{2}\%$ . The assets of the Teachers Association are around twenty million dollars, those of the Sun are about five hundred-seventy million dollars (financial statement mailed to Miss Priest).

In order to obtain your views on these various types and modifications of retirement plans, we request you to reply fully and frankly to the following questions:-

1. Do you prefer a contributory or a non-contributory plan?
2. Do you prefer a plan administered by the University, or one administered by some outside organization?
3. If you prefer the latter, have you any choice as between the Teachers Association and the Sun Life Assurance Company; and if so which do you prefer?

4. Please indicate your own views on the four general principles mentioned on pages 4 and 5, showing where you agree and where you disagree with the tentative conclusions there indicated:-
  - a. Age of Retirement?
  - b. Amount of annuity ?
  - c. Withdrawal of staff members before retiring age?
  - d. Who is eligible to participate?
5. If a participating or contributory plan is adopted, do you agree that the University and the staff member should each assume one-half the premiums? If not, what more equitable division would you suggest?
6. What other comments, suggestions, and criticisms would you suggest?

In working out the details of any annuity or retirement plan, we also need the following vital statistics for each of you. We have most of this information, but there are a few gaps and we wish to check up our present information. Will you please give us this data?

1. Date of birth?
2. Place of birth?
3. Date you first entered service of University of Nanking as University-supported staff member?
4. Has your service at Nanking been continuous since you first began it? If not, give dates between which you were not in the service of the University (that is, dates you drew salary from the University, whether on field or on regular or special furlough).
5. What has been your salary since you joined the University staff? Give dates between which each salary schedule was effective. Do not include such allowances as medical, travel, children's, but only basic salary on field or on furlough. Salaries on Mex. will be reckoned in gold at 2 to 1.

The Board also took up in a very tentative way the question of disability benefits where a staff member becomes permanently incapacitated while serving the University, but did not attempt to reach any definite decision. The plan suggested was a non-contributory one whereby a staff member who becomes disabled while in the service of the University and after ten years of service would receive a disability allowance equal to one-half plus  $Y/80$ th of a maximum retiring allowance (80% of salary),  $Y$  being the number of years he had served the University when such disability occurs,

It would take some very careful study to determine whether the University could provide such allowances without prohibitive expense. Pos-

sibly some such plan could be set up on a contributory basis. Give us your judgment on the desirability of such disability allowance, and make suggestions as to the most suitable types.

The Board did not take up the question of insurance for staff members, as it was considered that a retirement or annuity plan, with the possible addition of some disability provision, would cover the University's responsibility. It often happens, however, that staff members have themselves taken out insurance policies on which they pay heavy premiums so that any added payment toward an annuity provides a serious financial burden. If such insurance policies have been continued for some time they do not wish to drop them. In such cases the question frequently arises as to whether the University and the staff member may continue to pay premiums on such insurance policies in lieu of, or as a partial substitute for, the retirement or annuity plan. The question is not so important under a non-contributory retirement plan, but is more serious in a contributory plan. Give us your judgment in the matter.

The Board took up in a preliminary way the revision of the schedule of salaries and allowances for University-supported Western members of the staff in order to provide for the changed conditions and the increased cost of living since the existing schedule was adopted. It also considered the desirability of a restudy of the forms heretofore used for term employment agreements and life agreements. No great progress was made on either of these matters, as it was agreed that decisions rest largely upon the question of the staff members' future status, and their relation to cooperating Mission Boards. It was recognized, however, that an increase in the existing salary schedule is urgently needed. They therefore adopted the following action:-

"VOTED, that pending the final determination of the status of University supported Western members of staff the following revision of the schedule of salaries be adopted:- Single members of staff G\$960 per year, married members of staff G\$1,800 per year; these salaries to be paid either in U.S. Currency or in local currency, as the staff member may elect, when paid in local currency the rate of exchange to be the current rate except that the University will guarantee a minimum rate of two to one on such part of the salary as is spent on the field."

The tentative salary schedule thus adopted is not so generous as that recommended by the special committee of the Board of Directors last October, but so far as the Founders could ascertain it is somewhat above the salary schedule of the Mission Boards cooperating in Nanking, as well as slightly higher than the salary schedules of most of the other union China colleges. We hope that the adoption of a gold salary basis, coupled with the present rates of exchange, will make the salary reasonably adequate until more permanent decisions are reached.

This letter has extended itself to greater lengths than we intended, but I trust that it will be justified if it succeeds in setting forth adequately the earnest desire of the Board of Founders to work out

policies which are most satisfactory to you and to the University. I am sorry to add to your duties by asking so many questions during the course of this letter, but we sincerely hope that each of you will be able to send us full and frank information and expressions of opinions on all these questions as we cannot make much further progress until we have received all your replies.

Very cordially yours,

BAG-H

Copies to

Miss Grace Bauer  
Miss Iva Hynds  
Miss Margaret D. Jeffrey  
Miss Grace C. Mertsky  
Miss Elsie M. Priest  
Miss Minnie H. Purcell  
Miss Helena Van Vliet  
Mr. John G. Young  
President Y. G. Chen

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Nanking

TRANSFER

## UNIVERSITY OF NANKING

UNIVERSITY-SUPPORTED WESTERN MEMBERS OF STAFF  
ELIGIBLE FOR PENSION PLAN*Retiring Allowances Plan for*

<u>Name</u>	<u>Sex</u>	<u>Date of birth</u>	<u>Date entered service of Univ.</u>	<u>Any interruptions in continuity of service</u>
Hilda M. Anderson	F	Nov. 27, 1906	January, 1931	none
Grace Bauer	F	Jan. 20, 1896	September, 1919	Out Aug. 1, 1927 to Jan. 31, 1929 (16 mos.)
Iva Hynds	F	Feb. 1, 1872	January, 1924	Out July, 1927 to Aug. 1928 (13 mo.)
Margaret Jeffrey	F	Nov. 22, 1882	October, 1929	None
Elsie M. Priest	F	Aug. 31, 1894	February, 1921	"
Minnie Purcell	F	June 12, 1883	September, 1915	"
Helena Van Vliet	F	Dec. 17, 1898	June, 1924	Out July, 1927, to Aug., 1928 (13 mo.)
John G. Young	M	April 1, 1902	January, 1930	None

## ANNUAL SALARY SCHEDULE FOR ABOVE STAFF MEMBERS

<u>Period</u>	<u>Up to 5 years</u>	<u>5 to 10 years</u>	<u>10 to 15 yrs.</u>	<u>More than 15 yrs</u>
To December 31, 1919	\$600.00	\$650.00	-	-
Jan. 1 to Dec. 31, 1920	700.00	750.00	\$800.00	-
Jan. 1, 1921 to Aug. 31, 1929	800.00	850.00	900.00	-
Sept. 1, 1929 to June 30, 1930	1,080.00	1,080.00	1,080.00	\$1,080.00
July 1, 1930 to date	960.00	960.00	960.00	960.00

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January 21, 1931

Retiring Allowance - Plan for

**TRANSFER**

TABLE I.

ANNUAL AMOUNT OF ANNUITY PAYABLE MONTHLY AT THE NORMAL RETIREMENT AGE.

Expressed as a percentage of the accumulated premium contributions.

Age	Male	Female	Age	Male	Female	Age	Male	Female
21	46.44%	40.08%	36	27.72%	23.88%	51	16.56%	14.28%
22	44.88	38.76	37	26.76	23.16	52	15.96	13.80
23	43.44	37.44	38	25.92	22.32	53	15.48	13.32
24	41.88	36.12	39	25.08	21.60	54	14.88	12.84
25	40.56	34.92	40	24.12	20.88	55	14.40	12.48
26	39.12	33.72	41	23.40	20.16	56	13.92	12.00
27	37.80	32.64	42	22.56	19.44	57	13.44	11.64
28	36.48	31.56	43	21.84	18.84	58	12.96	11.28
29	35.28	30.48	44	21.12	18.12	59	12.60	10.80
30	34.08	29.40	45	20.40	17.52	60	12.12	10.44
31	33.00	28.44	46	19.68	16.92	61	11.76	10.08
32	31.80	27.48	47	18.96	16.44	62	11.40	9.84
33	30.72	26.52	48	18.36	15.84	63	10.92	9.48
34	29.76	25.68	49	17.76	15.36	64	10.56	9.12
35	28.68	24.72	50	17.16	14.76	65	10.20	8.88

In using the above Table the age shall be taken as the age at last attained birthday on the anniversary of the effective date at which the calculation is made.

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TABLE II.

## PRESENT VALUE OF ANNUITY.

Expressed as a value per \$10.00 of monthly annuity at the Normal Retirement Age.

Age	Male	Female	Age	Male	Female	Age	Male	Female
21	\$258.19	\$299.32	36	\$432.56	\$501.46	51	\$724.69	\$840.12
22	267.23	309.79	37	447.70	519.01	52	750.05	869.53
23	276.58	320.64	38	463.37	537.18	53	776.30	899.96
24	286.26	331.86	39	479.59	555.98	54	803.48	931.46
25	296.28	343.47	40	496.37	575.44	55	831.60	964.06
26	306.65	355.49	41	513.75	595.58	56	860.70	997.80
27	317.38	367.94	42	531.73	616.42	57	890.83	1032.72
28	328.49	380.81	43	550.34	638.00	58	922.01	1068.87
29	339.99	394.14	44	569.60	660.33	59	954.28	1106.28
30	351.89	407.94	45	589.53	683.44	60	987.68	1145.00
31	364.20	422.22	46	610.17	707.36	61	1022.25	1185.07
32	376.95	436.99	47	631.52	732.12	62	1058.02	1226.55
33	390.14	452.29	48	653.63	757.74	63	1095.05	1269.48
34	403.80	468.12	49	676.50	784.26	64	1133.38	1313.91
35	417.93	484.50	50	700.18	811.71	65	1173.05	1359.90

In using the above Table the age for calculation at an anniversary of the effective date shall be taken as the age at the last attained birthday.

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UNIVERSITY OF NANKING

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Name	Sex.	Attained Age as of 7/1/31	Completed years of service as of 7/1/31	Annual Salary as of 7/1/31	Regular Joint Contribution 10% of (5)	Ann. Contribution for past Service	Total Ann. Contribution (6)+(7)	Annual Income bought by (6)	Annual Income bought by (7)	Total Annual Income bot by (9)+(10)	Annual Income bot by (6) inc. bonus ad- ditions	Annual Income bot by (7) inc. bonus ad- ditions	Total Annual Income bot. inc. bonus ad- ditions (12)+(13)
Hilda M. Anderson	F	24	0	\$960.00	\$ 96.00	\$ 00	\$ 96.00	\$761.86	\$ 00	\$761.86	\$1260.29	\$ 00	\$1260.29
Grace Bauer	F	35	11	960.00	96.00	35.20	131.20	444.29	162.91	607.20	629.09	230.67	859.76
Iva Hynds	F	59	7	960.00	96.00	112.00	208.00	56.35	65.74	122.09	59.81	69.78	129.59
Margaret Jeffrey	F	48	1	960.00	96.00	5.64	101.64	195.46	11.48	206.94	234.43	13.77	248.20
Elsie M. Priest	F	36	10	960.00	96.00	33.10	129.10	420.96	145.14	566.10	588.10	202.77	790.87
Minnie Purcell	F	48	15	960.00	96.00	84.70	180.70	195.46	172.45	367.91	234.43	206.84	441.27
Helena Van Vliet	F	32	7	960.00	96.00	20.36	116.36	519.36	110.15	629.51	766.18	162.49	928.67
John C. Young	M	29	1	960.00	96.00	2.66	98.66	698.50	19.35	717.85	1074.91	29.78	1104.69
TOTAL				7680.00	768.00	293.66	1061.66						

If all employees elect to become members of the plan and pay the maximum for past service, the University's cost for the first year would be:

1. For future service	\$384.00
2. For past service	146.83
3. Total cost	\$530.83

NOTE: All annual premiums and annual retirement incomes shown above are payable in 12 equal monthly instalments.

1-21-31

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February 5, 1931

TRANSFER

UNIVERSITY OF NANKING  
OUTLINE OF PROPOSED RETIREMENT PLAN AND ANNUITY FUND  
FOR THE UNIVERSITY SUPPORTED STAFF

It is proposed that the following retirement plan effective as of July 1, 1930, be set up for the University supported staff of the University of Nanking.

I. The Company operating the Plan.

Arrangements are being made with the Sun Life Assurance Company of Canada whereby that company will be responsible for the custody, investment and payment of all annuity funds, and for the operation of the plan, in accordance with the terms and conditions as set forth below.

II. Membership in the Plan.

Since the Board of Founders is more directly responsible for the University supported Western members of staff, this plan is drafted primarily to apply to them. However, it is understood that the Sun Life Assurance Company would enter into similar arrangements for the Chinese members of staff with the understanding that the University would undertake from time to time to certify to the Sun Life Assurance Company that pensioned Chinese members of staff were still living.

It shall be optional with all University supported permanent members of staff as to whether or not they shall join the plan. In case of election not to join, the University assumes no responsibility for the retirement needs of such members.

III. Contributions toward the Annuity Fund.

1. Every member of the plan shall contribute each month 5% of his salary and the University shall contribute for him an equal amount. By the term "salary" is meant the regular monthly or annual stipend which the member is entitled to receive in accordance with the regular salary schedule for the University supported staff. It does not include children's allowances, allowance or equity for rent, medical, dental or optical allowances or equities, or travel allowances.

2. Any present member of the University staff who, at the time the plan is adopted, has had one year or more of service in the University, may increase his regular contribution by the ratio which his years of completed service up to July 1, 1930, bears to the years of additional service he can complete from July 1, 1930, up to his normal retirement date, and his additional contributions will be matched by equal additional contributions made for him by the University.

3. The contributions for any member in this plan made by the University will cease if and when the retirement income commencing at normal retirement age purchased by the University's contributions, together with the additional retirement income provided by dividends on the University's contributions, reach an amount equal to one-third of such member's current salary. All subsequent retirement income additions provided by dividends will be left to the credit of the member. At this stage the member may continue or discontinue his own payments at his discretion.

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In case a member, after the funds accumulated for him have reached the limit stated above, receives an increase in salary, the University's contribution shall be renewed if necessary and continued until the member's normal retirement date, or until the total retirement allowance including dividend additions provided by the University's contributions equals one-third of the member's increased pay.

4. Any increase in retirement income due to the Assurance Company granting a more favorable annuity rate than that guaranteed by the contract, will accrue to the benefit of the member.

#### IV. Benefits

##### 1. Retirement Income Benefits.

A. Normal Retirement Date. The normal retirement date for each member of the plan, will be the July 1st following his 65th birthday or, if his birthday falls on July 1st, his normal retirement date will be his 65th birthday. A member may be continued in active service beyond his normal retirement date, upon the request of the University and with the consent of the member. Where actual retirement is so postponed, no further contribution to this plan will be made for such member by the University, and it will be optional with the member as to whether he continues his contributions or not. The member will receive the full benefit of all interest and dividends earned from the normal retirement date to the actual retirement date and will also get the benefit of the larger retirement income that will be allowed by the Assurance Company because of the Member being older.

B. Monthly Retirement Income. Each member of the plan on reaching his normal retirement date will receive the monthly retirement income provided by the contributions made by himself and by the University on his behalf, together with all dividend additions. The first monthly retirement income will be made on the August 1st following the member's normal retirement date.

C. Computation of Retirement Income Purchased. The monthly contributions made under the plan from July 1st of one year to July 1st of the following year are accumulated at such rate of interest as the Assurance Company may from time to time allow (but in no event less than  $3\frac{1}{2}\%$  per annum). On the July 1st following the payment of these contributions, this accumulation is applied to purchase monthly retirement incomes, the first payment of which will be made on the August 1st following the member's normal retirement date. The amount of monthly retirement income purchased at any one time is based on the amount of accumulation used and on Table I. Table I. shows the amount of monthly retirement income expressed as a percentage of the accumulation, corresponding to the sex of the member and the member's age (last attained birthday).

D. Options at Retirement. Upon retirement at the normal retirement date, a member will receive a monthly retirement income, commencing on the following August 1st, and payable for life, (but not providing for any payments after the death of the member) equal in amount to the sum of the monthly deferred retirement income purchased each year by his own contributions and the contributions made in his behalf by the University plus all dividend additions. In lieu of this form of income the member shall have the option of receiving a reduced amount of income with one of the following benefits:

(1) In the event of the death of the member before the total of the annuity payments received is equal to the value of the said annuity immediately prior to retirement the balance will be returned to the member's beneficiary.

or (2) In the event of the death of the member during the lifetime of the designated beneficiary the full amount of annuity shall continue to the beneficiary until death.

or (3) In the event of the death of the member during the lifetime of the designated beneficiary one-half the amount of the annuity shall continue to the beneficiary until death.

or (4) In the event of the death of the member before a specified number of years has elapsed the annuity shall continue payable to the beneficiary until the expiration of the specified period.

The company shall quote on request the amount of annuity which will be allowed to any member under any of the options.

2. Total Disability or Death in University Service.

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concerns  
disability  
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A. Total Disability. In the event of a member becoming totally and permanently disabled the member will be entitled to receive the sum of the combined contributions made by himself and the University, together with interest and dividends. The University will be the sole judge as to what constitutes total and permanent disability, as regards benefits provided by this plan.

*Death  
benefit  
to log*

B. Death Benefit. In the event of death of a member before retirement, the beneficiary of the member will be entitled to receive the amount of the member's contributions together with interest and dividends thereon, and if such beneficiary be a person who is dependent upon the member, he or she shall also receive the contributions of the University with interest and dividends thereon. As the Assurance Company is not permitted to use discretion in determining whether or not the beneficiary is dependent upon the member, the death benefit will be paid to the University to be disposed of in accordance with the rules in effect at the date of such death regulating its relations with the members.

3. Withdrawal Benefits.

In the event of the withdrawal of a member from the service of the University prior to his retirement date for any cause other than death or total and permanent disability there will be paid to the member in cash an amount equal to ~~the then present value~~ (calculated in accordance with Table II) of the amount of Retirement Income standing to his credit which has been provided by the member's own contributions plus the additions provided by the dividends earned by his own contributions. The value of the retirement income provided by the University's contributions, together with the dividend additions earned by the University's contributions will be returned to the University.

If at the time of withdrawal the member has completed at least ten but less than twenty years of service, and if the then present value of the amount of retirement income standing to his credit which has been provided by the member's own contributions plus dividends thereon, together with one-half the University's contributions plus dividends thereon, shall amount to not less than \$ 1,000.00, the member may elect, in lieu of the above cash payment, any one of the options given below. If one of the options is thus elected, the member shall be entitled to credit thereon for the then present value of the amount of retirement income provided by the whole of the member's own contributions plus

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dividends thereon, together with one-half the University's contributions plus dividends thereon. In cases of withdrawal of a member after ten years but less than twenty years of service, where the combined contributions of the member and the University, with dividends thereon, total less than \$1,000, there shall be returned to the member the then present value of the whole of the member's contributions with dividends thereon, together with one-half the University's contributions with dividends thereon. The value of the retirement income provided by the remaining half of the University's contributions, together with dividends thereon, shall then be returned to the University.

If at the time of withdrawal the member has completed twenty years or more of service, he may in lieu of the above cash payment elect any one of the options given below. If one of the options is thus elected the member shall be entitled to credit thereon for the then present value of the amount of retirement income provided by the whole of both the member's contributions and the University's contributions, plus all interest and dividends thereon.

Option A. An annuity commencing immediately of such amount as can be provided by the combined cash value of the member's contributions and whatever portion of the University's contributions to which he may be entitled.

Option B. A deferred annuity of such amount as can be provided by the combined cash value of the member's contributions and whatever portion of the University's contributions to which he may be entitled, commencing one month after his normal retirement date, providing in the event of death or total and permanent disability prior to the normal retirement date for the same benefits to which the member would have been entitled had he continued in the service of the University. The deferred annuity may be in any one of the standard forms described under retirement benefits.

The right to surrender or assign any such deferred annuity will be conditional upon the consent of the University and if such consent is not given there will be returned to the University the then cash value of the deferred annuity which has been provided by the University's contributions and the dividend additions earned by the University's contributions and there will be returned to the member the then cash value of the retirement income provided by the member's own contributions and the dividend additions earned by the member's contributions.

Option C. A withdrawing member may continue to make deposits to the Assurance Company under any form of individual pension policy that he may elect and the Assurance Company may be willing to allow. Such additional payment shall be made in quarterly, semi-annual, or annual installments.

#### V. Method of Payment.

All benefits to staff members who have retired will be paid in equal monthly amounts.

Benefits to those entitled to receive them as a result of the death or total disability of a staff member, or as a result of separations from the staff, will be paid according to the election of the beneficiary either in one payment or in a certain number of payments at fixed intervals, or in the form of a refund or straight annuity, all such deferred payments to be made in accordance with the interest and annuity tables of the Sun Life Assurance Company of Canada.

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VI. Assignments.

Except to change the beneficiary designated to receive the benefits payable on the death of a member no assignment of any benefits under the plan is permitted. The Assurance Company does not assume any responsibility for the validity of any appointment or change in beneficiary.

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TABLE I.

ANNUAL AMOUNT OF ANNUITY PAYABLE MONTHLY AT THE NORMAL RETIREMENT AGE.

Expressed as a percentage of the accumulated premium contributions.

Age	Male	Female	Age	Male	Female	Age	Male	Female
21	46.44%	40.08%	36	27.72%	23.88%	51	16.56%	14.28%
22	44.88	38.76	37	26.76	23.16	52	15.96	13.80
23	43.44	37.44	38	25.92	22.32	53	15.48	13.32
24	41.88	36.12	39	25.08	21.60	54	14.88	12.84
25	40.56	34.92	40	24.12	20.88	55	14.40	12.48
26	39.12	33.72	41	23.40	20.16	56	13.92	12.00
27	37.80	32.64	42	22.56	19.44	57	13.44	11.64
28	36.48	31.56	43	21.84	18.84	58	12.96	11.28
29	35.28	30.48	44	21.12	18.12	59	12.60	10.80
30	34.08	29.40	45	20.40	17.52	60	12.12	10.44
31	33.00	28.44	46	19.68	16.92	61	11.76	10.08
32	31.80	27.48	47	18.96	16.44	62	11.40	9.84
33	30.72	26.52	48	18.36	15.84	63	10.92	9.48
34	29.76	25.68	49	17.76	15.36	64	10.56	9.12
35	28.68	24.72	50	17.16	14.76	65	10.20	8.88

In using the above Table the age shall be taken as the age at last attained birthday on the anniversary of the effective date at which the calculation is made.

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TABLE II

## PRESENT VALUE OF ANNUITY

Expressed as a value per \$10.00 of monthly annuity at the Normal Retirement Age.

<u>Age</u>	<u>Male</u>	<u>Female</u>	<u>Age</u>	<u>Male</u>	<u>Female</u>	<u>Age</u>	<u>Male</u>	<u>Female</u>
21	\$258.19	\$299.32	36	\$432.56	\$501.46	51	\$724.69	\$840.12
22	267.23	309.79	37	447.70	519.01	52	750.05	869.53
23	276.58	320.64	38	463.37	537.18	53	776.30	899.96
24	286.26	331.86	39	479.59	555.98	54	803.48	931.46
25	296.28	343.47	40	496.37	575.44	55	831.60	946.06
26	306.65	355.49	41	513.75	595.58	56	860.70	997.80
27	317.38	367.94	42	531.73	616.42	57	890.83	1032.72
28	328.49	380.81	43	550.34	638.00	58	922.01	1068.87
29	339.99	394.14	44	569.60	660.33	59	954.28	1106.28
30	351.89	407.94	45	589.53	683.44	60	987.68	1145.00
31	364.20	422.22	46	610.17	707.36	61	1022.25	1185.07
32	376.95	436.99	47	631.52	732.12	62	1058.02	1226.55
33	390.14	452.29	48	653.63	757.74	63	1095.05	1269.48
34	403.80	468.12	49	676.50	784.26	64	1133.38	1313.91
35	417.93	484.50	50	700.18	811.71	65	1173.05	1359.90

In using the above Table the age for calculation at an anniversary of the effective date shall be taken as the age at the last attained birthday.

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UNIVERSITY OF NANKING

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<u>Name</u>	<u>Sex</u>	<u>Attained age as of 7/1/30</u>	<u>Completed yrs. of service as of 7/1/30</u>	<u>Annual Salary as of 7/1/30</u>	<u>Joint Contribution, 10% of 5</u>	<u>Annual Contribution for Past Service</u>	<u>Total Annual Contribution 6 plus 7</u>	<u>Annual Income Bought by 6</u>	<u>Annual Income Bought by 7</u>	<u>Total Annual Income Bought 9 plus 10</u>	<u>Annual Income bought by 6, including bonus additions</u>	<u>Annual Income bought by 7, including bonus additions</u>	<u>Total Annual Income bought, including bonus 12 plus 13</u>
Grace Bauer	F	34	10	\$960.00	\$96.00	\$30.96	\$126.96	\$468.48	\$151.08	\$619.56	\$672.38	\$216.84	\$889.22
Iva Hynds	F	58	6	960.00	96.00	82.28	178.28	66.91	57.35	124.26	71.81	61.55	133.36
Margaret Jeffrey	F	47	0	960.00	96.00	.00	96.00	210.91	.00	210.91	256.03	.00	256.03
Elsie M. Priest	F	35	9	960.00	96.00	28.80	124.80	444.29	133.29	577.58	629.09	188.73	817.82
Minnie Purcell	F	47	14	960.00	96.00	74.66	170.66	210.91	164.03	374.94	256.03	199.12	455.15
Helena Van Vliet	F	31	6	960.00	96.00	16.94	112.94	546.14	96.37	642.51	817.06	144.18	961.24
John G. Young	M	28	0	960.00	96.00	.00	96.00	732.96	.00	732.96	1,144.13	.00	1,144.13
<b>Total</b>				\$6,720.00	\$672.00	\$233.64	\$905.64						

Additional member as of 1/1/31

Hilda M. Anderson	F	24	0	960.00	96.00	.00	96.00	761.86	.00	761.86	1,260.29	.00	1,260.29
<b>Total</b>				\$7,680.00	\$768.00	\$233.64	\$1,001.64						

I. If all employees elect to become members of the plan, and pay the maximum for past service, the University's annual contribution payable monthly for the first year will be:-

For future service (as of 7/1/30)	\$336.00
For future service (Miss Anderson, six months)	24.00
For past service	116.82
	<u>476.80</u>

II. The above estimates (aside from Miss Anderson) are based on assumption that the Plan was put into effect on July 1, 1930. Since the Plan was not in effect on that date, the arrears in premium plus interest accretion may be made up as indicated in the following table:-

Date Plan is actually put in effect	Initial payt. as % of ann. pre	Based 3 1/2% int.	Based 5 1/2% int.
Feb. 1, 1931	58.84%		59.12%
March 1, 1931	67.34		67.72
April 1, 1931	75.87		76.36
May 1, 1931	84.42		85.03
June 1, 1931	92.99		93.74
July 1, 1931	101.59		102.50



February 25, 1931

LIST OF UNIVERSITY-SUPPORTED STAFF

University of Nanking

Single Staff Members:

Miss Grace Bauer  
Miss Iva Hynds  
Miss Margaret D. Jeffrey  
Miss Elsie M. Priest  
Miss Minnie H. Purcell  
Miss Helena VanVliet  
Miss Hilda M. Anderson  
Mr. John G. Young

Fukien Christian University

Married Staff Members:

Mr. and Mrs. Norvil Beeman - 2 children  
Mr. and Mrs. Malcolm Farley - 2 children  
Mr. and Mrs. F. C. Martin - no children  
Dr. and Mrs. Willard J. Sutton - 3 children

Yenching University

Married Staff Members:

Dr. and Mrs. T. M. Barker - no children  
Dr. and Mrs. B. L. Learmouth - no children  
Mr. and Mrs. L. W. Faucett - 3 children  
Mr. and Mrs. H. E. Shadick - no children  
Mr. and Mrs. E. O. Wilson - 3 children  
Mr. and Mrs. M. S. Stuart - 1 child  
Mr. and Mrs. Vernon Nash - 2 children

Single Staff Members:

Miss Hilda Hague  
Miss L. Conover  
Miss A. M. Bbring  
Miss E. L. Konantz  
Miss D. M. Bent  
Mr. G. R. Loehr  
Mr. William Rand

Widowed Staff Members:

Dr. J. Leighton Stuart - 1 child

Princeton-Yenching Foundation

Married Staff Members:

Dr. and Mrs. Robert M. Duncan - no children

Single Staff Members:

Mr. Lloyd A. Free  
Mr. Matt Taylor

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LIST OF UNIVERSITY-SUPPORTED STAFFLingnan University

## Married Staff Members:

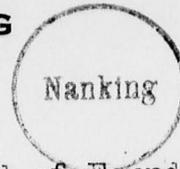
Mr. and Mrs. H. C. Brownell - 5 children  
Mr. and Mrs. W. W. Cadbury - 4 including 1 adopted  
Mr. and Mrs. Henry S. Frank - 2 children  
Mr. and Mrs. Paul A. Grieder - 1 child  
Mr. and Mrs. G. W. Groff - no children  
Dr. and Mrs. James M. Henry - 5 children  
Mr. and Mrs. W. E. Hoffmann - no children  
Mr. and Mrs. A. R. Knipp - 1 child  
Mr. and Mrs. C. N. Laird - 3 children  
Mr. and Mrs. W. E. MacDonald - 4 children  
Mr. and Mrs. F. A. McClure - 1 child  
Mr. and Mrs. C. E. Rankin - 1 child  
Mr. and Mrs. H. B. Refo - 2 children  
Mr. and Mrs. D. D. Stevenson - no children

## Single Staff Members:

Miss Mabel Abbott  
Mr. Harry L. Caldwell  
Miss Ruth L. Gill  
Mr. Ernest Hartman  
Miss Clare Hayward  
Miss Gertrude Henderson  
Mr. Bernhard L. Hoermann  
Miss Helen Hostetter  
Mr. Philip A. Joss  
Miss Lillian D. Loshe  
Dr. Robert C. Miller  
Miss Bessie C. Powers  
Miss Nellie I. Spivey  
Mr. L. A. Waitzinger  
Mr. Herbert J. Wood  
Miss Eleanor M. Wyman  
Mr. Lester M. Zook

Sent with Miss Priest's letter of March 28, 1931

UNIVERSITY OF NANKING  
OFFICE OF THE TREASURER  
NANKING, CHINA



TRANSFER

Retirement Plan Proposed by Board of Founders  
as of July 1, 1930.

1. In general, is the plan acceptable to you as a member of the Western staff supported by the University?  
\_\_\_\_\_ Yes \_\_\_\_\_
2. If not acceptable, what changes would you suggest?  
\_\_\_\_\_ None \_\_\_\_\_
3. Do you desire to participate in the plan? \_\_\_\_\_ no \_\_\_\_\_
4. What is your wish as regards payment for previous service? \_\_\_\_\_  
\_\_\_\_\_
5. Do you desire to have your share of the premiums deducted each month in New York? \_\_\_\_\_
6. Is the information furnished on the last page correct as far as it affects you personally? \_\_\_\_\_ If not, what corrections should be made? \_\_\_\_\_ None \_\_\_\_\_
7. In case you desire some alternative arrangement, will you kindly state briefly giving your reasons \_\_\_\_\_  
\_\_\_\_\_
8. "In case of election not to join, the University assumes no responsibility for the retirement needs of such members." Does this need further comment? If so, please state your reasons \_\_\_\_\_  
\_\_\_\_\_
9. Other comments \_\_\_\_\_  
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Signature Margaret D. Jeffrey

March 24, 1931.

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Sent with Miss Priest's letter of March 28, 1931

UNIVERSITY OF NANKING  
OFFICE OF THE TREASURER  
NANKING, CHINA



TRANSFER

Retirement Plan Proposed by Board of Founders  
as of July 1, 1930.

1. In general, is the plan acceptable to you as a member of the Western staff supported by the University?

Yes

2. If not acceptable, what changes would you suggest?

\_\_\_\_\_  
\_\_\_\_\_

3. Do you desire to participate in the plan? Yes

4. What is your wish as regards payment for previous service? \_\_\_\_\_

Desire payment for previous service

5. Do you desire to have your share of the premiums deducted each month in New York? Yes

6. Is the information furnished on the last page correct as far as it affects you personally? Yes If not, what corrections should be made? \_\_\_\_\_  
\_\_\_\_\_

7. In case you desire some alternative arrangement, will you kindly state briefly giving your reasons \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

8. "In case of election not to join, the University assumes no responsibility for the retirement needs of such members." Does this need further comment? If so, please state your reasons \_\_\_\_\_  
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9. Other comments \_\_\_\_\_  
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Signature Grace Bauer

March 24, 1931.

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Just on this part, Mr. J. ...

UNIVERSITY OF NANKING  
OFFICE OF THE TREASURER  
NANKING, CHINA

TRANSFER

Statement Plan Proposed by Board of Trustees  
as of July 1, 1930

1. In general, is the plan acceptable to you as a member of the  
Faculty? If not acceptable, what changes would you suggest?

2. Do you desire to have your share of the provision for the  
month in your salary?

3. Do you desire to have your share of the provision for the  
month in your salary?

4. Do you desire to have your share of the provision for the  
month in your salary?

5. Do you desire to have your share of the provision for the  
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6. Do you desire to have your share of the provision for the  
month in your salary?

7. Do you desire to have your share of the provision for the  
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10. Do you desire to have your share of the provision for the  
month in your salary?

11. Do you desire to have your share of the provision for the  
month in your salary?

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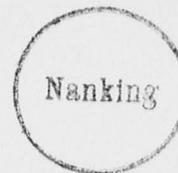
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Sent with Miss Priest's letter of March 28, 1931

UNIVERSITY OF NANKING  
OFFICE OF THE TREASURER  
NANKING, CHINA



TRANSFER

Retirement Plan Proposed by Board of Founders  
as of July 1, 1930.

1. In general, is the plan acceptable to you as a member of the Western staff supported by the University?

Yes

2. If not acceptable, what changes would you suggest?

\_\_\_\_\_

3. Do you desire to participate in the plan? Yes

4. What is your wish as regards payment for previous service? \_\_\_\_\_

Desire full pay's for past service.

5. Do you desire to have your share of the premiums deducted each month in New York? Yes

6. Is the information furnished on the last page correct as far as it affects you personally? Yes If not, what corrections should be made? \_\_\_\_\_

7. In case you desire some alternative arrangement, will you kindly state briefly giving your reasons \_\_\_\_\_

8. "In case of election not to join, the University assumes no responsibility for the retirement needs of such members." Does this need further comment? If so, please state your reasons \_\_\_\_\_

9. Other comments \_\_\_\_\_

Signature Helena G. Van Vliet.

March 24, 1931.

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UNIVERSITY OF NANKING



UNIVERSITY OF NANKING  
OFFICE OF THE TREASURER  
NANKING, CHINA

Application Form Proposed by Board of Examiners  
as of May 1, 1931.

1. In general, is the plan acceptable to you as a member of the Board of Examiners?

2. If not acceptable, what changes would you suggest?

3. Do you believe the plan is feasible in the present conditions?

4. What other conditions should be met before the plan can be carried out?

5. Do you believe that your vote will be cast in favor of the plan?

6. Do you believe that your vote will be cast in favor of the plan?

7. Do you believe that your vote will be cast in favor of the plan?

8. Do you believe that your vote will be cast in favor of the plan?

9. Do you believe that your vote will be cast in favor of the plan?

10. Do you believe that your vote will be cast in favor of the plan?

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March 21, 1931

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Sent with Miss Mead's letter of March 28, 1931

UNIVERSITY OF NANKING  
OFFICE OF THE TREASURER  
NANKING, CHINA



TRANSFER

Retirement Plan Proposed by Board of Founders  
as of July 1, 1930.

1. In general, is the plan acceptable to you as a member of the Western staff supported by the University?

Yes

2. If not acceptable, what changes would you suggest?

\_\_\_\_\_

3. Do you desire to participate in the plan? Yes

4. What is your wish as regards payment for previous service? \_\_\_\_\_

\_\_\_\_\_

5. Do you desire to have your share of the premiums deducted each month in New York? Yes - from that part sent to Bay Ridge

6. Is the information furnished on the last page correct as far as it affects you personally? Yes If not, what corrections should be made? \_\_\_\_\_

7. In case you desire some alternative arrangement, will you kindly state briefly giving your reasons \_\_\_\_\_

8. "In case of election not to join, the University assumes no responsibility for the retirement needs of such members." Does this need further comment? If so, please state your reasons \_\_\_\_\_

9. Other comments \_\_\_\_\_

Signature Hilda M. Anderson

March 24, 1931.

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but not the bank's debt of March 1931

UNIVERSITY OF NANKING  
OFFICE OF THE TREASURER  
NANKING, CHINA

UNIVERSITY OF NANKING  
TREASURER



RECEIVED FROM DEPOSIT OF BOARD OF TRUSTEES  
ON APRIL 1, 1931

1. In general, is the plan acceptable to you as a member of the Board of Trustees of the University?

2. If not acceptable, what changes would you suggest?

3. Do you desire a withdrawal of the plan?

4. If you desire the plan to be withdrawn, what reasons do you give?

5. If you desire the plan to be withdrawn, what changes would you suggest?

6. If you desire the plan to be withdrawn, what changes would you suggest?

7. If you desire the plan to be withdrawn, what changes would you suggest?

8. If you desire the plan to be withdrawn, what changes would you suggest?

9. If you desire the plan to be withdrawn, what changes would you suggest?

10. If you desire the plan to be withdrawn, what changes would you suggest?

11. If you desire the plan to be withdrawn, what changes would you suggest?

12. If you desire the plan to be withdrawn, what changes would you suggest?

RECEIVED  
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APR 21, 1931  
JOINT OFFICE

UNIVERSITY OF NANKING

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Sent with Miss Priest's letter of March 28, 1931

UNIVERSITY OF NANKING  
OFFICE OF THE TREASURER  
NANKING, CHINA



TRANSFER

Retirement Plan Proposed by Board of Founders  
as of July 1, 1930.

1. In general, is the plan acceptable to you as a member of the Western staff supported by the University?

Yes

2. If not acceptable, what changes would you suggest?

\_\_\_\_\_

3. Do you desire to participate in the plan? Yes

4. What is your wish as regards payment for previous service? \_\_\_\_\_

Full payment for previous service.

5. Do you desire to have your share of the premiums deducted each month in New York? Yes

6. Is the information furnished on the last page correct as far as it affects you personally? Yes If not, what corrections should be made? \_\_\_\_\_

7. In case you desire some alternative arrangement, will you kindly state briefly giving your reasons? \_\_\_\_\_

8. "In case of election not to join, the University assumes no responsibility for the retirement needs of such members." Does this need further comment? If so, please state your reasons \_\_\_\_\_

9. Other comments \_\_\_\_\_

Signature Elsie M. Priest

March 24, 1931.

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UNIVERSITY OF NANKING

UNIVERSITY OF NANKING

OFFICE OF THE TREASURER

NANKING CHINA



UNIVERSITY OF NANKING

Statement of Receipts and Disbursements  
for the year ending July 31, 1931

I, the undersigned, in the name and on behalf of the University of Nanking, do hereby certify that the above is a true and correct statement of the receipts and disbursements of the University for the year ending July 31, 1931.

\_\_\_\_\_  
Treasurer

\_\_\_\_\_  
President

\_\_\_\_\_  
Vice-President

\_\_\_\_\_  
Secretary

\_\_\_\_\_  
Director of Finance

\_\_\_\_\_  
Director of Administration

\_\_\_\_\_  
Director of Education

\_\_\_\_\_  
Director of Physical Education

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Director of Student Affairs

\_\_\_\_\_  
Director of Library

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Director of Printing

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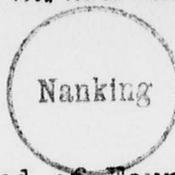
UNIVERSITY OF NANKING

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Sent with Miss Priest's letter of March 28, 1931

UNIVERSITY OF NANKING  
OFFICE OF THE TREASURER  
NANKING, CHINA



TRANSFER

Retirement Plan Proposed by Board of Founders  
as of July 1, 1930.

1. In general, is the plan acceptable to you as a member of the Western staff supported by the University?

*Yes.*

2. If not acceptable, what changes would you suggest?

3. Do you desire to participate in the plan? *4 1/2%*

*Yes.*

4. What is your wish as regards payment for previous service?

5. Do you desire to have your share of the premiums deducted each month in New York?

*Yes*

6. Is the information furnished on the last page correct as far as it effects you personally? *Yes* If not, what corrections should be made?

7. In case you desire some alternative arrangement, will you kindly state briefly, giving your reasons *none*

8. "In case of election not to join, the University assumes no responsibility for the retirement needs of such members." Does this need further comment? If so, please state your reasons

9. Other comments

Signature

*John G. Young.*

March 24, 1931.

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Just will have done. This is March 22 1931

TRANSFER



UNIVERSITY OF NANKING  
OFFICE OF THE TREASURER  
NANKING CHINA

Petition Plan Proposed by Board of Trustees  
as of July 1, 1930

1. In general, is the plan acceptable to you as a member of the Board of Trustees supported by the University?

2. If not acceptable, what changes would you suggest?

3. Do you desire to participate in the plan?

4. What is your wish as regards payment for previous services?

5. Do you desire to have your share of the remaining balance paid to you in New York?

6. In the information furnished on the first page of this form, do you desire your name to be included in the list of names of those who have accepted the plan?

7. In case you desire to be alternative management, will you kindly advise, giving your reasons?

8. In case of election not to join, the University desires no responsibility for the settlement made of your account. Do you desire to be included in the list of names of those who have accepted the plan?

9. Other comments

10. Other comments

11. Other comments

12. Other comments

13. Other comments

RECEIVED  
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APR 21 1931  
JOINT OFFICE

*Handwritten signature*

March 22, 1931

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Sent with Miss Priest's letter of March 28, 1931

UNIVERSITY OF NANKING  
OFFICE OF THE TREASURER  
NANKING, CHINA



**TRANSFER**

Retirement Plan Proposed by Board of Founders  
as of July 1, 1930.

1. In general, is the plan acceptable to you as a member of the Western staff supported by the University?

Yes

2. If not acceptable, what changes would you suggest?

\_\_\_\_\_  
\_\_\_\_\_

3. Do you desire to participate in the plan? Yes

4. What is your wish as regards payment for previous service? \_\_\_\_\_

\_\_\_\_\_

5. Do you desire to have your share of the premiums deducted each month in New York? Yes

6. Is the information furnished on the last page correct as far as it affects you personally? Yes If not, what corrections should be made? \_\_\_\_\_

\_\_\_\_\_

7. In case you desire some alternative arrangement, will you kindly state briefly giving your reasons \_\_\_\_\_

\_\_\_\_\_

8. "In case of election not to join, the University assumes no responsibility for the retirement needs of such members." Does this need further comment? If so, please state your reasons \_\_\_\_\_

\_\_\_\_\_

9. Other comments \_\_\_\_\_

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Signature Minnie H. Purcell

March 24, 1931.

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*Retiring Allowances*

# TRANSFER

Nanking

*May 25, 1931*

University of Nanking

	<u>Accumulated</u> <u>Premiums</u>	<u>Monthly Payments</u>	<u>Total to Collect</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>Aug.</u>	<u>Sept.</u>	<u>Oct.</u>
Grace Bauer	59.26	5 mos. @ 5.29 May to Sep. inc. 26.45	85.71 (over 4 mo)		21.43	21.43	21.43	21.42	
Minnie H. Purcell	82.12	6 mos. @ 7.33 May to Oct. inc. 43.98	126.10 (over 5 mo)		25.22	25.22	25.22	25.22	25.22
John G. Young	44.81	4 mos. @ 4.00 May to Aug. inc. 16.00	60.81 (over 3 mo)		20.27	20.27	20.27		
Hilda M. Anderson	20.18	3 mos. @ 4.00 May to Jul. inc. 12.00	32.18 (over 2 mo)		16.09	16.09			
Elsie M. Priest	58.25	3 mos. @ 5.20 May to Jul. inc. 15.60	73.85 (over 3 mo)	24.62	24.62	24.61			
Helena G. VanVliet	52.76	3 mos. @ 4.71 May to Jul. inc. 14.13	66.89 (over 3 mo)	22.30	22.30	22.29			

0952

Regulations governing retirement allowances for staff.

Insofar as funds permit the University of Nanking will endeavor to make some provision for retirement allowances for members of the faculty and staff, or to give some assistance in case of disability or death during service in the University. With this plan in mind twenty-five hundred dollars Chinese currency is to be set aside and invested annually for this purpose.

RETIREMENT:

1. All staff members holding the rank of associate and above are eligible for retirement allowances.
2. The age for retirement from active service in the University shall be sixty-five years. The date of retirement shall be in each case the first day of September nearest the attainment of the age of sixty-five years.
3. In cases where staff members shall have served for forty consecutive years but shall not have reached the age of sixty-five years, the term of forty years service shall be considered the equivalent and such persons may then retire from the service of the University.
4. The amount of retirement allowance granted to each staff member shall be the equivalent of salary for one full year.
5. No person who has not been in the employ of the University for a period of ten years shall be eligible for the retirement allowance even although he may have reached the age of sixty-five years.
6. No allowance shall be made to members who have not served the full term of forty years, or else have not reached the age of sixty-five years.

DISABILITY:

1. Each case of disability during service in the University shall be treated on its merits.

DEATH:

1. In case of the death of a staff member during active service in the University provision shall be made to grant the following allowance to the family of the deceased member:
  - a. After five years of service, but less than ten years, an amount equivalent to salary for three months.
  - b. After ten years of service, but less than twenty years, an amount equivalent to salary for six months.
  - c. After twenty years of service but less than forty years an amount equivalent to salary for nine months.
  - d. After forty years of service the usual retirement allowance shall be granted.
  - e. Any other allowance shall be considered as a special grant, each case to be considered on its merits.

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APPROXIMATE AMOUNTS OF ANNUITIES

GINLING COLLEGE STAFF MEMBERS

Subject to correction for exact age and length of service, as well as for interest rate paid.

<u>Name</u>	(1)	(2)	(3)	(4)	(5)
	<u>Guaranteed Annuity (3%)</u>	<u>Interest at 5% Bonus @ 1%</u>	<u>Total 1 plus 2</u>	<u>Interest at 5% Bonus @ 2%</u>	<u>Total 1 plus 4</u>
Miss Chester	\$504.67	\$128.69	\$633.36	\$171.59	\$676.26
Miss Vautrin	326.91	52.79	379.70	70.39	397.30
Miss Case	544.02	177.49	721.51	236.65	780.67
Miss Whitmer	290.13	50.05	340.18	66.73	356.86
Miss Sutherland	393.89	100.44	494.33	133.92	527.81
Miss Tappert	485.73	163.93	649.66	218.57	704.30
Miss Bond	245.64	47.90	293.54	63.87	309.51

1934

Sent with Miss Priest's letter of August 6, 1931



UNIVERSITY OF NANKING

SUMMARY STATEMENT

Based on findings of study made by special committee of the Board of Directors appointed to make recommendations for salary increases and adjustment of staff and faculty as necessary.

Figures for the fall semester 1929-1930 were used.

Teaching for 563 students divided among the three colleges and subfreshman year as follows:

- 14-1/2 professors
- 9-1/2 asst. professors
- 8 instructors
- 24 associates (our own graduates or graduates of schools of equal rank in China)
- 5 assistants
- 61 in total or for 563 students at the ratio of 9.22 students to one faculty.

or if we omit the assistants which <sup>is</sup> commonly the practice, 10 students to one faculty.

These figures were based upon conditions existing in the school during the fall of 1929-1930. In a few cases changes were made to adjust some staff for the spring. The meeting was held in February and the work on these figures was done during the winter holidays so necessarily the figures for the autumn semester were used. Conditions for the spring were approximately the same.

NOTE By careful comparison it will be noted that the associates, when teaching, seldom carry more than ten hours work. It has been found impossible to give them the full teaching load of 12 to 15 hours. In reality each one should be counted as 2/3 of a faculty member in which case the ratio between faculty and students would be something like 11.7 students to one faculty member. Necessarily they require a great deal more time to prepare their material than a better trained professor.

RESEARCH AND EXTENSION STAFF:

It will be noted that we have a large staff in research and extension particularly in the college of Agriculture and Forestry. In every case these members are carrying on work which is quite apart from the college instruction although naturally there is some overlapping and it is difficult to divide the faculty for instruction from the staff for research in that one college. However they should not be confused with the teaching staff in securing the ratio of students to faculty and the division has been made on the basis of actual hours they give to instructional work.

The Normal School staff has been included in the research and extension staff and we have deducted the normal school students from the total student body.

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ANALYSIS OF FACULTY AND STAFF OF THE UNIVERSITY OF NANKING  
 -- prepared for Board of Directors' meeting March 1930--

NAME	TEACHING HOURS (per week)	OTHER DUTIES	RANK			
			Prof.	Asst. Prof.	Inst. Assoc.	Asst.
<b>ADMINISTRATION:</b>						
Y. G. Chen		President	x			
M. H. Parcell		Secretary				
Tsu Sing-fu		Chinese secy			x	
Yang Hsuh-ho		Writer				x
E. H. Priest		Treasurer				
Harry H. Sie		Asst Treas			x	
Chu Pei-tsiang		Cashier				x
Yieh Pih		Asst cash.				x
Tsien Tawen-tien		Registrar			x	
Liu Ching-hsi		Asst. "			x	
Swen Shu-fan		Asst. "			x	
Ni Tsing-yuen		Bus. mgr.			x	
Tao Ming peh		Writer				x
Ku Tsuin-ren		Asst.				x
C. T. Gee		Engineer	x			
Mao Teh-lin		Electrician				x
<b>LIBRARY:</b>						
Chen Chang-wei	5	Librarian			x	
Tsao Tsu-ping		Asst. "				x
Wu Kwan-tsing		Asst. "				x
Wang Chao-yong		Asst. "				x
Ho Han-san		Writer				x
Tsu Chen-chi		Writer				x
Ho Wei-ching		Writer				x
Wan Kwoh ting	3	Research lib.			x	
Chen Tsu-kwei		Asst.			x	
Chu Chiu tung		Asst.				x
Liu Shen-pu		Writer				x
Fan Yung-kan		Writer				x
Han Hsu-yuen		Writer				x
Tu Wei-hwei		Asst.			x	
Chang Tsi-tsiang		Janitor				x
Sheng Chi-yung		"				x
<b>COLLEGE OF ARTS</b>						
Liu Tsong-peng	15	Dean	x			
Ku Hsioh-tieng		Secy.				x
Chinese Dept.						
Wang Peh-ren	5	(part time)		1/3		
Tien Shi-twen	10					x
Wu Chi-yien	3	part time		1/4		
Hu Shiao Shih	6	part time	†			
Kao Ching hsien	9	part time		2/3		
Chang Sheo I	9					x
Hu Tsiang-tung	10	part time		2/3		
Hwang Chi-kang	9	part time		2/3		
Liu Chi-hsuen	10					x

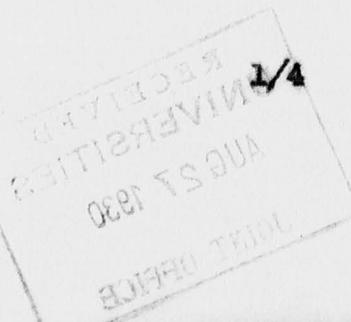
NAME	TEACHING HOURS PER WEEK	OTHER DUTIES	RANK			
			Prof.	Asst. Prof.	INST. Assoc.	Asst.
<b>COLLEGE OF ARTS CONT:</b>						
<b>Economics Dept:</b>						
Wu Shih-shiu	13			x		
Hwang Kwoh-chang	3	part time		1/4		
Ren Ying-chong	3	part time		1/4		
Ho Hao-run	6	part time		1/2		
<b>Education:</b>						
Liu Nai-ching	13		x			
M. R. Schafer	11		x			
<b>English:</b>						
Li Ma-li	15			x		
A. M. Wixon	10			x		
J. G. Young	5			1/3	2/3	
Ho Sih-ku	10					x
L. R. Bates	5			1/3		
G. W. Sorrell	5			1/3		
<b>French &amp; German:</b>						
Lin Tsuin	5				1/3	
T. Neufeld	5				1/3	
<b>History:</b>						
M. S. Bates	16		x			
Wang Shen-tsu	10					x
Chen Kung-luh	10					x
<b>Philosophy:</b>						
Fang Tung-mei	6	part time	1/2			
<b>Political Sc.</b>						
Lai Tsong peng		(see under dean)				
Heo Ai-chang	15			x		
<b>Religious Ed.</b>						
Wang Chwen yong	11			x		
Wang Pao-chi	10	Student pastor	1/3	2/3		
<b>Sociology:</b>						
Wu Ching-chao	11		x			
L. S. C. Smythe	11		x			
Hu Chen		Asst.				x
<b>COLLEGE OF SCIENCE:</b>						
H. R. Wei	13	dean	x			
<b>Chemistry:</b>						
J. C. Thomson	12 1/2		x			
Y. C. Tao	7 1/2		x			
Z. H. Pan	11			2/3		
Hwang Shui-lwan		asst. lab.				x
Wang Chao		"				x
Feng Ti-yuen		"				x
Li Shu-sien		"				x
Mei Ping fu		"				x
Wang Yang lai		"				x
Chang Sing-chen		"				x
Li Shih-king		stock clerk				x
Yang Shih ming		"				A

No. 3.

NAME	Teaching hours per week	Other duties	RANK			
			Prof. Asst.	Prof.	Inst. Asst.	Assoc. Asst.
<b>COLLEGE OF SCIENCE:</b>						
<b>Mathematics:</b>						
Yu Kwan lan	13		x			
Chang Tsi-hwa	13			x		
Wu Ying hsai	13				x	
Pan Ting kwan	11				x	
<b>Physics:</b>						
Wu Ru-lin	13				x	
Liu Pao-chi		lab asst			x	
Liu Tien ching		"			x	
Tsien Pao-chien (H.R. Wei-see dean)		"			x	
<b>Zoology:</b>						
Nelson S. Chen	10			x		
J. T. Illick	8		x			
Fan Teh Shen		lab. asst			x	
Fan Yung sheo		asst.				x
Kwoh yu-ming		asst.				x
<b>Entomology:</b>						
Jung Chuh peh	10	part time	2/3			
Wu Chen chong		asst.			x	
<b>COLLEGE OF AGR &amp; FOR</b>						
<b>Dean; K.S. Sie</b>			x			
<b>Agronomy:</b>						
Shen Tsong-han	7	(research)	1x2			
Chen Fang-chi	6	"		1/2		
Chen Yen-shan	2	"		1/6		
Wang Shao	4	"		1/3		
Chen Chi	3	"			1/3	
Heh Ching-ming		"				
Swen Chong I		"				
Tai Swen en		"				
Kiang yuin-swen		"				
<b>Biology:</b>						
<b>Botany:</b>						
Chicao Chi-yuen	3	Herbarium col		1/3		
Sha Feng-fu		Asst			x	
Cheo Hoh-chang		collector				x
<b>Pathology:</b>						
Tai Fan-nan	5	research	1/3			
Chen Hung kwei		asst				
Wang Laing		asst				
<b>Bacteriology:</b>						
Chen Ken	5			1/3		
Miss Wang		asst				
<b>Forestry:</b>						
Chen yung	3	research	1/4			
Ling kan	5	"		1/3		
Shen Hsich li	6	"		1/2		
Ren Chen-tung	5	"		1/3		
<b>Horticulture:</b>						
Hu Chang Chi	11				x	
Chang Wen-tsai	6	tree seeds				1/2

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Name	Teach hours per week	Other duties	Rank		
			Prof.Asst.	Prof.Inst.Assoc.	Asst.
College of Agr. & For. Cont.					
R. Eeon.					
J. L. Buck		research			
Hsu Chen	3	"			1/4
Chiao Chi-ming	2	"			1/6
Chang Lu-lwan		"			
Feng Ru-shien		2			
Yang Shu-fang		"			
Tsu Tha loon		"			
Wu Tao-chuan		"			
Kan Tai-chang		"			
Ling Shi-ling		"			
Shen Hsien yao		"			
Chang Sing I	3	part time	1/5		
Rural Education:					
Chang Yuen-wei		Normal school			
Chang Chi-wen		"			
Chen Sheo An		"			
Chiang Peh-en		"			
Ching Ming-ting		"			
Chen Chioming		"			
Chang Chi-wei		"			
Li Tsing ho		"			
Li En-kwan		"			
Tso Ming-chi		"			
Shih Yung-chen		"			
Fan Shieh hwa		"			
Li Chieh chia		"			
Rural Extension:					
Chow Ming I		Extension			
Li Shih-chieh		"			
Yen Keh-lich		"			
Chien Yieh yuin		"			
Chu Ching-chu		"			
Tai Luan swen		"			
Hsuih Tung-shen		"			
Yao Kwan Hsuen		"			
Wang Ying Hwai		Newspaper ed.			
Yien hsing		"			
Japanese;					
An Sze lung	3	part time			1/4
Experiment station;					
Tang Ih		gardens			
Chwuan chang		"			
Li Ching-ho		"			
L. D. Duan		"			
Farms:					
Tsu Hoh-shan		T.P.M.			
Ren Sha		"			
Sericulture;					
Koo Ying	3	sericulture work			
Hederu Hosonor		research			
Ma Chien		"			
Li Ling		"			
Li Sing lung		"			
Yang Chien ching		"			
Ching Found-chen		"			
Yen Ying-tung		"			



1/4  
1/8

1/2

1/4

RECEIVED  
 UNIVERSITIES  
 AUG 27 1930  
 JOINT OFFICE

Job Title	Hours	Name
Research	3	Yen Yung-tung
"	"	Ching Tzung-chen
"	"	Yang Chien ching
"	"	Li Sing lung
"	"	Li Ling
"	"	Ma Chien
"	"	Hedera Honox
"	"	Koo Ying
Series; work	3	Ren Sha
"	"	Tan Hob-shan
"	"	Parma;
"	"	L. D. Dean
"	"	Li Ching-ho
"	"	Chwan chang
"	"	Tang in
Gardens	3	Experiment station;
"	"	An Sue lang
"	"	Japanese;
"	"	Yin haing
"	"	Wang Ying Hwai
"	"	Yao Kwan Hsien
"	"	Wanlin Tang-shen
"	"	Tai Juan swen
"	"	Chu Ching-cin
"	"	Chien Yen yuin
"	"	Yen Keh-lich
"	"	Li Shih-chieh
Extension	3	Chow Ming I
"	"	Rural Extension;
"	"	Li Chieh chia
"	"	Wan Shieh iwa
"	"	Shih Yung-chen
"	"	Tao Ming-shi
"	"	Li Ku-hwan
"	"	Li Tsiang ho
"	"	Chang Chi-wei
"	"	Chen Ching-ming
"	"	Ching Ming-ting
"	"	Chiang Kuo-er
"	"	Chen Shao An
"	"	Chang Chi-wen
Normal school	3	Shang Yen-wei
"	"	Rural Education;
"	"	Chang Sing I
part time	1/2	Shen Hsien yao
"	"	Ling Shi-ling
"	"	Kan Tai-chang
"	"	Wu Tso-chuan
"	"	Tan Tso loon
"	"	Yang Shu-lang
"	"	Feng Hu-shien
"	"	Chang Lu-iwan
"	"	Chiao Chi-ming
"	"	Hsu Chen
Research	3	J. L. Buck
"	"	S. Moon

UNIVERSITY OF NANKING

SCHEDULE OF SALARIES AND ALLOWANCES

FOR UNIVERSITY-SUPPORTED WESTERN STAFF

1. Status

Western staff members in the service of the University, other than those allocated by the cooperating Mission Board, shall be appointed and supported by the Board of Founders, and shall, if serving for three or more years, be known as missionaries of the Board of Founders.

2. Types of Appointment

The University-supported Western members of staff may be classified into three groups:-

a. Life Appointees. Life agreements shall be entered into on the understanding that the appointee's service to the University shall normally continue until death, disability or retirement, provided such continuance is mutually desired by the University and the appointee.

b. Single Term Appointees.

(1) Regular Term. Regular appointments shall be under contract for a term of five years. Such contracts may be renewed for one or more additional terms of six years; or upon mutual agreement by the University and the appointee may be changed to life agreements.

(2) Short Term. Such appointments shall be under contract for a three-year term. Upon mutual agreement by the University and the appointee, such contracts may be extended to regular term contracts, or may be changed to life agreements.

c. Local Appointees. Local appointments on the field for special service of less than three years may be made by the President of the University, acting as the representative of the Board of Founders, Such appointments shall, however, be subject to confirmation by the Board of Founders.

3. Salaries

The salary schedule shall be as follows:-

Single members G \$960 per year, married members G \$1,800 per year:- these salaries to be paid either in U. S. currency or in local currency, as the staff member may elect. When paid in local currency the rate of exchange shall be the current rate except that the University will guarantee a minimum rate of two to one on such part of the salary as is spent on the field.

Salary begins on date of sailing.

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4. Children's Allowances

<u>Age</u>	<u>Amount per year</u>
Up to five years inclusive	U.S. \$100 or Mex. \$200
Six to thirteen years, inclusive	" 200 " " 400
Fourteen years to college age	" 250 " " 500
In college, but not beyond 21st birthday	" 300

5. Outfit Allowance

a. First outgoing. Regular and life appointments; single, U.S.\$250; married, U.S.\$500. Three year contract, U.S.\$100.

b. Return after furlough. Re-outfit allowance, single G\$100; married G\$200.

6. Residence

- a. For families: The University will supply residences and keep them in repair.
- b. For single persons: (1) For regular appointed members the University will provide living accommodations. If three or more single persons apply for a residence, their application shall be given equal consideration with the applications from the families. (2) For short term appointments the University will provide furnished rooms with the understanding that the furniture will be paid for from a furnishing fund provided by the University. Mex. \$200. will be the maximum amount paid for any one person.
- c. Furniture: No allowance will be made for furniture.

7. Medical provisions

Medical care shall be provided by the University. However, the University is not responsible for medical expenses incurred without the advance approval of the University medical officer, except in emergencies which do not permit prior consultation. Even in such emergency cases, it is expected the University medical officer will give his approval before reimbursement is made from University funds .

Where extra-ordinary items are needed, each such item shall be considered on its merits. Medical care shall be interpreted to cover the following:

- (1) Medical fees (including those of outside physicians where there is no University physician) and prescribed medicines.
- (2) Hospital treatment, except that the staff member will be expected to contribute toward the hospital expenses an amount representing two-thirds of the prevailing cost of living in Nanking at the time of illness, this amount to be agreed upon between staff member and the University medical officer.
- (3) surgical fees, treatment and dressings.
- (4) Obstetrical fees, treatment and nursing for two (2) weeks.
- (5) Travel to and from hospital, when required.
- (6) Travel to and from hospital of attendant in case of necessity.

8. Dental and Oculist Fees

One half of dental and oculist fees to be paid by University when

approved beforehand by the University medical officer.

#### 9. Language Study

In case of regular term appointees the University will bear the expense of one hour per day for one year. Allowances for further study will be paid on the recommendation of the president and the dean of the college concerned.

In the case of a life agreement, special arrangements for language study may be made in consultation with the President of the University, the cost of the study to be assumed by the University.

No language study will be provided for short term appointees.

#### 10. Furloughs

In the case of a life agreement, furloughs of one year will be granted after the first term of five academic years and after each succeeding term of six academic years. It is understood that the absence from the field will not exceed fourteen months.

At the expiration, without renewal, of a five-year contract, or of a subsequent six-year extension of such a contract, an appointee will be granted salary and allowances on a furlough basis for a period of three months after date of arrival in the home country by the most direct route. In case, however, such a contract is renewed, the appointee shall be entitled to one year of furlough between the expiration of the past term of service and the beginning of the subsequent term under the renewed contract.

The following provision shall be made for furlough salaries and allowances:

- a. Salaries and children's allowances. Same as on field, as set forth in No. 3 and No. 4.
- b. Rent allowance. Not to exceed U.S.\$25 per month for a single person, and \$50 per month for a married couple, if required.
- c. Medical, dental and oculist allowances. Same provisions as on field, as set forth in Sections 7 and 8 above.
- d. Study allowances. To be granted by Board of Founders only on special request.

#### 11. Travel Expense

a. Travel on Regular Appointments. On regular term appointments and life agreements, the University will bear travel expense from the home of the worker in the United States to Nanking, China, by the most direct and economical route; and will likewise bear travel expense at the expiration of each term of service for the homecoming journey to the home of the worker.

The University expects economy to be observed. It allows for first class railroad travel; regular cabin, special, or tourist class fare on trans-

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Pacific boats; moderate-priced hotels; meals; tips up to \$15.00 per adult for the entire trip; passports; baggage transfer; taxi-cab if necessary.

b. Travel on Short Term Appointments. On short term appointments the University will similarly bear three-fifths of the travel expense from the home of the worker in the United States to Nanking, China, by the most direct and economical route; and will likewise bear three-fifths of the travel expense at the expiration of a three year contract for the homecoming journey to the home of the worker. Should the contract be extended to four years the University will bear four-fifths of the round-trip expense.

c. Freight Allowances.

First outgoing: Regular appointment; single, two cubic tons (ship measurement forty cubic feet to the ton); married, four cubic tons. Three year contract; no allowance.

Return after furlough: Regular appointment; single, one cubic ton; married, two cubic tons.

d. Incompleted Contracts. It is understood that in signing the contract or agreement the worker agrees that if for any reason he or she resigns from the position before the expiration of one-half the term of the contract, he or she will reimburse the University for the outgoing and outfit expenses less such proportion of them as the time of actual service bears to one-half the full term of service as set forth in the contract; and that in case he or she resigns before the completion of the contract, the University shall not be under obligations for travel expenses to the home of the worker. In cases, however, where failure to complete a contract is due to the serious ill-health of the worker the University may waive in whole or in part the above obligation on the part of the worker, each case being dealt with on its merits.

12. Pension Provisions. These are dealt with in a separate document.

13. Cost of Health Examinations.

The cost of medical examinations preliminary to appointment, immediately after arrival on furlough, and prior to return to the field, shall be borne by the University.

14. Work outside the University.

Full time members of the staff are expected to give all their time to the work of the University. Members of the staff and their wives are not expected to take outside work for remuneration without previous agreement with the President of the University.

15. Vacations.

All vacations shall be under full salary. It is understood that each member of the staff is entitled to vacation amounting to from one month to six weeks, but not to exceed six weeks in any one year. In the case of instructors, if their class work is arranged so they may be away for longer than six weeks there will be no objection except it will be understood that they are subject to call in case of need for examinations, schedules, or any other duties that may be given to them by the dean of their college.

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Staff

University Payroll List for Budget of 1931-1932

Submitted with Miss Priest's letter of  
March 17, 1931

Administration:

Office of President:

Y. G. Chen	3,280 00	
Minnie H. Purcell	2,016 00	
Yuen Ching Hsien	1,025 00	
Ni Tsing Yuen	1,610 00	
Wang Tung Pei	480 00	
Writer and assistants	600 00	

Nanking

TRANSFER

9,011 00

Office of Treasurer:

Elsie M. Priest 75%	1,512 00	
Harry H. Sie	1,462 50	
Chu Pei Tsiang	897 50	
Yieh Pei	410 00	
Chen Chang Song	290 00	
Assistants	60 00	

4,632 00

Office of Registrar:

Tsien Tswen Tien 50%	762 50	
Liu Ching Hsi	1,337 50	
Swen Shu Fang 25%	321 87	
Ming Chuin Hao	360 00	
Assistants	300 00	

3,081 87

Office of Business:

Wu Shan 50%	637 50	
Tao Ming Peh	862 50	
Ku Tsuin Ren 50%	212 50	

1,712 50

University Magazine:

Wen Mih	1,087 50	
Assistants	520 00	

1,607 50

Office of Superintendent:

Chas. T. Gee 50%	1,600 00	
Mao Teh Lin	470 00	

2,070 00

Institutions:

College of Arts:

Office of Dean:

Lawrence Lew 40%	1,416 00	
Kao Ping Chwen 2/3	816 67	
Tsao Ih Tsuin	300 00	

2,532 67

Chinese:

Chang Sheo I	1,237 50	
Hwang Chi Kan	2,160 00	
Hu Siao Shih	2,040 00	
Hu Tsiang Tung	1,920 00	
Kao Ping Chwen 1/3	408 33	
Tien Shi Tawen	180 00	
She Hsien Shwen	1,325 00	
Cheo Ren Chien	420 00	
1 new professor	2,700 00	

12,290 83

Less

1,500 00

10,790 83

Economics:

Wu Shih Shiu	2,475 00	
New professor	2,700 00	
Assistant	240 00	

5,415 00

Education and Psychology:

Liu Nai Ching	3,025 00	
New professor	2,600 00	

5,625 00

English:

F. P. Jones	5,250 00	
S. J. Mills	3,500 00	
John Y. Young 2/3	1,344 00	
Ho Sih Ku	200 00	

10,294 00

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University Payroll List for Budget of 1931-1932-2

Instruction:

College of Arts:-continued

French and German:

S. J. Mills	1,750 00	
T. Neufeld or sub.	<u>960 00</u>	2,710 00

History:

M. S. Bates	3,822 00	
Ma Wen Hwan	2,525 00	
Chen Kung Luh	1,315 00	
Wang Shen Tsu	<u>1,287 50</u>	8,949 50

Philosophy:

Fang Tung Mei	1,440 00	
New professor	<u>2,730 00</u>	4,170 00

Physical Education:

Tsu Shao Wu 1/3	487 50	
Wang Fang Chi	480 00	
Yu Cheng Shen	<u>120 00</u>	1,087 50

Political Science:

Lawrence Lew 60%	2,126 00	
Hao Ai Chang	<u>2,500 00</u>	4,626 00

Religious Education:

Wang Chwen Yong 2/3	2,700 00	
Wang Pao Chi 1/3	<u>879 50</u>	3,579 50

San Ming Chu I:

Ching Tsu Meo	320 00	320 00
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Sociology:

L.S.C. Smythe	3,150 00	
Ko Seng	2,575 00	
Hu Chen 1/2	<u>525 00</u>	6,250 00

Cultural Studies Institute:

T. L. Tsu	1,620 00	
Assistants	180 00	
Li Siao Yuen	3,450 00	
Chen Chang Wei	612 50	
Tsao Tsu Ping	487 50	
Hsi Chu Tao	550 00	
(Chen Chao Ting N. C. Tu	300 00	
M. S. Bates	1,666 67	
Lei Hai Tsung	1,800 00	
Chen Teng Yuen	1,775 00	
Liu Kwoh Chuin 1/2	1,830 00	
Chung Tai	1,800 00	
Assistants	600 00	
Han Lih Wu	1,440 00	
Wu Ching Chao	3,150 00	
Hu Chen 1/2	575 00	
Liu Chi Hsuen	2,275 00	
Wang Chung Ling	1,975 00	
Lu Feng Tze	1,440 00	
Wang Tsai Peh	1,440 00	
Yieh Chi Yuin	<u>655 00</u>	29,621 67

College of Science:

Office of Dean:

Wei Hsioh Ren 1/2	1,770 00	
Swen Shu Fan	430 00	
Chang En Pu	300 00	
Assistants	<u>200 00</u>	2,700 00

University Payroll List for Budget of 1931-1932-3.

Instruction:

College of Science:-continued

Astronomy:		
Chang Yu Chih	720 00	720 00
Chemistry:		
J. C. Thomson 90%	4,687 20	
Tao Yen Chiao	3,200 00	
Pan Zon Hoo 1/3	1,368 75	
Y. G. Chen	820 00	
Tai An Pan	2,000 00	
Li Fang Hawen	1,615 00	
Cheng Nan Hwa	120 00	
Feng Tih Yuen 75%	918 75	
Li Shu Sien 75%	986 25	
Wang Ying Lai	969 25	
San Tsih Hsien	140 00	
Wang Chia Yu	90 00	
Sheo Loh	949 00	
Li Shih King	407 33	
Yang Shih Ming	575 00	
Assistants	<u>300 00</u>	19,146 53
Geology:		
Liang Tsin	1,440 00	1,440 00
Mathematics:		
Yu Kwan Lan	3,050 00	
Chang Tsi Hwa	1,725 00	
Wu Ying Hwai	737 50	
Pan Ting Kwan	1,400 00	
New professor	<u>1,333 33</u>	8,245 83
Physical Education:		
Tsu Shao Wu	487 50	
Wang Fang Chi	480 00	
Yu Chen Shen	<u>120 00</u>	1,087 50
Physics:		
Wei Hsich Ren 1/2	1,770 00	
Ching Pu or sub.	2,400 00	
Liu Tien Ching	1,337 50	
Mao Teh En	862 50	
Chen Sheo Chu	140 00	
Tsien Pao Chuin	1,150 00	
Ma Chen Ying	460 00	
Swen Shu Fang	215 00	
Student Assistants	400 00	
Assist. professor 1/3	666 67	
Liu Pao Chi	<u>1,100 00</u>	10,501 67
Religious Education:		
Wang Pao Chi 1/3	879 00	879 00
San Ming Chu I:		
Chang Tsu Meo 1/3	320 00	320 00
Zoology:		
Nelson S. Chen	3,175 00	
J. T. Illick	4,725 00	
Fan Teh Shen	1,315 00	
Kwoh Yu Ming	60 00	
Wu Chen Chien	907 50	
Wang Goh Hsing	132 00	
Assistants	<u>150 00</u>	10,464 50

University Payroll List for Budget of 1931-1932-4.

Instruction:

College of Science-continued:

Entomology:

New professor	2,500 00	
Student assistants	<u>100 00</u>	\$2,600 00

Gas Plant:

Li Shih King	407 33	
Servant	<u>198 00</u>	605 33

Storage Batteries:

Mao Teh En	287 50	287 50
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College of Agri. and For.:

Office of Dean:

Sie Kai Shen	3,660 00	
Hilda M. Anderson	1,008 00	
Chinese secretary	600 00	
Typists and assist.	400 00	
1 associate	<u>840 00</u>	6,508 00

Agronomy:

2 Mission representatives	5,460 00	
Heh Ching Ming	1,837 50	
Chen Fang Chi	<u>2,100 00</u>	9,397 50

Botany:

A. N. Steward	5,250 00	
Chiao Chi Yuen	1,775 00	
Sha Feng Hu	960 00	
Cheo Hoh Chang	<u>294 00</u>	8,279 00

Bacteriology:

1 Mission representative	2,730 00	2,730 00
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Plant Pathology:

Tai Fan Nan	3,325 00	3,325 00
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Chemistry:

J. C. Thomson	520 80	
Pan Zon Heo	456 25	
Li Fang Hwen	285 00	
Feng Tih Yuen	306 25	
Li Shu Sien	328 75	
Wang Chia Yu	90 00	
Wang Ying Lai	193 25	
Li Shih King	407 33	
Yang Shih Ming	287 50	
Student assistants	<u>100 00</u>	2,975 13

English:

John Y. Young	672 00	672 00
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Entomology:

New professor	1,000 00	1,000 00
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Geography:

B. B. Chapman	4,000 00	4,000 00
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Geology:

New professor	420 00	420 00
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Horticulture:

Hu Chang Chi	2,387 50	
New professor	1,700 00	
Pan Chien Wei	1,020 00	
Assistants	<u>300 00</u>	5,407 50

Physical Education:

Tsu Shao Wu 1/3	487 50	
Wang Fang Chi	480 00	
Yu Chen Shen	<u>120 00</u>	1,087 50

Religious Education:

Wang Puh Chi	879 00	879 00
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University Payroll List for Budget of 1931-1932-5.

Instruction:

College of Agri. & For. -continued:

Rural Economics:

J. L. Buck	4,158 00	
Chao Chi Ming	1,712 50	
Chang Lu Lwan	1,300 00	7,170 50

San Ming Chu I:

Ching Tsu Meo	320 00	320 00
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China Foundation projects:

1 associate	940 00	
1 professor	1,900 00	2,840 00

Library:

Liu Kwoh Chuin $\frac{1}{2}$	1,830 00	
Chen Chang Wei $\frac{2}{3}$	1,225 00	
Tsao Tsu Ping $\frac{2}{3}$	975 00	
Wang Chao Yung	1,150 00	
Chao Keh Ying	1,100 00	
Ho Si Fang	1,075 00	
Ho Han San	646 00	
Tsu Chen Chi	598 00	
Tsing Tsi Chong	470 00	
Chang Tsi Tsiang	252 00	
Shen Chi Yung	246 00	
New assistants	480 00	10,047 00

Rural Economics-Land Utilization:

Shao Teh Hsing	1,900 00	
Shen Hsien Yao	1,275 00	
Wang Lih O	1,005 00	
Ling Shih Ling	690 00	
Yieh Mao	975 00	
Pang Hung Shen	975 00	
Yin Lien Ken	975 00	
Liu Rwan Tao	975 00	
Swen Wen Yuh	2,400 00	
Statistician	10,000 00	
Chen Sih Ru	556 00	
Kiang Yu Shan	406 00	
Kan Luh	392 00	
Tang Chen Yung	412 00	24,960 00

Non-instructional:

Dormitory for College men:

Wu Shan $\frac{1}{2}$	637 50	
Ku Cheng Reng $\frac{1}{2}$	212 50	
Tsiang Teh Chi $\frac{2}{3}$	180 00	1,030 00

Dormitory for College women:

Miss L. C. Li	1,440 00	1,440 00
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Construction:

Chas. T. Gee $\frac{1}{2}$	1,600 00	
Draftman	960 00	
Chiu Teh Hsiao	350 00	2,910 00

Agriculture Experiment Station-Garden:

Tang Ih	1,462 50	
Chwang Chung	780 00	
Dwan Lwan Tih	550 00	2,792 50

Farm and Experiment work:

Tsu Loh Shan	592 50	
Ren Sha	587 50	1,180 00

Sericulture:

Ku Ying	2,412 50	
Ma Chien	925 00	

University Payroll List for Budget of 1931-1932-6.

Agricultural Experiment Station:

Sericulture:-continued:

Li Ling	636 00	
New professor	2,040 00	
Yen Yuin Tung	487 50	
Hu Kwan Young	530 00	
Ku Fuh Swen	467 50	7,498 50

SUMMARY

Administration	22,114 87	
College of Arts	66,350 00	
Cultural Studies Institute	29,621 67	
College of Science	58,997 86	
College of Agri. and For.	54,181 13	
China Foundation Projects	2,840 00	
Library	10,047 00	
Land Utilization Projects	24,960 00	
Non-instruction	5,380 00	
Agricultural Experiment	11,471 00	
	<u>285,963 53</u>	
Middle School	49,372 00	
Hospital	59,704 00	
Famine Prevention Work	74,385 50	\$469,425 03

University Middle School Payroll List

Administration:

Djang Fang	3,300 00	
Wang Tsao Cheo 3/4	1,080 00	
Leng Lien Chia 3/4	1,080 00	
Chang Ming Hsien or sub.	1,050 00	
Chen Shui I 1/2	600 00	
Chen Chang Fan	540 00	
Chen Chwen Ho 1/2	600 00	
Chang Ban Rui	596 00	
Fan Ni Chen	356 00	
Yu Sing Ing	296 00	
Tsu Koo Shen	356 00	
Cheo Ching Hao	300 00	
Yang Tsu Ching	356 00	
Wang Kwan Hwa	290 00	
Hu Gin Chuen	476 00	
one clerk	400 00	
	<hr/>	11,676 00

Instructors:

Chinese:

Hwang Yuen Mei	1,130 00	
Ling Hsieng Chang	1,200 00	
Chang Chien Chiu	1,120 00	
Wu Yah Peh	1,120 00	
Cheo Chi Shan	1,060 00	
Yang Mei An	660 00	
Yu Meo Ren	480 00	
Fan Ih Chi	350 00	
Chang Chu Kwan	300 00	
Kao Yao Ling	300 00	
Wu Yuen Dwan	290 00	
one full time	800 00	
	<hr/>	8,810 00

English:

Wang Tsao Cheo 1/4	360 00	
Leng Bao Seng	1,200 00	
Kiang Chien Yao	1,070 00	
Tai Pen Shan	1,130 00	
Mrs. S. M. Wang	720 00	
Miss Whipple	2,016 00	
Tsu I Ho 1/2	420 00	
Ping Ming Shen	360 00	
Pon Tze Chien	420 00	
Liu Chien	420 00	
Cheo Tsao Sing	420 00	
Wu Mei Seng	280 00	
One full time	800 00	
	<hr/>	9,616 00

Mathematics:

Leng Lien Chia 1/4	360 00	
Chen Shui I 1/2	660 00	
Chen Chuen Ho 1/2	600 00	
Hsiang Pei Hao	1,080 00	
Pu Kwan Tih	1,070 00	
Wang Chu Shu 3/5	600 00	
Tsu I Ho 1/2	420 00	
One full time	800 00	
	<hr/>	5,590 00

University Middle School Payroll List-2

Instructors:-continued:

Science:

Mei Ping Fu	1,320 00	
Wang Shi Ming	1,300 00	
Hsu Kwoh Liang	950 00	
Two assistants	550 00	
one Full time	800 00	4,920 00

Other subjects:

	<del>4,220 00</del>	
Tang Wen Yao	1,070 00	
Wang Chu Shu 2/5	420 00	
Yieh Tsong Kao or sub.	1,050 00	
Kwoh Pei	720 00	
Liu I Yung	1,070 00	
Li Hong Teh	720 00	
Chen Shueh Sing	590 00	
Shen Mon Too	540 00	
Wang Yong Chien	540 00	
Ching Kwan Chen	480 00	
Han Siao Lung	420 00	
Tai Ban Yien	420 00	
Hwang Sien Ni	360 00	
Mrs. C. Y. Tsu	360 00	8,760 00

Total salaries

\$49,372 00

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University Hospital Payroll list

Administration-Salaries:

J. H. Daniels	2/3	4,000 00	
Sie King Tsu		1,128 00*	
Chang En Sheo		468 00*	
Hsiao Pao Chuen		228 00*	
Wang Wen Luh		540 00	
Mrs. Chang		456 00	
Way Shwei Ching		216 00	
Ying Chi Wen		156 00†	7,192 00

Operation and Maintenance-Wages:

Kao Wen Hwang		96 00*	
Chang Teh Shen		192 00	
Kong Teh Yuen		168 00	
Wang Yung Chuan		96 00†	
Yu Fu Chen		144 00†	
Yang Sheo Chang		84 00†	
Liu Chen Shi		84 00†	
Keh Mah	1/2	27 00	891 00

Mechanical service - wages:

Wang Chi Hung		396 00†	
Wang Chi Nan		168 00†	
Leo Shao Ching		132 00†	
Wu Chang Fu		168 00†	
Kao Wen Ping		108 00†	
Kao Ching Len		96 00†	
Ken Hai Shan		84 00†	1,152 00

Laundry-wages:

Sha Wei Hung		216 00	
Sha Wei Shing		84 00†	
Yuen Chen Keo		108 00†	
Yuen Chen Hung		108 00	
Yuen Chen Pao		96 00†	
Li Kwei Chine		96 00†	
Li Kwei Chi		96 00†	804 00

Linen:-Wages:

Chao Li Teh		216 00*	
Ho Ma		120 00	336 00

Evangelistic - Salaries:

Ting Hai Shan		504 00†	
Loh Hsien Chen		336 00†	840 00

Pharmacy-salaries:

Loe Ngh Song		768 00	
Wang An Ming	Sl	24 00*	
Wang Chang Chi		96 00*	888 00

Laboratory - salaries:

Miss Grace Bauer		2,016 00	
Hsu Muh Chuin		600 00†	
Yeh Ku		552 00*	
Wei Tseh Wu		300 00*	3,468 00

X-ray - salaries:

C. S. Trimmer	1/8	750 00	
Chu Pao Tsai	1/2	234 00	984 00

University Hospital Payroll list -2

Nursing service - salaries:		
Miss Van Vliet	2,016 00	
Pearl Chen	600 00*	
1 director	<u>1,200 00</u>	3,816 00
Grad. Nurses General - salaries:		
Miss Jeffrey 3/4	1,512 00	
Chao Ren Yu	372 00*	
Chen Seng	444 00	
Eoyang Mei Li	300 00*	
Hu Hung Fu	444 00*	
Ku Chwen Ken	336 00*	
Li Wen Yu	300 00*	
Tsing Sung Ling	600 00	
Tsing Hwang Fen	300 00*	
Yang Kwan Hwa	324 00*	
Li Vi Ih	300 00*	
Nurse	<u>400 00*</u>	5,692 00
Special Ward Grad. Nurses- salaries:		
Miss Hynde	2,016 00	
Miss Ling	576 00	
Mrs. Chou	408 00	
Miss Tan	<u>300 00*</u>	3,300 00
General Ward Orderlies:		
Sie Lien Kwei	132 00†	
Tai Kai Yung	96 00†	
Keh Ma 1/2	27 00†	
Liu Ma	96 00†	
Chang Pao Ren	120 00†	
Shi Kwei Chuin	108 00†	
Wang Chia Yu	108 00†	
Wang Yu Hsing	96 00†	
Tsu Luh Chuing	96 00†	
Peh Shou Ting	84 00†	
Chao Feng Hsing	108 00†	
Hsu Hsi Tsen	108 00†	
Song Yiu Su	84 00†	
Wang Chia Tsai	156 00	
Ren Chwan Yu	96 00†	
Tsu An Ren	108 00†	
Wang Pei Sen	120 00†	
Wen Sheo Shan 2/3	132 00†	
Tan Kai Seng	96 00†	
Yu Yung Hwa	<u>108 00†</u>	2,079 00
Special Ward Orderlies:		
Yang Sz	192 00	
Li Ma	<u>120 00</u>	312 00
Medical -salaries:		
C. S. Trimmer 7/8	5,250 00	
Chang Chi Bei	1,608 00*	
Resident	900 00*	
Interne	<u>420 00*</u>	8,178 00
Surgical - salaries:		
R. A. Slater	6,000 00	
James T. Cheng	2,880 00	
Wang Yung Ren	1,128 00*	
Interne	420 00*	
Ran Chang Ken	528 00	
Wang Yuin Tai	312 00*	

University Hospital Payroll list -3

Surgical - salaries -continued:

Li Yao	348 00*	
Chu Pao Tsai $\frac{1}{2}$	468 00†	
Tsing Ming Yu	120 00†	
Chang Ma	96 00†	12,300 00

Gyn. and Obs. -salaries:

Vera Hsiung	1,440 00	
Interne	420 00*	1,860 00

Rent.-salaries:

Dept. Head	2,640 00	
Interne	420 00*	
Chow Wan I <del>1/3</del> 1/3	138 00	3,198 00

Preventive Medicine-salaries:

J. H. Daniels $\frac{1}{3}$	2,000 00	
Chow Wan I $\frac{2}{3}$	414 00	2,414 00

Total salaries and wages

\$59,704 00

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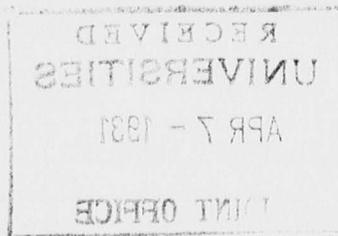
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## Famine Prevention Work Payroll List

<b>Administration and Publicity:</b>		
In lieu of service rendered by J. H. Reisner	2,500 00	
E. M. Priest $\frac{1}{4}$	504 00	
Secretary $\frac{1}{2}$	1,002 00	
Writer and assistants	200 00	4,206 00
<b>Agricultural Education:</b>		
Chang Chi Wen	1,712 50	
Chang Yuen Wei	1,775 00	
Chow Kwoh Hwa	1,400 00	
Chen Chi Hwa	975 00	
Shi Yung Chen or sub.	480 00	
Chang Peh An or sub.	648 00	6,990 50
<b>Wukiang School:</b>		
Chang Tsi Hsuen		480 00
<b>Rural Community Center:</b>		
Li Tsing Ho	637 50	
Activities	100 00	737 50
<b>Agricultural Extension:</b>		
Chow Ming I	2,087 50	
Li Shih Chieh	655 00	
Yen Keh Lieh	530 00	
Chien Yieh Yuin	480 00	
Tai Lung Swen	592 50	
Chu Ching Tsu	530 00	
Li Chen Kan	882 50	
Hsueh Tung Shan	405 00	
Yao Kwan Hsuen	405 00	
Song Wei Hsiang	144 00	6,711 50
<b>News Paper:</b>		
Li Hsing Yu	530 00	
Chu Tung Shan	330 00	860 00
<b>Rural Economics &amp; Farm Management:</b>		
In Lieu of service rendered by J. K. Buck	2,500 00	
Field investigators	1,740 00	
Foreign Specialist	4,120 00	
Wan Kwoh Ting 10%	196 25	
Fang Ru Hsien	524 00	
Tsu Tha Loon	628 00	
Yang Shu Fang	520 00	
Wu Tao Chwen	398 00	
Kan Tai Chang	404 00	11,030 25
<b>Farm Crops Improvement &amp; Seed Farms:</b>		
1 visiting professor	6,000 00	
Dr. Love	2,000 00	
1 secretary for Dr. Love	1,200 00	
Shen Tsong Han	3,275 00	
Wang Sheo	1,650 00	
Chen Yen Shan	1,900 00	
Peng Sheo Pan	975 00	
Kiang Yuin Swen	587 50	
Yang Kwoh Tung	592 50	
Tai Swen En or Sub.	960 00	
Chang Chia Wei	907 50	
New Associate	240 00	
Student Assistants	300 00	21,187 50

Famine Prevention Work Payroll List -2-

Forestry:		
Chen Yung	3,300 00	
Chu Hwei Fang	2,850 00	
Shen Hsioh Li	1,775 00	
Hwang Shui Tsai	1,055 00	
I professor	2,100 00	
Chen Ruh Peh	475 00	
Chen Hsioh Ren	530 00	
Student assistants	350 00	12,435 00
Plant Disease Controls:		
Chen Hung Kwei	1,475 00	
Hwang Liang	1,100 00	
Laboratory assist	294 00	
Field man	177 00	3,046 00
Research Library:		
Wan Kwoh Ting 90%	1,766 25	
Chen Tsu Kwei	1,600 00	
Chu Shui Tang	1,100 00	
Liu Chia Hao	550 00	
Liu Ih Tsuin	425 00	
Nan Yuin Kan	617 50	
Han Hsu Yuen	442 50	
Student assist	200 00	6,701 25
Total Salaries		<u>\$74,385 50</u>



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	800 00	Student assist
	448 50	Han Han Yen
	617 50	Ben Yuen Kan
	455 00	Liu H. Tain
	550 00	Liu Chia Hao
	1,100 00	Chu Shui Tang
	1,600 00	Chen Tai Kwei
	1,788 25	Wan Kwoh Ting 90%
	<hr/>	
	800 00	Research library:
	177 00	Field man
	294 00	Laboratory assist
	1,100 00	Hwang Liang
	1,478 00	Chen Hung Kwei
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	380 00	Plant Disease Control:
	530 00	Student assistants
	830 00	Chen Hsioh Ben
	475 00	Chen Hui Fah
	3,100 00	I professor
	1,055 00	Hwang Shui Tsai
	1,775 00	Shen Hsioh Li
	3,850 00	Chu Hwei Hwang
	3,300 00	Chen Yung
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13,435 00		
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3,048 00		
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6,701 25		
14,388 25		Total salaries

RECEIVED  
UNIVERSITIES  
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Copy for Dr. McMullen

SUBJECT: SABBATICAL LEAVE AND STUDY ABROAD

TO : PRESIDENT Y. G. CHEN

FROM : DR. WILLIAM P. FENN

1. The principle of sabbatical leave is well established. The need for study abroad is also generally recognized. However, sbbatical leave and study abroad should not be considered as synonymous. The former is basically recognition of service; the latter should be considered preparation for the future. Only if this distinction is kept clearly in mind can available funds be used for the best interests of the institution.
2. It is recommended that, in the awarding of grants for study abroad, less consideration be given to length of service and more to the academic needs of the University and the candidate's promise of development and future contribution. There would appear to be little in any justification for the application of the "point-system" in this connection.
3. It is proposed that there be two main categories into which the faculty can be classified:
  - a. "Old-Timers": men with many years of service, many of them with previous trips abroad.
    - 1) These would of course claim most of the sabbatical leaves. Sabbatical leave, however, should not be understood as being anything more than a dutyless period on full salary.
    - 2) These should be assigned some scholarships or grants for study abroad - but probably not to exceed 40% of the total. Such scholarships or grants within this group should not be assigned on the basis of length of service but only on convincing evidence of specific benefit that will result to the University therefrom.
  - b. "Youngsters": Men with shorter terms of service, probably without previous trips abroad, and giving promise of high-grade future contributions.
    - 1) In most cases these would not be eligible for sabbatical leave. But, wherever eligible, such leave could be combined with study abroad.
    - 2) These should be assigned at least 60% of the scholarships or grants for study abroad. If the welfare of the University is put before individual desires, there can hardly be objection to this investment in future "key-men."
4. The principle underlying these suggestions is one on the carrying out of which depends in large measure the academic future of the institution.

Chengtu  
November 1945

William P. Fenn

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