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UBCHEA ARCHIVES
COLLEGE FILES
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WCUU
Administrative
Board of Directors,
Executive Committee
1947-1948

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WEST CHINA UNION UNIVERSITY

Meeting of the *Executive Committee of the Board of Directors*, held on *June 9th, 1947*.

Present: G. W. Sparling in the Chair; Lincoln Dsang, Lo Pin-san, H. Veals, Whang T'ien-chi, Yoh Bao-chi; ex officio: S. H. Fong, A. W. Lindsay.

E.280. *Minutes.*

The Minutes of the Annual Meeting held on May 23rd and 24th were read in English and approved. Agreed to make adjustments in the Chinese Minutes to include reported material covered by Minutes D 281, 282, 305 to 313 inclusive, and other business not covered.

E.281. *Dr. Dryden L. Phelps.*

President Fong made explanations regarding newspaper articles concerning a political meeting held in Dr. Phelps' study on Sunday, May 31st; he being under the impression that the meeting was a regular Christian fellowship meeting. The opinion was expressed that missionaries should be advised to be careful to keep free of politics.

E.282. *Dr. Lincoln Dsang.*

Agreed to refer to the Housing Committee the matter of arranging a house on the campus for Dr. Lincoln Dsang, and to appoint a sub-committee composed of Messrs. Lo Pinsan, Whang T'ien-chi and G. W. Sparling to consider and report on a retiring allowance for Dr. Dsang.

E.283. *Financial Situation.*

Letters of June 3rd, 4th and 5th were read from Dr. Fenn concerning the serious financial situation, and urging very drastic reduction in enrolment and staff for 1947-48, perhaps as high as 40-50%, also quoting the following cable from the Associated Boards:

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CHINA'S FINANCIAL POLITICAL CRISIS
DRASTICALLY AFFECTING FUND RAISING
IN USA. SURVEY REVEALS ALARMING
DECREASE USC INCOME REQUIRING
THOROUGH CURTAILMENT PROGRAMS
ALSO REALLOCATION OF APPROPRIA-
TIONS. COLLEGES SO COOPERATING
WILL RECEIVE FIRST CONSIDERATION.
VAN DUSEN NORTH ARNUP.

Agreed to write to Dr. Fenn stating that in view of the fact that we are under obligation to our staff to the end of the contract year, July 30th, and in view of the fact that a new scale of salaries has been announced by the Government, we hope that Associated Boards will give us a grant proportionate to that given to other Christian Universities, so that we may increase the multiple as well as the cash bonus.

Reported that Dr. Lan T'ien-ho has been appointed Executive Secretary of the University Finance Campaign and that he is very actively engaged in organization. There was agreement and stress was laid on the importance of making the campaign a success.

E.284. *Plans for Retrenchment.*

Discussion took place concerning the plans necessary to retrenchment.

Agreed that in view of the over-expanded staff and the financial difficulties of the University at the present time, every attempt be made to reduce the total staff by 30-40%, the Administration being requested to submit detailed recommendations for consideration at the next meeting.

The following suggestions were adopted as

principles and means to be followed as closely as possible:

Principles:

1. Loyalty and interest in the University are requisites for the engagement of staff.
2. Quality and the student's good are of far more importance than size or equality with other Universities.
3. Reductions should be made in staff in order to build up the Huata spirit, not to diminish the effectiveness of the work.
4. Christian teachers should be engaged in preference to others.

Ways and Means:

1. All Departments should be operated according to the same pattern — a limited number of professors with instructors and assistants carrying a large part of the routine teaching.
2. Require full 12 hours teaching schedule for full-time teachers. Research work and supervision of students shall not count as teaching hours.
3. Use part-time teachers where less than 9 hours per week are needed for a required course, except where the teacher gives time to administration or can be appointed to some other service in the immediate interest of the University; or, in the case of Medicine and Dentistry, where teachers serve in Departments of the Hospital.
4. When a full-time teacher is engaged to give a course which does not call for 12 hours teaching, other service agreed to by the President must be given.
5. As many credit courses as possible should be given for two "Years" or in alternate years.

6. Reduce teaching staff to minimum required to teach credit courses.
7. Reduce elective courses if they require the engagement of extra teachers.
8. Limit the number of students in any one class or laboratory.
9. Laboratory Assistants should be in proportion to the number of students in the laboratory.
10. Tuition fees should at least equal one tan of rice.
11. The student body should be reduced to 1,500.
12. The Administration should be reorganised so that:
 - a. Writers can be used in common;
 - b. Where possible departments should be amalgamated;
 - c. Duties of departments should be rearranged to reduce staff and provide full-time work for all;
 - d. Fewer divisions should be permitted with highly paid heads.
13. Administrators and Heads of Departments must be full-time without interests in other institutions.
14. No clinical practice or business shall be carried on in University houses.
15. Residences shall be allocated to full-time staff only.
16. Each year in each College one professor only shall be permitted on sabbatical leave, the work being carried without addition of staff. Rules must be kept without exception.
17. Leave of absence shall be of a very limited nature; when it extends beyond one month's duration in the year it should be without pay.

18. Those who are incapacitated for full work should be retired with an allowance.
19. Changes in salary affecting the budget must secure the sanction of the Executive Committee of the Directors.
20. The University budget shall not be held responsible for any expense incurred by any sanctioned Institutes. Funds of such Institutes must be reported and administered according to prescribed University regulations.

E.285. *Friends World Committee for Consultation.*

Agreed to express appreciation of the honour which would accrue to the University through President Fong attending the Friends World Committee for Consultation in Richmond, U.S.A., in September; but because of the financial difficulties and retrenchment facing the University it is impossible to grant President Fong leave of absence at this time.

E.286. *Education and Rural Reconstruction.*

Discussion took place concerning the request of the Dean of the College of Arts for permission to operate separate Departments of Education and Rural Reconstruction.

Agreed inasmuch as the University is faced with a very serious financial situation, calling for drastic reduction in enrolment and staff, that Rural Reconstruction and Education be combined into one Department with one quota of Freshmen. The Directors can this year accept responsibility for the finances of one Department only.

E.287. *Pharmacy.*

It was noted that an order has been received from the Ministry of Education that no Freshmen are to be accepted in the Pharmacy Special Class in the fall term.

WEST CHINA UNION UNIVERSITY

Meeting of the Executive Committee of the Board
of Directors, held on June 9th, 1947.

Present: G. W. Sparling in the Chair; Lincoln Dsang, Lo Pin-san,
H. Veals, Whang T'ien-chi, Yoh Bao-chi; ex-officio:
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AFFECTING FUND RAISING IN USA. SURVEY REVEALS
ALARMING DECREASE USC INCOME REQUIRING THOROUGH
CURTAILMENT PROGRAMS ALSO REALLOCATION OF
APPROPRIATIONS. COLLEGES SO COOPERATING WILL
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E-284 Plans for Retrenchment

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The following suggestions were adopted as principles and means to be followed as closely as possible:

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4. Christian teachers should be engaged in preference to others.

Ways and Means

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2. Require full 12 hours teaching schedule for full-time teachers. Research work and supervision of students shall not count as teaching hours.

3. Use part-time teachers where less than 9 hours per week are needed for a required course, except where the teacher gives time to administration or can be appointed to do some other service in the immediate interest of the University; or, in the case of Medicine and Dentistry, where teachers serve in Departments of the Hospital.
4. When a full-time teacher is engaged to give a course which does not call for 12 hours teaching, other service agreed to by the President must be given.
5. As many credit courses as possible should be given for two "Years" or in alternate years.
6. Reduce teaching staff to minimum required to teach credit courses.
7. Reduce elective courses if they require the engagement of extra teachers.
8. Limit the number of students in any one class or laboratory.
9. Laboratory Assistants should be in proportion to the number of students in the laboratory.
10. Tuition fees should at least equal one tan of rice.
11. The student body should be reduced to 1,500.
12. The Administration should be reorganized so that:
 - a. Writers can be used in common;
 - b. Where possible departments should be amalgamated;
 - c. Duties of departments should be rearranged to reduce staff and provide full-time work for all;
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13. Administrators and Heads of Departments must be full-time without interests in other institutions.
14. No clinical practice or business shall be carried on in University houses.
15. Residences shall be allocated to full-time staff only.
16. Each year in each College one professor only shall be permitted on sabbatical leave, the work being carried without addition of staff. Rules must be kept without exception.

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17. Leave of absence shall be of a very limited nature; when it extends beyond one month's duration in the year it should be without pay.
18. Those who are incapacitated for full work should be retired with an allowance.
19. Changes in salary affecting the budget must secure the sanction of the Executive Committee of the Directors.
20. The University budget shall not be held responsible for any expense incurred by any sanctioned Institutes. Funds of such Institutes must be reported and administered according to prescribed University regulations.

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Agreed inasmuch as the University is faced with a very serious financial situation, calling for drastic reduction in enrollment and staff, that Rural Reconstruction and Education be combined into one Department with one quota of Freshmen. The Directors can this year accept responsibility for the finances of one Department only.

E-287 Pharmacy

It was noted that an order has been received from the Ministry of Education that no Freshmen are to be accepted in the Pharmacy Special Class in the fall term.

WEST CHINA UNION UNIVERSITY

Minutes of the Executive Committee of the
Board of Directors, held on July 24th, 1947.

Present: G.W. Sparling, T.C. Whang, H.H. Veals,
Yoh Bao-chi; S.H. Fong and A.W. Lindsay (ex officio).

E.288. *Minutes.*

The Minutes of the last meeting were approved
as circulated.

E.289. *Correspondence:*

(a) *Sabbatical leave.*

A request having been referred to the Directors
from the President's Council for permission to grant
a further sabbatical leave with pay to staff of
Administrative Departments, it was

RESOLVED that sabbatical leave with pay may
be granted to one member representing the
administrative group (including Museum and
Library.)

(b) *U.B.C.C.C.*

A letter dated July 1st received from Dr.
McMullen was read reporting that on July 1st, 1947,
the United Board for Christian Colleges in China
officially came into being to replace the ABCCC; he
also commented on actions of recent meetings of the
Board and of the Women's Committee of the West
China Committee; contractual statement, etc.

E.290. *Salaries.*

On the recommendation of the President's
Council

RESOLVED that the multiple to be used for the
month of July in the payment of salaries be
1,000.

E.291. *Retrenchment.*

RESOLVED to forward to the United Board for
Christian Colleges in China the Report of the
President's Council as presented, pointing out
that the total retrenchment in personnel and
budget for 1947-48 as compared with 1946-47 is

15%, and that it is not possible to make further reduction without cutting out Departments or instituting other drastic changes.

E.292. Dr. Lincoln Dsang.

The president's Council proposed that Dr. Lincoln Dsang exchange houses with President S.H. Fong; a report was received from the sub-committee, appointed by minute no 282, to consider the question of a retiring allowance for Dr. Lincoln Dsang.

RESOLVED to refer to the United Board for Christian Colleges in China the matter of granting an allowance to Dr. Lincoln Dsang on his retirement from the Presidency.

E.293. Retiring Allowances.

RESOLVED to present to the U.B.C.C.C. the need for consideration of the general matter of retiring allowances for those who have given faithful service to the Christian Universities over a long period, and to request an early consideration of this problem.

E.294. Finance Campaign.

RESOLVED to appoint Mrs. Yoh Bao-chi and Dr. T. C. Whang to represent the Directors on the University Finance Campaign Committee.

E.295. Ricksha for President Fong.

RESOLVED that the University purchase a ricksha for the use of President Fong.

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WEST CHINA UNION UNIVERSITY

Minutes of the Executive Committee of the
Board of Directors, held on July 24th, 1947.

Present: G. W. Sparling, T. C. Whang, H. H. Veals, Yoh Bao-chi;
S. H. Fong and A. W. Lindsay (ex officio).

E. 288. Minutes

The Minutes of the last meeting were approved as circulated.

E. 289. Correspondence

(a) Sabbatical Leave.

A request having been referred to the Directors from the President's Council for permission to grant a further sabbatical leave with pay to staff of Administrative Departments, it was

RESOLVED that sabbatical leave with pay may be granted to one member representing the administrative group (including Museum and Library.)

(b) U.B.C.C.C.

A letter dated July 1st received from Dr. McMullen was read reporting that on July 1st 1947 the United Board for Christian Colleges in China officially came into being to replace the ABCCC; he also commented on actions of recent meetings of the Board and of the Women's Committee of the West China Committee; contractual statement, etc.

E. 290. Salaries

On the recommendation of the President's Council
RESOLVED that the multiple used in the payment of salaries for the month of July be 1,000.

E. 291. Retrenchment

RESOLVED to forward to the United Board for Christian Colleges in China the report of the President's Council as presented, pointing out that the total retrenchment in personnel and budget for 1947-48 as compared with 1946-47 is 15%, and that it is not possible to make further reduction without cutting out Departments or instituting other drastic changes.

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The President's Council proposed that Dr. Lincoln Dsang exchange houses with President S. H. Fong; a report was received from the sub-committee appointed by minute no. 282 to consider the question of a retiring allowance for Dr. Lincoln Dsang.

RESOLVED to refer to the United Board for Christian Colleges in China the matter of granting an allowance to Dr. Lincoln Dsang on his retirement from the Presidency.

E. 293 Retiring Allowance

RESOLVED to present to the UBCCC the need for consideration of the general matter of retiring allowances for those who have given faithful service to the Christian Universities over a long period, and to request an early consideration of this problem.

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E. 294 Finance Campaign

RESOLVED to appoint Mrs. Yoh Bao-chi and Dr. T. C. Whang to represent the Directors on the University Finance Campaign Committee.

E. 295 Ricksha for President Fong

RESOLVED that the University purchase a ricksha for the use of President Fong.

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WEST CHINA UNION UNIVERSITY

Chengtou, Szechwan
August 8, 1947

Dr. Robert J. McMullen,
Secretary, West China Committee,
150, Fifth Avenue, New York City, U.S.A.

Dear Dr. McMullen:

Herewith I enclose the Minutes of the last meeting of the Executive Committee of the Board of Directors. Only two of the actions need comment - E. 292 and 293.

The Committee did not feel itself competent to decide on a retiring allowance for Dr. Dsang. It was suggested that in all probability the United Board for Christian Colleges had other similar cases to consider and that possibly a policy may already have been established regarding retiring allowances for presidents. Of course, the Executive was reminded of the fact that Dr. Dsang was given a special grant of US\$1,500 in June 1946, when he commenced his sabbatical leave with pay. The Directors will await your action and advice.

In a former minute the Executive was asked to make arrangements for Dr. Dsang to have the use of a house on the campus for his family for a period of four or five years to enable his children who are in University to have a home until they graduate. The University has allocated house No. 52 - which is one of the houses allocated for University use by the Methodist Mission. The University will have to put the house into good repair. It was one of those damaged during the flood, and its servants' quarters were entirely wrecked.

Regarding minute E.293, the University has on its payroll at present several members who have given long periods of service and should now be retired, but we have no money available for such a purpose, nor have we any pension scheme. The Board believes that the Universities should have a common plan and a common fund to deal with this problem. Will you please give us any information you may have as to what has been or is being done about this matter.

Yours sincerely,

/s/ Ashley W. Lindsay

Secretary

Copies to Dr. J. H. Arnup, Toronto,
Rev. Noel B. Slater, London

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WEST CHINA UNION UNIVERSITY

Minutes of the Executive Committee of the BOARD OF DIRECTORS, held on August 23rd, 1947, in the home of Dr. George W. Sparling.

Present: G.W. Sparling, Lincoln Dsang, H.J. Veals, Yoh Bao-chi;

S.H. Fong and A.W. Lindsay *ex officio*.

Secretary — A.W. Lindsay

E.296. *Salaries.*

After a full discussion of minute No. P. 1424 of the President's Council

RESOLVED that an increase in University salaries be granted from August. This increase to follow the Government's salary scale for the third area; this being a multiple of 1300 and a cash allowance of \$340,000.

- (a) In passing this resolution it was considered to be unwise to follow or to be governed by the salary scale of the University of Szechwan;
- (b) Further, it was thought wise to make our increases in salary in line with those of other Christian Universities.

E.297. *Retrenchment.*

After hearing a report of the Retrenchment Committee,

RESOLVED that the Executive of the Board is convinced that the University has made every effort to reduce both teachers and salaries in line with the order of the ABCCC Planning Committee. Short of closing Departments or Colleges it is accepted that the 15%

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cut in personnel and the 10% cut in salaries represents a maximum retrenchment possible this year.

E.298. *Fees.*

RESOLVED to adopt President Fong's reported list of fees for the Fall Term of 1947 as follows:

Arts College:

Tuition	\$400,000.00
Freshman Endowment	20,000.00
Library	30,000.00
Medical	30,000.00
Physical Education	20,000.00
English Teaching Materials	20,000.00
Miscellaneous	50,000.00
Student Wallet	5,000.00
University Students Association	10,000.00
College Students Association	10,000.00
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	595,000.00
Sociology & Rural Reconstruction	605,000.00
Economics	615,000.00

College of Science.

Tuition	\$400,000.00
Freshman Endowment	20,000.00
Laboratory Deposit	30,000.00
Laboratory	30,000.00
Library	30,000.00
Medical	30,000.00
Physical Education	20,000.00
English Teaching Materials	20,090.00
Miscellaneous	50,000.00
Student Wallet	5,000.00
University Students Association	10,000.00
College Students Association	10,000.00
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	655,000.00

College Of Medicine & Dentistry.

Same as Science, plus	655,000.00
Microscope	20,000.00
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	675,000.00

E.299. *Special Allowances.*

RESOLVED (a) to increase the monthly entertainment allowance of President Fong to \$200,000 and of the Deans to \$100,000.

RESOLVED to permit the University Administration to add a servant besides gateman and ricksha coolie to the President's house.

E.300. *Alumni Association.*

RESOLVED that the Committee supports the University Administration in (a) placing the secretarial work of the Alumni Association in the Dean of Studies Office; (b) in informing Mr. Den Shih-hwa that he may not continue residence in a University house.

E.301. *Home Economics.*

RESOLVED to approve of the recommendation of the University that it inform Dr. McMullen of our agreement to Dean Ava B. Milam's requirements for the operation of a high standard Department of Home Economics on the understanding that we receive at least US\$20,000 over a period of nine years.

Note: Dr. Lo Pin-san attended the July 24th meeting of the Committee. His name was inadvertently omitted from the printed Minutes.

President Fong reported the basis of accepting a special class of Auditors. His plan is considered to be satisfactory.

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Minutes of the Executive Committee held on August 30th, 1947 in the home of Dr. A.W. Lindsay.

Present: G. W. Sparling, P.S. Lo, B.C. Yoh, H. J. Veals; S.H. Fong and A. W. Lindsay ex officio.

Secretary - A. W. Lindsay

E.302. *Kao Family Farm, Jenshow.*

President Fong reported to the Executive the offer by a Kao family of a gift of three hundred acres of farm land in Jenshow Hsien income to be used partly to support memorial scholarships.

RESOLVED (1) to express to the Kao family the Board's sincere appreciation of this prospective gift; (2) to request the University Administration to investigate the property and discover the reasons for and conditions of the gift and report back; (3) to ask the President to have drawn up regulations of the Kao Scholarship Committee if the farms are accepted.

E.303. *Chu Property.*

RESOLVED to ask the University Administration to continue talks regarding the possibility of purchasing the Chu property.

E.304. *Farm Land, Wu Ho Si Area.*

RESOLVED to request President Fong to accept from the Provincial Government for the Board of Directors the ten meng of land located opposite the Wu Ho Si if and when it becomes available

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WEST CHINA UNION UNIVERSITY

Meeting of the *Executive Committee* of the BOARD OF DIRECTORS held on November 19th, 1947.

Present: G.W. Sparling, P.S. Lo, H.J. Veals, B.C. Yoh; S.H. Fong and A.W. Lindsay ex officio.

The Minutes of last meeting were approved as circulated.

E.308. *Correspondence.*

A letter from Dr. McMullen, August 20th, was read concerning insurance and housing.

E.309 *Wesleyan University.*

A letter of October 30th, 1947, was read from President Butterfield reporting that Wesleyan University has agreed to the establishment of a Wesleyan Memorial Scholarship at West China Union University as well as a charity bed in the University Hospital. The supporting capital fund will amount to US\$5,000.

RESOLVED to record this gift to the University and to express sincere thanks to the Wesleyan University for this valuable and acceptable gift.

E.210. *Salaries.*

Reported that an official communication has been received from the Ministry of Education requesting Universities to adopt the new cost of living multiple and cash allowance set for the Chengtu area, that is a multiple of 2,900 and cash allowance of \$760,000.

RESOLVED to adopt the new scale of salaries as from November 1st; After further discussion it was:

RESOLVED to supplement the October salaries to bring them up to the new level adopted for November.

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E.311. Finance Campaign Funds.

RESOLVED that monies raised by the Finance Campaign be converted into gold at the earliest possible opportunity.

E.312. Kao Property.

It was reported that the deed of gift of the Kao farm land (302 meng) to the University was signed on November 16th, 1947. A translation of the agreement reads as follows:

"Following the will of the father of party 'B', Kao Wei-chieh, and their mother, Kao Pen Chin-chin, to contribute property for scholarships in West China Union University in memory of them,

1. 'B' agrees to contribute part of their father's property in Jenchow; 302 meng as a gift to 'A' for scholarships; 'B' thus gives up all right to this property.
2. 'B' will hand to 'A' the documents and the contract of the property in a clear statement, on the understanding that the taxes of this year (about 20 dan of rice) and the deposit guaranteed money (about 80 dan of rice) from the tenants will be paid by 'A'. If there is any trouble about the rights of the property 'B' will take full responsibility.
3. In memory of the contributors 'A' agrees, after receiving this property, to provide scholarships from the interest; the scholarships to be called "Kao Wei-chieh and His Wife's Memorial Scholarships". Poor students chosen from regular students or research students may be given free tuition, board and other fees or half of the total fees.
4. Scholarship holders shall be chosen by a special Sub-committee of the University Scholarship Committee. One or two members of the Kao family shall be on this sub-committee.

A meeting shall be called each year before the opening of school. After selecting the scholarship holders the sub-committee shall present the names to the University Scholarship Committee for final decision.

5. Scholarship holders shall follow the regulations of the Government and the University and shall have the same privileges as granted to other students of the University. If any scholarship holder is dismissed by the University, 'A' will be responsible for seeing that his relatives, or guarantors, shall refund the scholarship money granted. Vacancies due to scholarship holders leaving school before graduation may be filled by others chosen by the sub-committee.
6. If the University is changed into another institution, or becomes affiliated with another school, or becomes separated into several institutions, this agreement shall not be affected by any of the above changes. The new institution, if such be formed, shall assume all the responsibilities of this agreement.
7. This agreement will become effective as soon as it is signed by both parties and certification is received from the court of law and approval from the Division of Education of the Provincial Government and the Jenchow Government".

AGREED to sell the property as soon as possible and convert the proceeds into gold.

E.313. Ma An Shan Property, Chungking.

President Fong reported that the Deed covering Mr. Dsen Shih-chuin's gift of the Ma An Shan Property to the University has only just come into our hands. A translation of the agreement reads as follows:
"I desire:

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1. The Contracts to be taken care of by a committee.
2. The property to be used for Scholarships by making use of the rental therefrom. It shall never be sold.
3. That the property shall be insured for the sum of US\$50,000 in U.S.A.
4. Members of the Committee are to be elected from the Chinese and western staff of the University, about seven or eight persons, the President being an ex officio member.
5. Scholarships are to be given as follows:
Type A-five students shall receive ten dan of rice per year each.
Type B-fifteen students shall receive five dan of rice per year each.
6. Five students from the U.U. Middle School are to receive five dan rice each.
7. Fifteen students from Primary School to receive two dan each per year.
8. The remaining twenty dan of rice to be used to pay the insurance. If it should not prove to be sufficient either I or Dr. Wen should think of a way to make up the deficiency (at present the price of twenty dan of rice is sufficient, costing about \$74,000 which can purchase US\$240).
9. The holders of the Scholarship are to be chosen by the Committee. They should fill out two applications forms, and provide two copies of letters and photographs, one for the Committee and one to be mailed to me.
10. I desire to have the right to recommend two holders of type A scholarships and five of type B, 4 for Middle School and 2 or 3 for Primary School students."

In view of the difficulty of looking after property at a distance from the University and of securing sufficient income to cover the stated number of scholarships.

RESOLVED to take up with Mr. Dsen Shih-chuin the advisability that this property be sold and the proceeds converted into gold. President Fong was requested to express the thanks of the Board of Directors to Mrs. Wen Yung-an for effecting repairs to the building.

E.314. *University Church.* see Minute No. D.301.

On further consideration of the request that the University approach the various Mission Boards and other supporting organisations for contributions towards the early erection of the proposed University Church.

RESOLVED to refer the matter back to the Church Board for further consideration as to whether the present time is appropriate for such an appeal to be made for large funds for the erection of this Church building.

E.315. *Dormitory Accommodation.*

Consideration was given to the serious lack of dormitory accommodation for both men and women students, and the fact that it has been agreed that Friends temporary Dormitory shall be torn down in 1949.

RESOLVED that inasmuch as the University greatly lacks dormitory accommodation the A.B. F.M.S. be requested to implement their original contract in which they promised to erect both a teaching building and a dormitory, by erecting their dormitory within two years time.

RESOLVED to request the Woman's College Board to elect two more permanent dormitories in

order to make it possible to provide suitable accommodation for at least five hundred women students.

E.316. A.B.F.M.S. Middle School Dormitory.

Following up Minute D-303 it was reported that the College of Medicine and Dentistry has been granted by the W.M.S. of U.C.C.M. the money to erect the substitute Middle School Dormitory to take the place of the former A.B.F.M.S. building which has now been converted into a Nurses' Residence. Work is already proceeding towards the erecting of the dormitory.

RESOLVED to express our sincere thanks to the W.M.S.

E.317. Rents for University Houses.

RESOLVED to request the President's Council to take up the matter of putting the rental charge for University houses on the basis of the market price of rice.

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WEST CHINA UNION UNIVERSITY

Meeting of the *Executive Committee* of the **BOARD OF DIRECTORS** held on January 16th, 1948.

Present: G. W. Sparling, P. S. Lo, T. C. Whang, H. J. Veals; S. H. Fong and A. W. Lindsay *ex officio*.

The Minutes of the last meeting were approved as circulated.

E. 318. Correspondence:

Letters were read from Dr. McMullen, December 19th, 1947, concerning a special grant of US\$9,000 from the Finance Campaign in the States towards the salary budget, and from Mr. Evans, October 8th, 1947 concerning a grant of US\$4,000 from Harvard-Yenching Institute special funds. This latter grant has been allocated as follows: for transportation for all Departments \$2,000; for books for the Archaeological Museum \$400; for the Natural History Museum \$800; for the publication of "Studia Serica" \$400 and for publications of the Department of Ophthalmology \$400.

E. 319. Tuition Fees.

Consideration was given to the matter of tuition fees for the Spring Term.

RESOLVED to inform the President's Council that the Executive believes that tuition fees for the Spring Term should be reckoned as half a tan of rice, or \$1,000,000, or failing either of these alternatives not less than \$800,000; and that all other fees should be doubled, except those set by the Dormitory Principals.

E. 320. Salaries.

President Fong and Dr. Lindsay made statements regarding the Government's new formula for paying salaries, i.e. 30 times the c.o. l. index which for Chengtu will be 65,000, plus (basic minus 30) times one-tenth the index. To follow this scale will mean an increase of 125% on October-December salaries, raising the University's payroll from almost four hundred million to just over nine hundred per month (in U.S. cur-

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rency from US\$4,000 to say, \$6,126). Mention was also made of Yen-ching's plan to provide a higher scale for those who hold no outside contracts.

RESOLVED that as from January 1st the University may adopt the Government's new formula for reckoning salaries.

E. 321. *Finance Campaign.*

It was reported that thus far the following sums have been contributed to the University through the Finance Campaign.

Earmarked Contributions.

1. For Pediatrics beds in Hospital	US\$1,465.5+	NC\$730,000
2. For Medical-Dental Library		2,000,000
3. For Chinese Department		2,970,000
4. College of Medicine and Dentistry		2,000,000
5. For Department of Biochemistry		40,000,000
6. For Department of Economics		10,000,000
7. For Department of Education		1,000,000
8. For General Scholarships		8,000,000
9. Yang Shao-chih Scholarship		45,000,000
10. Ch'in-Chien-deh Scholarship		8,375,000
11. Towards erection of Assembly Hall (promised)		\$1,000,000.000
Total		US\$1,465.5 NC\$1,120,076,000

Contributions for General Purposes:

Can.	\$100
US	21.5
NC\$176,379,279	

Farms:

Kao Farm in Jenchow-302 Chinese acres.
Government Farm, Chengtu 14,739 Chinese acres.

E. 322. *Governor Liu's Gift.*

President Fong reported that Governor Liu Wen-huei has promised a gift of \$1,000,000,000 towards the erection of a building, part of which shall be used in connection with Border students, the money to be utilized immediately for the purchase of building materials.

RESOLVED to accept Governor Liu's gift and to invest it in building materials; further to request by cable from the West China Committee of the U.B.C.C.C. permission to use this gift towards the completion of the West Wing of the Education Building.

E. 323. *Goucher Junior Middle School.*

Consideration was given to the recommendation of the President's Council that the University accede to the request of Goucher School Board for a grant of \$14,000,000 to enable the school to pay salaries according to the Government scale.

RESOLVED as an emergency to make a grant of \$14,000,000 to Goucher School for the academic year 1947/48.

E. 324. *Natural History Museum.*

Consideration was given to the Five-Year Plan for the development of the University's Natural History Museum.

RESOLVED to adopt this plan as presented and forward it to the West China Committee for its information and endorsement.

E. 325. *University Hospital.*

Report was made of the serious financial difficulties being faced by all units of the University Hospital at this time when it is impossible to raise fees in proportion to the increasing cost of living.

RESOLVED to recommend to the West China Committee, in view of the fact that the University Hospital is an integral part of the College of Medicine and Dentistry, that a special appeal be made for financial assistance to enable the Hospital to increase salaries in

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line with those now paid to staff receiving University contracts.

E. 326. University Church

Reported that Dr. Phelps has protested the Executive's Minute No. E. 314 postponing an appeal to the West China Committee and cooperating Mission Boards for funds to make possible the erection of the University Church.

RESOLVED to sponsor an appeal on behalf of the University Church and to request the Church Board to prepare a careful statement for presentation to the West China Committee urging the raising of funds for the early erection of the University Church.

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WEST CHINA UNION UNIVERSITY

Meeting of the Executive Committee of the BOARD OF DIRECTORS held on January 16th, 1948.

Present: G. W. Sparling, F. S. Lo, T. C. Whang, H. J. Veals; S. H. Fong and A. W. Lindsay ex officio.

The Minutes of the last meeting were approved as circulated.

E. 318. Correspondence.

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RESOLVED to inform the President's Council that the Executive believes that tuition fees for the Spring Term should be reckoned as half a tan of rice, or \$1,000,000 or failing either of these alternatives not less than \$800,000; and that all other fees should be doubled, except those set by the Dormitory Principals.

E. 320. Salaries

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RESOLVED that as from January 1st the University may adopt the Government's new formula for reckoning salaries.

E. 321. Finance Campaign. It was reported that thus far the following sums have been contributed to the University through the Finance Campaign:

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US \$21.5
NC \$176,379.279

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RESOLVED to accept Governor Liu's gift and to invest it in building materials; further to request by cable from the West China Committee of the U.B.C.C.C. permission to use this gift towards the completion of the West Wing of the Education Building.

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RESOLVED to recommend to the West China Committee, in view of the fact that the University Hospital is an integral part of the College of Medicine and Dentistry, that a special appeal be made for financial assistance to enable the Hospital to increase salaries in line with those now paid to staff receiving University contracts.

E. 326. University Church. Reported that Dr. Phelps has protested the Executive's Minute No. E.314 postponing an appeal to the West China Committee and cooperating Mission Boards for funds to make possible the erection of the University Church.

RESOLVED to sponsor an appeal on behalf of the University Church and to request the Church Board to prepare a careful statement for presentation to the West China Committee urging the raising of funds for the early erection of the University Church.

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WEST CHINA UNION UNIVERSITY

Meeting of the *Executive Committee of the Board of Directors*, held on March 4th, 1948.

Present: G.W. Sparling, Chairman, P.S. Lo, T.C. Whang, B.C. Yoh, H.J. Veals; *ex officio* S.H. Fong, A.W. Lindsay; by invitation T.H. Lan, D.L. Phelps.

The minutes of the last meeting were approved as circulated.

E. 327. *University Church.*

Dr. Phelps attended for the University Church Board, to present recommendations approved by the Council, concerning the church site and plans for raising money for the University Church.

RESOLVED to recommend to the West China Committee that the University Church be located on the land at present occupied by faculty tennis courts and the Baptist playing fields; and the launching of a financial campaign to raise additional money needed to assure the complete erection of the Church, probably around US\$40,000; further, to request the Church Board to secure revised building plans and an estimate of the cost of erecting the main building in such a way that part of it might be used while raising money to complete the building; to present plans and estimates to the West China Committee requesting early permission to put down the foundations before the summer.

Any money raised in China should be invested in materials immediately.

E. 328. *Kao Farm Property.*

Dr. Lan attended to report on the visit he and Mr. Walter Small had paid to the Kao Farm Property. He reported on the official handing over

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of the Kao property to the University and the signing of all necessary documents by the Kao family and the tenants involved in the transfer.

Dr. Lan advised that the farms be not sold immediately, but that experienced people be sent to prune the fruit trees, make a survey of the fields and arrangements for the supervision of the farms.

Dr. Lan reported that in view of the fact that the Kao family had paid the expenses of his and Mr. Small's trip he had offered a full scholarship to Miss Kao. This was reported to the Council for consideration and action.

RESOLVED to record the receipt of reports of official transfer of the Kao farm property made by Dr. T.H. Lan and Mr. Walter Small; and to refer their recommendations re non-sale of the property to the Council for consideration and report; further, to send an official letter of thanks to go with personal letters from Dr. Lan and Mr. Small to the officials who welcomed our representatives so courteously.

E. 329. *Gift of Government Rice.*

It was reported that the Szechwan Government is making a grant to the University of twenty thousand *shih tan* (new measurement) of unhulled rice, i.e. equivalent to 8,000 Chengtu tan.

Agreed that a committee composed of the President, Li Hen, A.W. Lindsay and T.C. Whang consider and put into effect the best method of handling the selling of the rice.

RESOLVED to inform the administration that on receipt of the proceeds of the sale of this rice, the money may only be used with the consent of the Board of Directors and for projects approved by them.

E. 330. *Experimental Nursery School.*

Reported that the Experimental Nursery School which has been run for the children of the staff is in

financial difficulty in view of the fact that the Provincial Government has suddenly had to discontinue its grant. Even with considerable raising of fees it will not be possible to meet the cost of a minimum budget. The Child Guidance work of this School has been conducted as part of the University's Child Welfare Programme financed by a special grant from USC. It is thought that with increased fees, and with some funds already in hand, supplemented by an additional grant from USC, it would be possible to run the school this spring term; because of this contracts have been given to provide the necessary staff for the spring term; at the same time an appeal has been made to USC for an additional grant and permission to include this School in the University's Child Welfare Training Programme. Agreed that at a future meeting of the Board of Directors decision must be made as to whether the Nursery School shall become a permanent responsibility of the University.

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WEST CHINA UNION UNIVERSITY

Meeting of the *Executive Committee* of the *BOARD OF DIRECTORS*, held on April 28th at the home of Dr. and Mrs. Lindsay.

Present: G. W. Sparling in the chair, P. S. Lo, Ho Beh-heng; ex-officio S. H. Fong, A. W. Lindsay; by invitation Li Hen. 1948

Minutes of the last meeting were approved as circulated.

E. 331. *Correspondence.*

A letter dated March 30th was read from Dr. McMullen concerning the urgent necessity on financial grounds to make a drastic reduction in the University's programme.

E. 332. *Fu Family Farm.*

President Fong reported that Mr. Fu Kien-wu desires to donate to the University in memory of his father over 400 Chinese acres of farmland in Kien Yang Hsien, on condition that the income from the farm be used to establish maintain and supervise a school in that area. It was agreed that before the Directors can act upon such a proposition a very careful investigation must be made into the value of the farm and the amount of income likely to be available; only if there is definite assurance that the annual income is adequate can the Board consider such a gift.

E. 333. *Fine Arts.*

A minute received from the West China Mission of the United Church of Canada requesting the raising of the Division of Fine Arts to the status of a Department was referred to the annual meeting of the Board of Directors.

E. 334. *Salaries.*

Resolved that during the period of constant increases in the cost of living the Administration be permitted to adjust salaries every month, rather than but once a quarter.

E. 335. *Reduction in Budget.*

Resolved to instruct the Administration to prepare recommendations looking forward to making a cut of 30% in the personnel budget.

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E. 336. *Policy:*

A progress report was made by the group working on future University policy and upon recommendations regarding reduction in programme made necessary by repeated warnings from the New York Office. The main points covered were:

1. Not more than 300 new students to be received in the fall term, and the total student body to be reduced to 1,500.
2. Contracts for the staff to be given on a new basis: (a) Full-service personnel; (2) part-time service, paid for on an hourly basis.
3. Education and Rural Reconstruction to be combined into one Department.
4. Philosophy and History to become an effectively combined Department.
5. Drastic reduction to be made in the number of students enrolled in the Department of Economics.
6. The Department of Chinese to be modernised.
7. Agricultural Extension School to be discontinued, and possibly the Department of Agronomy; this because National Szechwan University has a College of Agriculture.
8. No major students to be received in Mathematics this year.
9. The Department of Pharmacy to be re-organised into two Divisions:
(a) Pharmaceutical Chemistry, a 5 year course.
(b) Dispensing, a 3 year course.
10. The Office of Discipline to be changed into an Office of Student Affairs, with a Dean of Men and a Dean of Women.
11. The Dean of Studies Office to be reorganised.
12. Consideration to be given to the advisability of retiring certain members of the staff.

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WEST CHINA UNION UNIVERSITY

Meeting of the *Executive Committee* of the BOARD OF DIRECTORS held on July 10th, 1948.

Present: Lo Pin-san (in the chair), Lincoln Dsang, Whang T'ien-ch'i, ex officio S.H. Fong, A.W. Lindsay, and by invitation Li Hen.

E. 337. *Rural Reconstruction.*

A letter was received from Dr. Paul Fugh requesting a reconsideration of the minute of the Annual Meeting of the Board of Directors D-325, and suggesting that the Department be permitted to retain its own identity provided it remedy its present weaknesses and raise sufficient funds for its maintenance.

Dr. Lindsay suggested that an appeal be made for a grant for the Department from large sums of American money donated for mass education and rural reconstruction in China.

After discussion it was agreed that it is not possible to change minute No. D.325 of the Annual Meeting; but that the Rural Reconstruction Division be requested to carry on under the present arrangement for this year. It is understood that there can be no departmental Freshmen apart from those entering the Common Courses in Arts.

E. 338. *Salaries.*

Agreed with the University's aim to pay more adequate salaries on a true cost-of-living index calculated on basic commodities in stated proportions: Rice 26%, meat 30%, wood 22%, oil 4%, salt 1%, sugar 22%, cloth 15%. that the method of calculation be: for Professors the first \$60 of their basic salary to be reckoned at the full index and the re-

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mainder at one-tenth of the index; for Associate Professors the first \$50; for Senior Instructors the first \$40; for Instructors the first \$35 and for Assistants, Clerks, etc. we continue to reckon the first \$30 on the full index.

Further suggested that at the beginning of the term when tuition fees are collected the Administration may advance salaries to key personnel according to the amount of national currency available. It was recognised that such a scheme would need to be considered carefully in relation to exchange rate tendencies and other factors.

E. 339. *Retrenchment.*

A progress report was made by the Administrative Officers; showing that thus far it has not been possible to make a sufficiently large cut.

Agreed to point out to the University staff that unless there is a willingness to make an adequate cut it will not be possible for the University to pay living salaries; in other words that the salaries paid are entirely dependent upon the size of the staff and the income available.

E. 340. *Tuition Fee.*

After consideration of the Council's recommendation that the tuition fee be at least one double shih tan of rice, it was agreed to leave the final decision with the Administrative Council.

E. 341. *Sabbatical Leave.*

Agreed that provided arrangements can be made to carry the work of staff members on sabbatical leave without any addition to the Department or College concerned, the following be given the privilege of sabbatical leave during the year 1948-49;

B.C. T'ang (Administration) Paul Fugh (Arts) Li Hen (Science) and Eugene Chan (Medicine & Dentistry); further agreed to draw attention to the condition that the recipients of this privilege are expected to return to the University after their year's leave of absence.

E. 342. *Retirement Allowance, Mr. S. D. Hwa.*

Agreed to request the Administration to consider making a retiring allowance to Mr. S. D. Hwa, who for health reasons is unable to fulfil the duties of his office.

E. 343. *Youth Corps Building.*

A progress report was made regarding negotiations now in progress looking to the purchase of the Youth Corps Building. Agreed that if a satisfactory purchase price can be fixed, taking into consideration the fact that the University raised one-sixth of the funds for the building, and also that the Building has depreciated in value since its erection in 1941, the Administration be authorised to purchase the building immediately, in anticipation that the West China Committee will refund the amount at an early date.

E. 344. *Leave of Absence, President Fong.*

President Fong reported that he plans to attend the Council of Higher Education Summer Meeting in Taiwan, July 30th to August 5th, and if possible to visit Friends in Japan; the whole trip taking about 6 weeks. During his absence Dr. Li Hen will act as President.

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WEST CHINA UNION UNIVERSITY

Meeting of the *Executive Committee* of the BOARD OF DIRECTORS held on Saturday, September 4th, 1948.

Present: G. W. Sparling in the Chair; L. G. Dsang, Lo Pin-san, F. O. Stockwell, H. J. Veals, Yoh Bao-chi, S. H. Fong and A. W. Lindsay *ex officio*: by invitation W. W. Small.

Minutes. Minutes of the last meeting, held on July 10th, 1948, were approved as circulated.

E. 345. *Salaries.*

Recommendations were presented from the Council concerning methods of paying salaries this year, (1) varying according to ranking the proportion of the basic salary to be multiplied by the full cost of living index; (2) proposing that the University follow the Government plan for the payment of junior staff with the above mentioned scale for senior staff.

Mr. William Small presented figures for consideration, based first, on the Government plan, and secondly, on the Council's recommendation, with 25% added for *bonafide* full-service staff.

Discussion followed in which it was strongly felt that *bona-fide* full service staff without outside contracts or other income should receive recognition of their loyalty to the University; it was suggested that such staff receive a bonus of 15% for Assistants and Instructors, 25% for Associate Professors and Professors.

Agreed to reerf the matter back to the Council with this opinion for further consideration with power.

E. 346. *Tuition Fees.*

Consideration was given to the Council's recommendations for tuition and other fees and after discussion

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it was agreed to adopt the following scale of fees for the autumn term :

Tuition for old students	GY \$25.00
Tuition for new students	35.00
Laboratory	5.00
Health	3.00
English materials	1.50
Athletics	1.50
Microscope	2.00
College fee	1.00
Student Association	1.00
Supplemental Examinations	3.00 per course

E. 347. *Youth Corps Building.*

It was reported that the University has completed the purchase of the Youth Corps Building for the net sum of fourteen billion national currency dollars, (US \$2,545.50.) The Council has agreed to assign the building to the Department of Home Economics and to provide CN \$500,000,000 for the remodelling and refurnishing of the building.

E. 348. *Student Affairs.*

A letter was received from Prof. W. G. Sewell enquiring what the University planned to do to ensure that the students now being called up for questioning regarding alleged Communist activity shall be given a fair trial. Agreed to inform Prof. Sewell that the University is watching the situation very closely and is in close touch with the Government in the interests of the students, insisting that they be given a just trial and requesting that University representatives be present at the trial.

E. 349. *West Wing, Education Building.*

Reported that the completed West Wing of the Education Building has been received by President Fong from General Lin Wen-huei. Agreed to send a letter of

thanks to General Liu for the gift of this wing.

E. 350. *Child Welfare Training Project.*

Reported that United Service to China has given warning that its grants will be severely curtailed during the remainder of 1948, and may even cease. Agreed that in view of the inadequacy of the USC grant for the Child Welfare Training Project the Experimental Nursery School and the Hsiao Tien Chu Kindergarten be suspended temporarily until funds are forthcoming to make possible the continuation of these projects.

E. 351. *Mr. S. D. Hwa.*

Agreed to accept the recommendation of the Council that Mr. S. D. Hwa be granted one year's sick leave.

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