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UBCHEA ARCHIVES
COLLEGE FILES
RG 11

Yenching
Academic
re Faculty + staff
Salaries, pensions, annuities
1922-1929, 1955

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0588

Woman's College, Schedule of Salaries & Allowances. Foreign Staff -
1921 - 1922

In Chinese Currency at Gold - Two for One, though the rate
at present is in the neighborhood of 230 for one Gold.

American Board	Salary	Teacher	Medical	Rent	Child	Fur. Allow.	Total.
Miss L. Miner	1100	60	40	50			1250
Mrs. M.S. Frame	1100	60	40	50	220	1200	2670
Miss J.E. Payne	1100	60	40				1200
Miss A.M. Lane	1100	150	40				1290
Miss G. Boynton	1100	50	40				1190
Miss J. Dickinson	1100	200	40				1340
							8940
Methodist Board:							
Miss Ruth Stahl	1300						1300
							1300
Wellesley College							
Miss Atterbury	1300			240			1540
Miss Kendall				480			480
							2020

Total salaries and allowances of present Faculty supplied by Missions, \$12260

The Woman's College is calling for the following Faculty members from
 The Presbyterian Board Three teachers, Salaries, Travel & Allowances \$ 7370
 " Methodist Board Two teachers, Salaries, " " " 4980
 Other sources Seven " " " " " 17430

These twelve teachers are needed to teach the following subjects:

1. Education. Miss Josephine Sailer
2. English
3. Journalism, Miss Elizabeth Allen
4. Hygiene & Physical Training
5. Vocal Music & Violin Immediate
6. Secretary & Librarian Miss Parkhurst
7. Home Economics
8. Mathematics & Astronomy
9. Physics.
10. Religious Education
11. Arts & Crafts
12. European Languages. Mrs. de Vargas.

Handwritten calculations:

7) 17430 (248)

1. Music & English 21490

630 / 780

12150

17430

12150

5280

Foreign

*File
Bk's Manager*

Report of the Committee appointed by the Faculty Executive to recommend a scheme of salaries and allowances for Members of the Staff under Direct Appointment by University Authorities.

As amended by the Board of Managers, 27 Jan./23.

1. SALARY.

Period of Service.	If Married.	If single.
From 1st to 5th year	per month Mex. \$240.	Mex. \$140.
" 6th " 10th "	" " 260.	152.
" 11th " 15th "	" " 280.	164.
" 16th " 20th "	" " 300.	176.
" 21st year	" " 320.	188.

Length of service in another educational institution before appointment to be given due consideration.

2. CHILDREN'S ALLOWANCES.

For each child from 1 to 5 years old,	per year,	Mex. \$300.
" " " " 6 " 12	" "	400.
" " " " 13 " 17	" "	500.
" " " " 18 " 22	" "	600.

Parents sending children to schools in China where the tuition is in excess of \$50 per year, may receive from the University for each child the amount of the excess, but in no case shall the amount paid by the University exceed \$100.

The travel expenses of children to and from the field will be paid but the University will not be responsible for the travel expenses of children returning to the field after the age of sixteen (16) years.

3. TERM OF SERVICE, AND FURLOUGHS.

For the first period the term of service shall be five years, and thereafter, six years. For a regular furlough, fourteen months absence from the field will be permitted.

If regulations affecting the use of time by members of the staff while on furlough are deemed desirable, they shall be prepared by the Board of Trustees.

4. MEDICAL AND DENTAL SERVICES.

If a qualified and suitable University physician is available, his services shall be free to foreign members of the staff. Necessary hospital charges, in cases where entrance to the hospital was approved in advance by the University physician, or the Medical Committee, shall be paid by the University.

If a University physician such as is mentioned above is not available, there shall be entered in the budget for each family a medical fund of \$200, these sums to be pooled in one fund, and administered by a duly appointed medical committee, with the purpose of meeting the necessary medical and hospital expenses of the several families. For an unmarried member of the staff, the medical fund shall be \$100.

One-half of the cost of necessary dental services shall be borne by the University, when such work is approved in advance by the University physician, or the medical committee.

5. OUTFIT AND FREIGHT ALLOWANCES.

At the beginning of service an outfit allowance of \$1000 (G\$500) per family, or \$500 (G\$250) per single person, will be granted, and freight and customs charges will be paid by the University, up to the limit of four tons (by measurement), per family, and two tons per single person.

6. PAYMENT OF SALARY DURING TRAVEL.

Except by special arrangement salary and children's allowances will be paid from the date when the appointee begins his journey to the field, continuing during travel; but the journey must be made by the most direct route, or that approved by the University authorities.

7. SALARY DURING FURLOUGH.

During the furlough period at home the same salaries and children's allowances as on the field shall be paid; the rate of exchange being 2:1 for the United States, and 10:1 for Great Britain.

8. RETIREMENT AND DISABILITY.

Retirement from service shall take place at the age of seventy, or after forty years of service in the University. After retirement the salary shall be continued at the same rate as before retirement.

In case permanent members of the staff become disabled during service, the University will undertake to see that all urgent financial needs are met.

If emergency needs arise, owing to the death of husband or wife, the University will endeavor to treat each case according to its needs.

9. RESIDENCE AND REPAIRS.

During the temporary occupancy of the site within the city the University, through its Grounds and Buildings Committee, will be responsible for supplying residences and keeping them in repair.

10. LANGUAGE STUDY EXPENSES.

In the case of permanent appointees, the necessary language expenses for one year shall be assumed by the University.

11. SHORT TERM APPOINTMENTS.

In the case of short term (3-year basis) appointments, the sections above dealing with "Term of Service", "Salary during Travel", "Salary during furlough", and "Retirement and Disability" manifestly are not applicable.

The section on "Outfit" shall be modified as follows: Furniture shall be provided by the University, or in lieu thereof a furniture allowance of \$400 per family, or \$200 per single person, shall be granted; but the furniture purchased with these funds shall become the property of the University at the end of the term of service, and the University shall have authority to oversee the expenditure of these funds.

The section on "Salary during Travel" shall be modified as follows: In the case of short term appointees the University will pay a twelve months salary for each academic year of service, but will be not otherwise responsible for salary during travel.

The remaining sections of these regulations shall be applicable as in the case of long term appointments.

12. SPECIAL APPOINTMENTS.

In the case of special appointments the provisions listed above will be followed as closely as possible, in accordance with the conditions of each case.

*How about
travel case we
in pay of all
in 3 yr appointments*

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Peking,
January 22.

*These are the report
in salaries and allowances
presented by B.M.
1927*

Committee on Salaries and Allowances,
Dr. Howard Galt Chr.,
Peking University.

Dear Dr. Galt:-

Attached are copies of some comparative salary and allowance schedules which I have drawn up from information secured thru the kindness of treasurers of the different missions. The American Episcopal and the P.U. M.C. pre medical is not in hand at the moment but it may arrive in time for your meeting. Kindly note what Mr. Wilbur says with reference to the confidential nature of the Y.M.C.A. information. This brief schedule does not begin to cover the rather elaborate rulings of some of the missions for emergencies and special cases of all sorts. It must also be noted that there is a movement on foot I believe in both the Meth. and Pres. Missions to secure an added bonus of 10% to the figures given for residence in Peking.

I trust that it is in order for me to ask the committee to make recommendations on the following as a guide for future payments to the foreign staff under straight appointment from Peking University.

1. Salaries both married and single
2. Grades of salaries if any
3. Childrens allowances including tuition and travel
4. Terms of service
5. Medical and hospital attention
6. Dental
7. Outfit and refit allowances including freight
8. Home allowances
9. Date salary starts and stops and modifications if any during travel
- 10 Continuation of married salary after death of either Husband or wife
- 11 Macation allowance
- 12 Annual residence internal repair
- 13 Period of furlough and rules governing it
- 14 Provision for retirement
- 15 Modifications of all the above for short term appts
- 16 Recommendation governing special appointments
- 17 - *Language study. (added by Committee)*

Yours very truly,

L. M. Docker

0592

SALARY SCHEDULE

	Married		Single	
Methodist	1-5 yrs.	\$233.33	1-5 yrs	\$158.32
	6-10 "	250.00	6-10 "	166.66
	11-25"	283.33	11-25"	183.32
	26-- "	300.00	26- "	191.66
		Av \$266.66		AV \$175.00
Presbyt.	1-15yrs.	240.00	1-15yrs.	130.00
	16--	260.00	15--	140.00
		Av \$250.00		Av. \$135.00
Am. Bd.	1-- yrs	250.00	1--yrs	125.00
				Av. 125.00
London M.	1-- yrs	212.00	1--yrs	129.00
				Men 97.00W Av 113.00
Y. M. C. A	1st yr	262.50		
	2-10 "	284.37	1--yrs	175.00
	10-- "	328.12		Av. 175.00

Childrens Allowances

Methodist	1-5 yrs	\$16.66	6-14 yrs	\$25.00	15-21 yrs	33.33	plus \$50G if in U.S
Presbyt	1-9 "	33.33	10-21 "	50.00	Five single trips trans-pacific		
Am. Bd.	1-6 "	25.00	7-13 "	37.50	14-19	50.00	\$300G if at home
London M	1-7 "	9.73	8-14 "	19.46	15-18	29.19	
Y.M.C.A.	1-5 "	21.87	6-11 "	32.82	12-18	43.77	

ALL figures are in Mex and include bonuses paid for Peking. L.M. figures are approx

0593

To all members of the Faculty who are on the
University Budget

I am enclosing herewith a copy of the schedule of salaries just received from our Board of Trustees for your information. Please keep this for reference and at any time you note a discrepancy between these terms and the Treasurer's treatment of you, he would be glad to have his attention called to it. It has been thought best to have a contract written with each teacher who is directly on the University Budget. In some cases contracts have been signed directly by our Trustees, will you kindly inform me whether you have such a contract or not and whether you wish one to be agreed upon here.

J. L. S.

Salaries

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July 24, 1925

PEKING UNIVERSITY

("YENCHING UNIVERSITY" IN CHINA)

SCHEDULE OF SALARIES AND ALLOWANCES FOR FOREIGN STAFF.

1. Five-Year Contracts and Permanent Appointments.

1. Salaries (annual)	<u>Married</u>	<u>Single</u>
First five years	U.S. \$1,440 or M\$2,880	U.S. \$840 or M\$1,680
Second " "	" " 1,560 " " 3,120	" " 912 " " 1,824
Third " "	" " 1,680 " " 3,360	" " 984 " " 1,968
Fourth " "	" " 1,800 " " 3,600	" " 1056 " " 2,102
Fifth " "	" " 1,920 " " 3,840	" " 1128 " " 2,256
and thereafter	" " 1,920 " " 3,840	" " 1128 " " 2,256

Salary begins on date of sailing from home country. X

2. Children's Allowances.

Under six years of age	U.S. \$ 150	or	Mex. \$ 300
6th through 12th year of age	" " 200	" "	400
13th " 17th "	" " 250	" "	500
18th " 22nd "	" " 300	" "	600

Where tuition fees in schools in China exceed Mex. \$50., the University will provide toward fees not to exceed U. S. \$50. Travel expenses of children to and from furlough will be paid, but not for return to China after the age of 16 years.

3. Outfit Allowance.

First outgoing	U.S. \$.500.	U.S. \$ 250.
Re-outfit on each return to the field	" " 250	" " 125.

4. Residence

The University will supply house and repairs for families; living accommodations for single persons.

5. Medical Provisions.

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

6. Dental Fees.

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

7. Language Study.

The University will bear the expense for one year.

8. Furlough (for extended contracts or permanent appointments).

- a. Frequency: At the end of the first five years of service on the field; thereafter at the end of each six years of additional service on the field. Length: Fourteen months' absence from the field.

0595

- b. Salaries (annual): Married, U.S. \$1,800.; single U.S. \$900.
 - c. Children's Allowances: Same as under #2.
 - d. Medical and Dental Fees: Same as under #5 and #6.
 - e. Rent: Up to U.S. \$50. a month for families; U.S. \$25. a month for a single person on application to the Trustees.
 - f. Study Allowances: Subject to recommendation by the Board of Managers to the Board of Trustees in individual cases.
 - g. Travel Expenses: Borne by the University in both directions as under #9. Freight allowance on return to the field of 2 cubic tons per family.
 - h. Re-outfit: See under #3.
9. Travel Expenses.

Provided by the University from the home of the worker to Peking by the most direct route. On five-year or permanent appointments, the University will similarly provide return travel. The University expects economy to be observed; it allows for first class railroad travel; U. S. Shipping Board boats or the equivalent on the Pacific; moderate priced hotels; meals; tips up to U.S. \$10. apiece for entire trip; passports; baggage transfer and taxicab if necessary.

Freight Allowance: First Outgoing- Four cubic tons per family; two cubic tons for a single member of the staff; return after furlough - two cubic tons per family.

¹⁰
10. Pension Provisions.

Under consideration by Trustees and will be announced later.

11. Miscellaneous Items.

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

12. Other Work.

Members of the faculty of ^{or} their wives are not to engage in remunerative employment outside the University except by special arrangement.

13. Short Term Appointments.

Three-year appointments of persons in the United States may be made in special cases, in which the following provisions apply:

Salaries: As in #1.

Children's Allowances: As in #2.

Outfit Allowance: Furniture provided in Peking or in lieu thereof a furniture allowance of Mex. \$200, purchases to be subject to University's oversight and to be the property of the University.

Residences: Living quarters provided.

Medical and Dental Items: As in #5 and #6.

Language Study: Subject to agreement with the President of the University.

Purlough: Not provided.

Travel Expenses: As in item #9, except that for three years the University will provide three-fifths of the return travel; for four years, four-fifths.

Pension: See under #10

Miscellaneous Items: As under #11

Other Work: As under #12.

When a short-term appointee becomes a permanent member of the staff, or accepts of five-year appointment, the out-fit allowance will be brought up to the full figure and service increases will be computed from the beginning of the original service.



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REPORT OF THE SPECIAL COMMITTEE ON SALARY SCHEDULE FOR CHINESE STAFF, APPOINTED BY THE ADMINISTRATIVE COMMITTEE ON JANUARY 15, 1927

This committee recommends to the Administrative Committee and the Board of Managers the following suggestions as to principles that might govern the ranking and the schedule of salaries with particular application to the staff of the Women's College:-

1. General principles

- a. Preparation in China or America
- b. Experience in Yenching or Chinese institutions of similar rank
- c. Rank
- d. Length of service in the institution
- e. Efficiency

2. Application

- a. The schedule suggested on January 15th be recommended for adoption, with one addition*, to read as follows:

*(1) Graduate assistant	\$50-80
(2) Assistant	60-100
(3) Instructor	80-120
(4) Assistant Professor	100-140
(5) Associate Professor	140-180
(6) Professor	160-200

- b. Unless otherwise stated, women are to be accorded the same treatment as men with regard to furloughs, etc.
- c. This committee considers it desirable to provide living quarters to all the staff, furnished, heated, and lighted.
- d. It is suggested that appointments to professorial rank be made with extreme caution, with due regard to the balance of departmental personnel and to individual fitness proven in scholarship and teaching experience.
- e. Two years of teaching in a college in China is to be considered the equivalent of one year of graduate work abroad.
- f. No teacher may be advanced more than one rank in less than two years.

Action of the Administrative Committee on
February 12, 1927 in regard to this report:

After discussion the report of the special committee on a salary schedule for Chinese members of the staff was accepted. The Committee was asked to present a further report covering arrangements for travel and other privileges. It was voted that the application of the new salary schedule for 1927-1928 be left to the administrative officers of the college.

0598

Report of Committee on Salaries for Chinese Members of the Staff
Adopted by the Administrative Committee, April 1, 1927, and
Referred to the Board of Managers for final approval.

"This committee recommends to the Administrative Committee and
the Board of Managers the following suggestions regarding priv-
ileges and traveling expenses for Chinese staff members:

Privileges :

1. Living quarters, including heat, light, water and heavy
furniture. (This item is not yet settled by Board of
Managers, so a flat charge of \$40 Mex. per
year is charged for light, water and heat)
2. Medical Care
 - a. Infirmary care, subject to the University regulations
 - b. Resident doctor
 - c. Resident consulting dentist
3. Life insurance - for teachers of professorial rank;
premium to be shared equally by the teacher and the University
4. Leaves
 - a. Leave of absence to be granted to those who have served
five years for the first leave, and seven years, sub-
sequently.
 - b. All leaves are granted on condition of reappointment
 - c. Where teacher's salary is inadequate for study needs,
she will be eligible for additional stipend during
leave.

Traveling Expenses:

1. For those whose leave requires foreign residence (America
and Europe only), G. \$800 will be allowed for the round
trip
2. Chinese teachers appointed abroad will receive G. \$400
on appointment - this allowance is subject to contract,
and on the following conditions:
 - a. Three year term - full allowance
 - b. Term of not less than one year - one half to be
proportionally refunded.

Special Recommendations:

1. Administrative officers of corresponding rank (salary
basis) are eligible to the same consideration as that of
the teaching staff, except when the nature of that
particular office requires otherwise.
2. In cases not covered by the above regulations, the
General Faculty Executive Committee may make application
for leaves of absence to the Board of Managers. "

*Mr. Lee: This
is the only
item on
which we
are acting
at present
until action
by the
Board of
Managers.*

May 1928

Foreign Teachers Salaries (Silver)

Dr. B.L.L. Learmonth, Medical Officer	\$ 2880
* Miss A. M. Boring, Biology	1968
S. D. Wilson, Chemistry	3670
E. O. Wilson, Chemistry	4120
** L. W. Fawcett, English	4120
M. S. Stewart, English	2880
Miss E. L. Konantz, Mathematics	2256
H. E. Shadick, English	2880

* Miss Boring on furlough 1928-29

** Dr. Fawcett, Episcopalian. Roots would like Board to take him.
Chattanooga Church and Chicago might help. Bentley (Anglican) leaving.

0600

May 1928

Chinese Teachers Salaries (Silver)

Vice-President Wu	Salary 1200 Incid. <u>480</u>	\$ 1680
Stephen Tsai, Assistant Treasurer		2700
S. J. Chuan, Assistant to the President		3360
K. L. Chen, Registrar		2400
C. F. Wu, Head of Dept. of Biology		3600
J. C. Li, Head of Dept. of Old Testament		2400
Paul Lu, Biology		1800
C. P. Tsao, Chemistry		1560
T. C. Wang, Chemistry		1560
K. Ma, Head of Dept. of Chinese		3250
BBH. Li, Head of Dept. of Economics		3300
Wang Chien Tsu, Economics		2500
H. T. Ti, Economics		1200
P. C. Hsu, Religion		2400
Y. M. Hsieh, Physics		2400
C. W. Luh, Psychology		3600
Graduate Student Assistants @		600

0601

Staff

YENCHING UNIVERSITY

TRANSFER

*Hague
3/21/41*

Name	Sex	Age	Married or Single	Length of time employed by University	Average Salary	Remarks on Salary
✓ Alexander, Miss Ruth	F	25	S	6 mos.	G\$840.	
× Armstrong, Mr. M.	M	24	S	6 mos.	840.	
1) Barker, T. M. " Mrs.	M	43	W	5 years + 6 mos	1020.	Present. no other data.
Bent, Miss Dora	F	28	S	6 mos.	840 ✓	
Boring, Miss Alice M.	F	46	S	5 years + 6 mos	912 ✓	1925-26 \$840 1927-28 984.
2) Cherry, Miss Nita	F	40?	S		840 ✓	
Faucett, Lawrence W. " Mrs.	M F	36 32?	M	2 years } 1-3/4 "	2060 ✓	
Hague, Miss Hilda L.	F	39	S	8 yrs. + 6 mos	900 ✓	
3) Holm, Louis " Mrs.	M F	30 27	M	3 years + 6 mos	2400 ✓	
Konantz, Miss Emma L.	F	55	S	6 yrs. + 6 mos	925 ✓	
Learmonth, Dr. B.L.L. " Mrs.	M F	60 55?	M M	3 yrs 6 mos } 2 1/4 "	1440 ✓	
Loehr, G.	M	36	S	4 years 6 mos	840 ✓	
Nash, V " Mrs.	M F	36 35	M M	?	2060 ✓	
Parr, C. W. " Mrs.	M F	43 39	M M	1 yr.	1200 ✓	
Shadick, Harold E. " Mrs.	M F	26	M M	3 yrs. 6 mos } 1 "	1040 ✓	(\$1440 since marriage previous \$840)
Stewart, Maxwell S. " Mrs.	M F	28 29	M M	2 yrs 6 mos } 6 mos.	915 ✓	\$1440 since marriage previous \$840.
Stuart, Dr. J. L.	M	52	W	9 yrs. 6 mos	\$1446 ✓	Present
Wilson, E. O. " Mrs.	M F	36 33	M M	7 " } 7 " "	1811 ✓	
Stelle	M	41	S	1 yr	900	

0602

May 11, 1928

YENCHING (PEKING UNIVERSITY

("YENCHING UNIVERSITY" IN CHINA)

SCHEDULE OF SALARIES AND ALLOWANCES FOR FOREIGN STAFF .

YENCHING

1. Five-Year Contracts and Permanent Appointments.

TRANSFER
Single

<u>1. Salaries (annual)</u>	<u>Married</u>		<u>Single</u>
First five years	U.S.\$1,440. or Mex.\$2,880.		U.S.\$840 or Mex.\$1,680
Second " "	" " 1,560. " " 3,120.		" " 912 " " 1,824
Third " "	" " 1,680 " " 3,360.		" " 984 " " 1,968
Fourth " "	" " 1,800 " " 3,600.		" "1,056 " " 2,102
Fifth " " and thereafter	" " 1,920 " " 3,840.		" "1,128 " " 2,256

Salary begins on date of sailing from home country.

2.Children's Allowances.

Under six years of age.	U.S. \$ 150. or Mex. \$ 300.
6th through 12th year of age	" " 200. " " 400.
13th " 17th	" " " " 250. " " 500.
18th " 22nd	" " " " 300. " " 600.

Where tuition fees in schools in China exceed Mex.\$50., the University will provide toward fees not to exceed U.S.\$50. Travel expenses of children to and from furlough will be paid, but not for return to China after the age of 16 years.

3.Outfit Allowance

First outgoing	U.S. \$500.	U.S.\$ 250.
Re-outfit on each return to the field	" " 250.	" " 125.

4.Residence

The University will supply house and repairs for families; living accommodations for single persons.

5.Medical Provisions.

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

6.Dental Fees

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

7.Language Study

The University will bear the expense for one year.

0603

8. Furlough (for extended contracts or permanent appointments)

- a. Frequency: At the end of the first five years of service on the field; thereafter at the end of each six years of additional service on the field. Length: Fourteen months' absence from the field.
- b. Salaries (annual): Married, U.S.\$1,800.; single, U.S.\$900.
- c. Children's Allowances: Same as under #2.
- d. Medical and Dental Fees: Same as under #5 and #6.
- e. Rent: Up to U.S.\$50. a month for families; U.S.\$25. a month for a single person on application to the Trustees.
- f. Study Allowances: Subject to recommendation by the Board of Managers to the Board of Trustees in individual cases.
- g. Travel Expenses: Borne by the University in both directions as under #9. Freight allowance on return to the field of 2 cubic tons per family.
- h. Re-outfit: See under #3.

9. Travel Expenses

Provided by the University from the home of the worker to Peking by the most direct route. On five-year or permanent appointments, the University will similarly provide return travel. The University expects economy to be observed; it allows for first class railroad travel; U.S. Shipping Board boats or the equivalent on the Pacific; moderate priced hotels; meals; tips up to U.S. \$10. apiece for entire trip; passports; baggage transfer and taxicab if necessary.

Freight Allowance: First outgoing - Four cubic tons per family; two cubic tons for a single member of the staff; return after furlough - two cubic tons per family.

10. Pension Provisions:

Under consideration by Trustees and will be announced later.

11. Miscellaneous Items

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

12. Other Work

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

II. Short Term Appointments.

Three-year appointments of persons in the United States may be made in special cases, in which the following provisions apply:

0604

Salaries; as in #1.

Children's Allowances: As in #2

Outfit Allowance: Furniture provided in Peking or in lieu thereof a furniture allowance of Mex. \$200., purchases to be subject to University's oversight and to be the property of the University.

Residence: Living quarters Provided.

Medical and Dental Items: As in #5 and #6.

Language Study: Subject to agreement with the President of the University

Furlough: Not provided.

Travel Expenses: As in item #9, except that for three years, the University will provide three-fifths of the return travel; for four years, four-fifths.

Pension: See under #10

Miscellaneous Items: As under #11.

Other Work: As under #12.

When a short-term appointee becomes a permanent member of the staff, or accepts a five-year appointment, the outfit allowance will be brought up to the full figure and service increases will be computed from the beginning of the original service.

0605

12/9/29

YENCHING UNIVERSITY

PARTIAL REPORT OF THE SPECIAL COMMITTEE APPOINTED
BY THE GENERAL FACULTY EXECUTIVE TO CONSIDER
THE UNIVERSITY SALARY SCHEDULES

PROPOSED PLAN FOR INSURANCE AND ENDOWMENT AND ANNUITY
FUND FOR THE FACULTY OF YENCHING UNIVERSITY

Yenching University hereby adopts the following plan for insurance and an Endowment and Annuity Fund for all full time members of the Faculty and Staff and for employees, whose positions are included in one of the following classifications, and whose employment is not regarded as temporary.

CLASS A: Administrative officers and teaching staff of a professorial rank.

CLASS B: Lecturers, instructors and administrative officers of similar rank to be designated by the General Faculty Executive Committee.

CLASS C: All other employees not included in Classes A and B.

(The General Faculty Executive Committee shall have authority in individual cases to determine what employment is temporary.)

I. INSURANCE

1. Yenching University shall provide Life Insurance at University cost for all full time members of Class A from the date on which they assume their responsibility in the University; for all members of Class B after they have served the University for one full year; and for all members of Class C after they have served the University for two consecutive years. The amount of this insurance shall be one full year's salary of the individual concerned.

2. A disability allowance of the same amount as that provided under (1) will be made on the same conditions to all members of the three classes who may be declared by the University Physician totally and permanently disabled as the result of a bodily injury or disease contracted while in the University service.

3. Members of Classes A, B, and C must pass medical examination by the University physician before they are eligible for the Life and Disability Insurance.

II. ENDOWMENT AND ANNUITY FUND

4. Members of the University in Classes A, B, and C shall be eligible to participate in the Yenching University Endowment and Annuity

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scheme on the same terms as those set forth for insurance above.

5. Every member participating in the scheme shall contribute 5% of his monthly salary, and the University shall contribute an equal amount to provide funds for the accumulated fund.

6. Participation in the scheme shall be voluntary. In the case of eligible individuals refusing to participate in the scheme the University hereby disclaims all liability for any retiring allowances or any benefits.

7. In the case of a member who prefers to take out a life insurance policy, the University will regard that portion of the premium, up to an amount which equals 5% of his monthly salary, as a pro rata substitute for his monthly contribution to the scheme, and will fulfill its share as provided for under section 5.

8. A member entitled to benefits under this scheme may be retired, or may retire, at any age under 65 years, but at the age of 65 he shall be retired, unless the University specifically requests him to continue in its service for a further definite period.

9. A member, who retires from the University within three years from the date on which he begins to participate in this scheme, shall be entitled to withdraw the amount he has himself contributed together with the accumulated interest thereon; if he retires after three years and before six years he shall be entitled to withdraw his own contributions, and also one-half of the University's contributions together with interest on the same; after six years participation in the scheme he shall be entitled to claim the whole amount that has accrued under the scheme.

10. The University guarantees interest on the accumulated funds of each participant at a rate which shall be fixed from time to time by the General Faculty Executive Committee, but which shall be in no case less than 5% per annum.

11. Payment of the amount falling due to any individual shall be made in accordance with the following plan.

A. When the total amount does not exceed a thousand dollars, it shall be paid in one installment..

B. When the amount exceeds a thousand dollars, one thousand shall be paid on the date due, or, in case the total exceeds two thousand dollars, one-half of the whole will be paid on the date due, and the balance in annual installments equal in number to one third of the years of service of the individual concerned, except that, in no case shall the number of installments exceed ten.

III. DEFINITIONS

12. For the purposes of this scheme, full time service shall require that the individual concerned give his entire time to the University

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Re-outfit on each return to
the field

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5. Residence

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

6. Medical Provisions

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

7. Dental Fees.

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

8. Language Study.

The University will bear the expense for one year.

9. Furlough (For extended contracts or permanent appointments).

a. Frequency: At the end of the first five years of service on the field; thereafter at the end of each six years; additional service on the field. Length: Fourteen months absence from the field.

b. Salaries (annual): Married G\$2,000; single G\$1,000.

c. Children's allowances: Same as under No. 3.

d. Medical and Dental Fees: Same as under No's 6 and 7.

e. Rent: Up to G\$50.00 per month for families; G\$25.00 a month for a single person on application to the Trustees.

f. Study Allowances: Subject to recommendation by the Board of Managers in individual cases.

g. Travel Expenses: Borne by the University in both directions, as under No. 10. Freight Allowance on return to the field, two cubic tons per family, one cubic ton per single person.

h. Re-outfit:

See under No. 4.

10. Travel expenses.

Provided by the University from the home of the appointee to Peking by the most direct route. On five year or permanent appointments the University will similarly provide return transportation. The University expects economy to be observed. It allows for first-class railroad

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travel: regular first-class fare on trans-Pacific boats, moderate priced hotels: meals, tips up to G\$10.00 per adult for the entire trip; passports; baggage transfer; taxi-cab; if necessary.

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

11. Pension Provisions. (See separate statement).

12. Miscellaneous Items.

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

13. Other Work.

The salary paid to a married man on the staff is, in accordance with mission practice, expected to secure for the University the services of both man and wife, so far as is practicable. Accordingly, foreign members of the Faculty, or their wives, are not to engage in additional remunerative employment, except by special arrangement.

9 December, 1929.

B. SHORT-TERM APPOINTMENTS

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

1. Salaries: As in No. 2
2. Children's Allowances: As in No. 3.
3. Outfit Allowances: Furniture provided at Yenching, or in lieu thereof a furniture allowance of L.C.\$400. purchases to be subject to University oversight and to be the property of the University.
4. Residences: Living quarters provided.
5. Medical and Dental Service: As in No's 6 and 7.
6. Language Study: Subject to agreement with the authorities of the University.
7. Furlough: Not provided.
8. Travel Expenses: As in No. 10 except that for three years the University will provide three-fifths of the return travel; for four years, four-fifths.
9. Pensions: Not provided.
10. Miscellaneous Items: As in No. 12
11. Other Work: As in No. 13.

When a short term appointee becomes a permanent member of the staff, or accepts of five-year contract, the outfit allowance will be brought up to full figure, and service increases will be computed from the beginning of the original service.

Howard S. Galt.

Chairman

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REPORT OF SUB-COMMITTEE ON SALARIES AND PENSIONS

To the Finance Committee
Yenching University
150 Fifth Avenue
New York, N.Y.

At a meeting of the Finance Committee held *December 23, 1949* the undersigned were appointed a sub-committee to make a general study of salaries and allowances paid to the foreign staff on the field and at the same time to make a study of, and if possible to make recommendations with respect to the establishment of a plan for the payment of retirement allowances to both the foreign and the Chinese members of the staff. The committee now submits the following report.

Since its appointment recommendations on the subjects referred to the committee have been received from the field. The recommendations of the field and of your committee are compared and discussed in the following report.

1. SALARIES

The recommendation of the field with regard to salaries is as follows - that the salary scale be revised to provide for flat salaries regardless of length of service as follows:

Married members	G.	\$1,800.
Single	" "	950.

plus allowances for children as follows:

Under six years of age	200.
Ages 7 to 12	300.
" 13 " 17	400.
" 18 " 21	500.

and that furlough salaries be as follows:

Married	2,000.
Single	1,000.

Rent up to G. \$50.00 a month for families. G. \$25.00 a month for single person on application to the trustees.

That all salary payments be made in gold with a guaranteed ratio of exchange of not less than two for one.

Your committee's recommendation - that the salary schedule as suggested by the field be made effective, with the exception of the salary of the President which your committee believes should not be reduced. The adoption of this new schedule will in one or two instances reduce the salary figure as now fixed, but such reductions will be more than offset by the gain to the staff member through the adoption of the gold basis for salary payments.

2. LIFE INSURANCE

The field has recommended that there be provided at the cost of the University life insurance equal to one year's salary, with disability clause for each staff member.

Your committee's recommendation - when life insurance is provided for staff members by the employing institution or corporation, it is done on what is known as the group life plan. Such insurance is technically known as one year term insurance. The policies have no cash reserve and no cash surrender or loan value. Such insurance may be more easily compared with fire insurance

than with other forms of life insurance, since the premiums for this form of insurance cover the cost of insurance protection and nothing else. Such insurance can only be written for groups of fair size, generally not less than fifty lives, and the cost will usually vary from \$5. to \$10. per thousand of insurance per year, depending upon the experience of the group. Your committee has endeavored to find an insurance company which would insure the staff of the University on the group basis, but it has been impossible to find a company that would write a group policy for mixed staff in China.

The only life insurance available to all members of the staff is insurance on what is known as the endowment plan running twenty years or less. Under such a plan individual policies would be written and premiums necessarily would have to include not only the cost of protection, but also the cost of establishing a cash reserve within a period of twenty years (or less) equaling the face of the policy. Such insurance would cost from five to ten times the cost of group insurance. This form of insurance includes not only life insurance, but also a savings plan, and it is the judgment of your committee that such insurance should be purchased by the individuals insured, and since there is nothing to be gained by a group arrangement no recommendation is made with regard to the purchase of such insurance. Your committee would have gladly recommended the purchase of group insurance could such insurance have been obtained, but it does not believe that it is the proper function of the University to provide insurance in the forms which are available.

In this connection it should be noted that the retirement plan recommended by your committee provides death benefits in the form of a return to the beneficiary of the staff member of the contributions made to the retirement fund.

3. RETIREMENT ALLOWANCES

The desirability of a plan for the payment of retirement allowances to staff members after a period of service at an age when retirement is desirable, is now generally recognized and needs little argument to support it. Plans designed to accomplish this result have been adopted by large numbers of our leading colleges and schools, as well as by many business corporations. Many municipalities have adopted plans for the retirement of their teachers, as well as other classes of employees, and in some instances states have adopted state wide plans. Your committee is, therefore, thoroughly convinced as to the desirability of adopting some plan which will provide for the orderly retirement of the staff of Yenching University. There are a number of ways in which this might be accomplished.

- a. A plan could be adopted by the trustees, following which a trust fund could be established, contributions to be made jointly by the trustees and the staff, the funds to be kept invested by the trustees for the benefit of the plan.
- b. The trustees might form a separate corporation for the handling of pension funds with its own board of trustees to include representatives of both the University and the staff, this corporation to assume the handling of the funds and the payment of retirement allowances.
- c. A contract could be entered into with some one of the large insurance companies which now underwrite retirement plans, under which both the University and the staff members would make their contributions to the insurance company, the insurance company in turn agreeing to pay the proper retirement allowances as arranged for.

- d. Arrangements might be made with some fund already established to join that fund on a mutual basis, in much the same way that a contract could be made with an insurance company.

Your committee has considered these various ways of handling a retirement plan and believes the most desirable method for a relatively small group will be to contract with some one of the large insurance companies for the underwriting of such a plan as the University may desire to adopt. This method will provide a considerable degree of flexibility since the life insurance companies are willing to incorporate almost any features which may be desired which do not affect the soundness of the plan, and this will provide a degree of flexibility which it is not possible to obtain if we were to undertake to join some fund already established. As a matter of fact, as a result of inquiry and search no established pension fund has been found which would be willing to underwrite the mixed staff of Yenching University located in China, so that as a practical matter the choices available to us are but two, either to contract with a life insurance company, or to handle our own fund either as a separate trust fund in the hands of the Trustees of the University, or as a separate corporation organized for the purpose.

The advantages of dealing with a life insurance company are that the company assumes complete responsibility for the investment and handling of the funds. They also supply the actuarial experience necessary for the establishment of a sound plan. The only possible disadvantage in doing business with an insurance company as against the operation of a private fund is that theoretically there might result some saving in overhead expenses in the operation of a private fund, but even a private fund cannot be operated without some expense, and it is the view of your committee that the cost of the service rendered by the insurance company is a very small price to pay for the guaranties received with respect to the handling of the funds as well as the making of annuity payments. It is entirely possible that a private fund organized for a relatively small group might be very seriously embarrassed by reason of a single annuitant living considerably beyond the average span of life. Serious embarrassment might also result from even comparatively small losses through investments. It is at once obvious that the handling of a small fund cannot adequately protect the individual members of the group against either of these happenings. Should a retirement fund be depleted from any cause either through investments or by reason of annuity payments exceeding estimates, the annuitants present and future would of course be the ones to suffer since there would follow a scaling down of retirement allowances.

It is the view of your committee that the first requirement of any retirement plan is absolute safety and solvency, and that so far as it is humanly possible to accomplish it, staff members who have contributed their money to such a fund should have an absolute guaranty of either the return of their money or the payment of the annuities contracted for, and for the reasons stated your committee believes that the greatest degree of safety can be obtained by contracting with an insurance company, since our group and fund would never be sufficiently large to give a reasonable average experience if it were operated independently.

Your committee has discussed the possibilities of establishing a fund for Yenching University with a considerable number of insurance companies. We have found that none of the American companies would be willing

to underwrite a retirement plan which would include both the foreign and Chinese staff. The Sun Assurance Company of Canada has presented to us a plan which originally included only the foreign staff, which has appealed to your committee as being the best plan submitted. They at first declined to include the Chinese staff in the plan on the ground that the mortality records in China were very unsatisfactory, for which reason they had up to this time refused to write annuities on Chinese lives. With considerable reluctance they have agreed, however, to write a plan for Yenching University which would include both the Chinese and the foreign staff.

There will be found attached Appendix A which describes in detail the retirement plan recommended by your committee to be underwritten with the Sun Life Assurance Company of Canada.

There will also be found attached Appendix B describing the plan recommended by the field.

Your committee believes that its plan includes all of the desirable features of the plan recommended by the field. Indeed it closely follows that plan in most respects. There are but four important differences as follows:

1. The field recommends that any member who prefers to take out a life insurance policy shall be permitted to do so in lieu of making contributions to the retirement fund, and that such life insurance premiums shall be considered as a prorata substitute for monthly contributions to the retirement plan. Your committee does not consider this provision desirable for the following reasons. It is the purpose of a retirement plan to provide and to guarantee retirement allowances which in the case of a lifetime of service shall be adequate to provide a comfortable retirement. Under the plan proposed the cost of providing this retirement is to be shared equally by the University and the staff member. Obviously if only the University's share is paid into the fund in the case of any individual, the retirement allowance will not be adequate for the retirement of the staff member concerned, and the problem of retirement would still remain. The purchase of life insurance, while very desirable in itself, does not accomplish the same purpose. There is no guaranty that the life insurance premiums will be continued. Neither is there a guaranty that the funds received at maturity of the life insurance, or upon its cancellation, would then be applied to the retirement fund, and in fact if they were so applied, the amount would not be equal to the contributions with interest thereon which would have been made by the staff member. Your committee feels, therefore, that the complete success of the retirement plan should not be put at risk by including the provision requested.

2. The field recommends that in the case of a member of the staff retiring after three years of service and before six years, he shall be permitted to withdraw his own contributions and also one-half of the University's contributions, and that after six years of service he shall be entitled to withdraw, together with his own contributions, the entire contributions of the University. Your committee feels that this provision also would be unwise for the reason that it cannot have any other effect than to put a premium on separations from the service. The purpose of a retirement plan is to provide annuities after a lifetime of service. It is not to provide additional compensation or bonuses for relatively short periods of service rendered. Your committee's plan provides for the return to any staff member leaving the service, of his or her entire contributions with accumulated interest thereon. We do not believe the staff member has any claim upon the contributions of the University at any time prior to reaching the retirement age.

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3. The plan suggested by the field provides that the University guarantee interest on accumulated funds at rates to be fixed from time to time by the General Faculty Executive Committee, but which shall in no case be less than 5% per annum. Your committee does not believe it to be sound in principle for the University to make such a guarantee. In fact the guarantee would be valueless except as the trustees of the University would be prepared, from the revenues of the University, to make good any deficit. Your committee believes the retirement plan should stand upon its own resources. Such a guarantee of return might also be construed as a guarantee of the principal which obviously is beyond the province of the University. As a matter of fact, life insurance companies underwriting retirement plans generally incorporate a guaranteed interest return of not less than $3\frac{1}{2}\%$. In addition to this they also pay annually what is known as an interest dividend which is dependent upon the average earnings of the insurance company on its entire investments. The Sun Assurance Company of Canada has for some years accumulated interest on its funds at a rate somewhat in excess of 5%, and it is likely that they will continue to do so in the future. This, however, cannot be guaranteed.

These differences between the committee's plan and that recommended by the field are not material when compared with the scope of the plan as a whole, and it is hoped that upon further consideration the committee's plan will prove acceptable to the field.

Respectfully submitted.

Committee (A. L. Warnshuis
(Mrs. O. R. Williamson
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4. The plan suggested by the field provides "In the case of foreign members of the staff the term 'salary' shall be defined as including the basic salary and the regular children's allowances.", while your committee's plan would base retirement allowances and contributions to the fund on the basic salary excluding children's allowances. Since the purpose of the children's allowances is to provide for the education and other expenses incident to raising a family, and as the children will obviously be self-supporting long before the staff member retires and becomes eligible for an annuity, there seems to be no good reason for including the children's allowances as a part of the salary in computing contributions and annuities. For this reason your committee would exclude children's allowances from the salaries in all computations having to do with the retirement plan.

APPENDIX A.

OUTLINE OF RETIREMENT PLAN

It is proposed that arrangements be made with the Sun Life Assurance Company of Canada for the setting up of a retirement plan for the staff of Yenching University as follows.

1. MEMBERSHIP IN PLAN

It shall be optional with all staff members (both Chinese and foreign) already in the employ of the University at the time the plan becomes operative as to whether or not they shall join the plan. In the case of election not to join, it should be understood that the University assumes no responsibility for the retirement of such members.

For all members joining the staff after the plan becomes operative, membership in the plan should be a part of the contract and should be compulsory.

2. COST OF THE PLAN

Payments will be made to the Sun Life Assurance Company of Canada equaling 10% of the salary (without children's allowances) of each staff member. One-half of this amount, or 5% to be deducted from the salary of the staff member, the other half to be contributed by the University.

It is to be understood that contributions to this plan by the University will cease if and when the contributions made by the University together with interest and anticipated interest dividends will reach such an amount as would be sufficient to purchase a retirement allowance equaling one-third of salary. At this point the staff member would have the option of either discontinuing or reducing payments, or of continuing them.

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A (There is attached a schedule showing what would be the cost and also the benefits of this plan and which, based upon the salary scale at present proposed for the foreign staff, shows a cost to the University of \$90.45 per month if past service be disregarded, or a cost of \$126.47 per month if all staff members should elect to secure the full benefits for past service. In the case of all subsequent additions to staff the cost of course would be 5% of salary (exclusive of children's allowances).

B (In the case of separations from the service prior to retirement age for any cause other than death or total disability, the contributions of the University together with interest and interest dividends will be returned to it or credited upon its payments to the Sun Life Assurance for the current year.

3. BENEFITS

a. Retirement Allowances

Each staff member would be entitled to receive upon retirement age 65 such a monthly annuity as the contributions made by himself and by the University in his behalf, together with interest and interest dividends, would purchase. The table attached shows what these benefits would be for each present member

yeilding Com. on Pension
August 5, 1928

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Exhibit A
Appendix A

of the foreign staff on the basis of the proposed revised salaries, these figures being straight life annuities. These allowances are shown on the basis of the guaranteed interest return of $3\frac{1}{2}\%$ compounded annually and also on the basis of the continuance of the present scale of interest dividends as paid by the Sun Life Assurance Company of Canada. There can of course be no guarantee as to the continuance of the present relatively high dividend payments. The $3\frac{1}{2}\%$ table is guaranteed and it is unlikely that the actual annuities would not be at least equal to a figure halfway between those shown; but since compound interest is so important a factor in such a plan and there can be no certainty as to the future course of interest rates over a long period of years, there can of course be no guarantee except to the extent shown under the $3\frac{1}{2}\%$ table.

b. Options at Retirement

At the time of retirement the member shall receive the amount of annuity to which he or she shall be entitled, which will be the amount that can be purchased by the contributions made both by the staff member and the University, together with the accumulated interest and interest dividends thereon in the form of a straight life annuity according to the annuity tables of the insurance company; or in lieu of a straight life annuity the staff member shall have the option of receiving a reduced amount of annuity 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 one-half the amount of the 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 the full amount of 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 expiry 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.

While retirement will be compulsory at age 65, if by mutual consent and upon request of the University any staff member should serve beyond that age, the annuity payments would be correspondingly increased according to the annuity tables.

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c. Death or Total Disability

In the event of total disability the staff member will be entitled to receive the sum of the combined contributions made by himself and the University, together with interest thereon and interest dividends.

In the event of death the beneficiary of the staff member will be entitled to receive the amount of the staff member's contributions together with interest and interest dividends thereon, and if such beneficiary be a person who is dependent upon the staff member, he or she shall also receive the contributions of the University with interest dividends thereon.

d. Provision for Past Service

Provision would be made so that any staff members whose service with the University antedates the date of inauguration of the plan, shall have the opportunity of making such larger contributions as they may desire up to the amount necessary to provide the same retirement allowance that the member would have been entitled to had the plan been in operation from the beginning of employment; and to the extent that the staff member elects to make these additional payments, the University will make equal additional payments.

e. Withdrawal Benefits

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In the case of separation from the service by resignation or otherwise prior to the age of retirement for any cause other than death or total disability, the staff member will be entitled to receive the full amount of contributions made together with interest thereon and interest dividends, but shall not receive any portion of the amount contributed by the University.

f. 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.

g. 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 Company does not assume any responsibility for the validity of any appointment or change in beneficiary.

TABLE I

Based on $3\frac{1}{2}\%$ Guarantee, Present Dividend Scale and Present Annuity Rates

Name	Age 7/1/30	Sex	Annual Salary	Ser- vice	Past Ser- vice	Standard Plan		Total Income			
						Combined Monthly Contri- bution	Monthly Plan at 65 Present Rates	Combined Monthly Contri- bution	Monthly Income at 65 Present Rates		
J. L. Stuart	54	M	\$ 1,500.	10		\$ 12.55	\$ 17.13	\$ 19.77	\$ 23.96	\$ 32.50	\$ 37.74
H. Hague	42	F	950.	9		7.92	25.39	42.88	11.02	47.34	63.80
L. Conover	54	F	950.	0		7.92	9.68	11.23	7.92	9.68	11.23
B. L. Learmonth	63	M	1,800.	4		15.00	3.16	3.32	45.00	9.49	9.95
L. W. Faucett	38	M	1,800.	2		15.00	68.18	95.57	16.11	73.21	102.64
G. R. Loehr	38	M	950.	4		7.92	35.99	50.46	9.09	41.31	57.91
H. E. Shadick	28	M	1,800.	4		15.00	114.45	184.11	16.62	142.35	203.99
E. K. Smith	57	M	1,800.	0		15.00	14.10	15.75	15.00	14.10	15.75
A. M. Borling	47	F	950.	6		7.92	17.93	22.70	10.56	20.20	30.26
E. O. Wilson	40	M	1,800.	8		15.00	60.67	82.88	19.80	80.09	109.40
E. L. Konantz	56	F	950.	9		7.92	7.60	8.76	15.84	15.38	17.32
William Band	24	M	950.	0		7.92	72.82	124.14	7.92	72.82	124.14
T. M. Barker	45	M	950.	8		7.92	23.62	29.83	11.09	32.57	41.77
D. M. Bent	30	F	950.	1		7.92	48.65	77.12	5.15	50.80	79.35
M. S. Stewart	30	M	1,800.	3		15.00	103.87	162.42	16.29	112.80	176.39
V. Nash	38	M	1,300.	5		15.00	68.18	95.57	17.78	80.81	113.28
Total			21,706.			180.91		251.94			
G. M. Boynton	40	F	950.	11		7.92	28.56	39.39	11.40	40.50	56.69
E. M. Hancock	51	F	950.	8		7.92	13.04	16.62	12.45	20.36	27.27
Augusta Wagner	31	F	950.	5		7.92	46.34	72.43	9.08	53.17	83.40
Total						23.76		32.93			

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APPENDIX B

PLAN SUGGESTED BY THE FIELD

I. INSURANCE

1. Yenching University shall provide life insurance at University cost for all full time members of Class A. from the date on which they assume their responsibility in the University; for all members of Class B. after they have served the University for one full year; and for all members of Class C. after they have served the University for two consecutive years. The amount of this insurance shall be one full year's salary of the individual concerned.

2. A disability allowance of the same amount as that provided under (1) will be made on the same conditions to all members of the three classes who may be declared by the University physician totally and permanently disabled as the result of a bodily injury or disease contracted while in the University service.

3. Members of Classes A, B and C must pass medical examination by the University Physician before they are eligible for the life and disability insurance.

II. ENDOWMENT AND ANNUITY FUND

4. Members of the University in Classes A, B and C shall be eligible to participate in the Yenching University endowment and annuity scheme on the same terms as set forth for insurance above.

5. Every member participating in the scheme shall contribute 5% of his monthly salary, and the University shall contribute an equal amount to provide funds for the accumulated fund.

6. Participation in the scheme shall be voluntary. In the case of eligible individuals refusing to participate in the scheme the University hereby disclaims all liability for any retiring allowances or any other benefits.

7. In the case of a member who prefers to take out a life insurance policy, the University will regard that portion of the premium, up to an amount which equals 5% of his monthly salary, as a pro rata substitute for his monthly contribution to the scheme, and will fulfill its share as provided for under Section 5.

8. A member entitled to benefits under this scheme may be retired or may retire, at any age under 65 years, but at the age of 65 he shall retire unless the University specifically requests him to continue in its service for a further definite period.

9. A member who retires from the University within three years from the date on which he begins to participate in this scheme, shall be entitled to withdraw the amount he has himself contributed, together with the accumulated interest thereon; if he retires after three years and before six years, he shall be entitled to withdraw his own contributions, and also one-half of the University's contributions, together with interest on the same; after six years participation in the scheme he shall be entitled to claim the whole amount that has accrued to him under the scheme.

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10. The University guarantees interest on the accumulated funds of each participant at a rate which shall be fixed from time to time by the General Faculty Executive Committee, but which shall be in no case less than 5% per annum.

11. Payment of the amount falling due to any individual shall be made in accordance with the following plan:

- A. When the total amount does not exceed a thousand dollars, it shall be paid in one installment.
- B. When the amount exceeds a thousand dollars, one thousand shall be paid on the date due, or, in case the total amount exceeds two thousand dollars, one-half of the whole will be paid on the date due, and the balance in annual installments equal in number to one-third of the years service of the individual concerned, except that in no case shall the number of installments exceed ten.

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Personnel Plan

YENCHING

TRANSFER

July 1, 1930

YENCHING UNIVERSITY STAFF

Name	Yearly Salary	Date of Birth	Years of Service
J. L. Stuart	\$1,506.00	June 24, 1876	10 years 10 months
Miss H. Hague	950.00	October 24, 1888	9 " 11 "
Miss L. Conover	950.00	January 31, 1876	- " 10 "
B. L. Learmonth	1,800.00	March 18, 1867	4 " 10 "
L. W. Faucett	1,800.00	1892	2 " 9 "
G. R. Loehr	950.00	March 16, 1892	4 " 10 "
H. E. Shadick	1,800.00	September 30, 1902	4 " 10 "
E. K. Smith	1,800.00	October 28, 1873	- " 10 "
Miss A. M. Boring	950.00	February 22, 1883	6 " 10 "
E. O. Wilson	1,800.00	September 11, 1890	8 " 10 "
Miss E. L. Konantz	950.00	Age 56 1906	9 " 10 "
William Band	950.00	August 27, 1906	- " 9 "
T. M. Barker	950.00	September 29, 1885	8 " -
Miss D. M. Bent	950.00	June 23, 1900	1 " 8 "
M. S. Stewart	1,800.00	July 4, 1900	3 " 10 "
V. Nash	1,800.00	June 13, 1892	5 " 10 "

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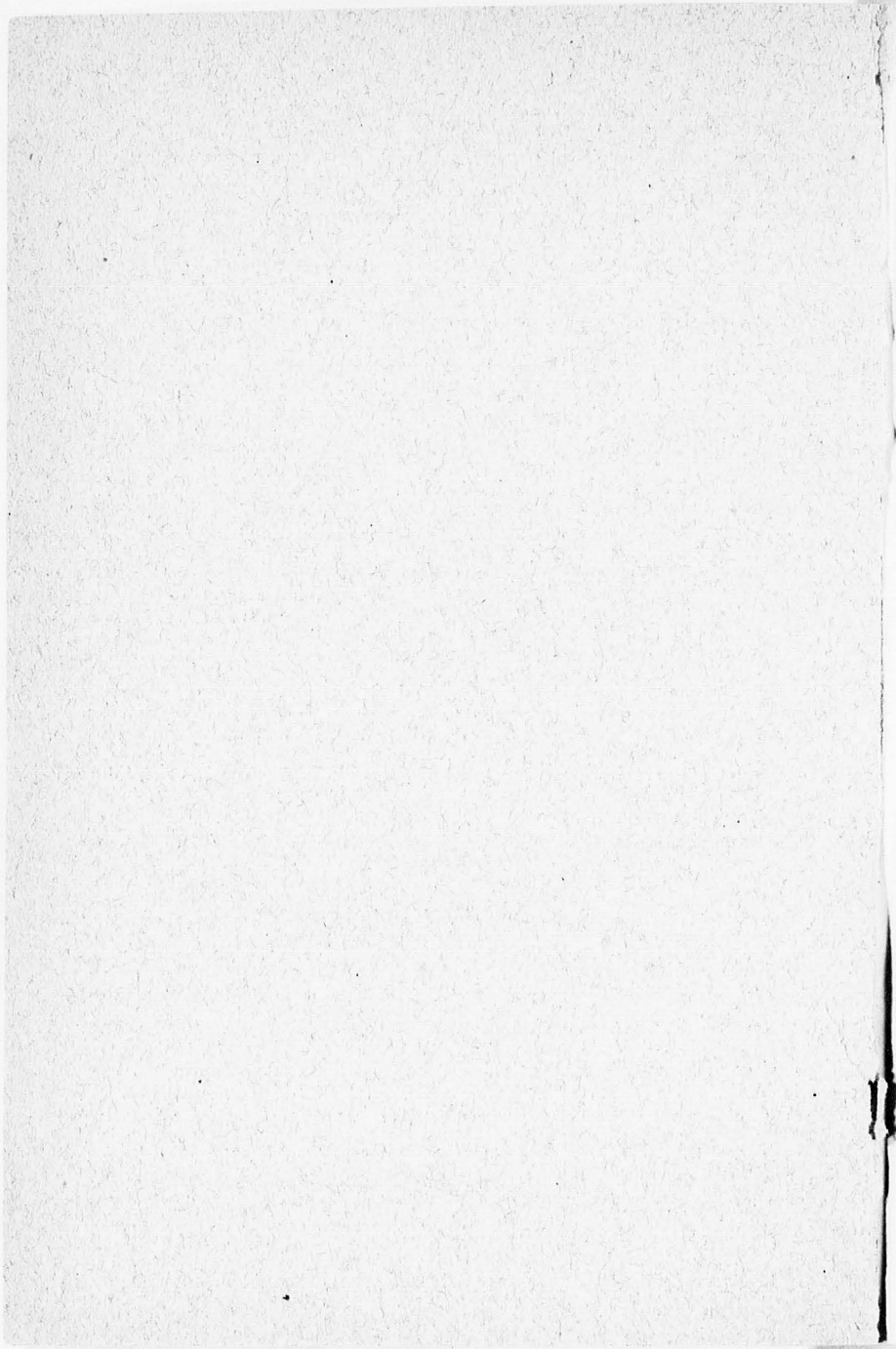
FACULTY INFORMATION

**CONCERNING SALARY, RANK, PROMOTION
ETC.**

**YENCHING UNIVERSITY
AUGUST 1933**

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I. SALARY SCHEDULE OF TEACHING STAFF.

RANK	SALARY	MAX. FREQUENCY OF INCREASE	MAX. AMOUNT OF INCREASE IN L.C.
Professors	\$360—\$460	2 years	\$20
Assistant Prof.	270— 350	2 years	20
Lecturers	205— 265	2 years	15
Instructors	140— 200	2 years	15
Assistants	35— 135	2 years	10

II. MINIMUM REQUIREMENTS FOR THE ACADEMIC RANKS.

	ACADEMIC TRAINING	TEACHING EXPERIENCE	SERVICE RENDERED	ORIGINAL WORK
Professor	If B.A. or B.S.	9 years	Able to direct	Publication of such after taking the last degree
	If M.A. or M.S.	7 years	graduate research	
	If Ph. D.	5 years	research	
Ass't. Prof.	If B.A. or B.S.	7 years	Able to direct	Publication of such after taking the last degree.
	If M.A. or M.S.	5 years	graduate research	
	If Ph. D.	3 years	research	
Lecturer	If B.A. or B.S.	5 years	Able to direct	None
	If M.A. or M.S.	3 years	under-graduate problems	
	If Ph. D.	1 year	problems	
Instructor	If B.A. or B.S.	3 years	Able to offer	None
	If M.A. or M.S.	1 year	courses independently	
	If Ph. D.	None	independently	
Assistant	If B.A. or B.S.	None	Able to assist	None
	If M.A. or M.S.	None	in courses or labs. under supervision	
	If Ph. D.	None	labs. under supervision	

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

III. SALARY SCHEDULE OF ADMINISTRATIVE OFFICERS.

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

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

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

- a. Administrator
- b. Associate Administrator
- c. Assistant Administrator

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

IV. MINIMUM REQUIREMENTS FOR ADMINISTRATIVE OFFICERS.

The qualifications determining each grade shall be as follows:

- a. *Administrator*
Education in a university or a higher technical school.
Professional study as required by the position.
Experience, 5 years.
Executive, administrative or technical aptitude and capacity including qualities of initiative and leadership.
- b. *Associate Administrator*
Education in a university, or of a higher technical school.
Professional study as required by the position.
Experience, 3 years.
Executive, administrative or technical ability of a high order.
- c. *Assistant Administrator*
Education in a university or technical school.
Experience, 2 years.
Executive, administrative or technical ability.

V. SALARY SCHEDULE OF OTHER ADMINISTRATIVE STAFF.

RANK	SALARY	MAX. FREQ. OF INCREASE	MAX. AMOUNT OF INCREASE
Divisional Officers & Secretaries	\$100—\$205	2 years	\$15.
Assistants and Stenographers	35— 90	1 year	5.
Clerks	15— 30	1 year	5.

VI. MINIMUM REQUIREMENTS OF OTHER ADMINISTRATIVE STAFF.

Divisional Officers & Secretaries

	SALARY	TRAINING	EXPERIENCE	SERVICE RENDERED
Class A	\$190—205	College education or equivalent technical Training	5 years	Ability to conduct a division independently
Class B	\$145—175	ditto	3 years	ditto
Class C	\$100—130	ditto	1 year	ditto

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

Assistants & Stenographers

Class A	\$75—90	Assistants :	3 years	Ability to type and do simple bookkeeping
		Business training with knowledge of typing & bookkeeping		
Class B	\$55—70	Stenographers :	3 years	Ability to take dictation
		Knowledge of stenography		
Class C	\$35—50	ditto	No experience	ditto

Clerks

	\$15—30	Knowledge of Chinese characters	No experience	Ability to copy Chinese characters
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Note :—The first year employment should be considered as experimental. Salary and rank may be adjusted after the first year without reference to the above scale.

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

VII. PROMOTIONS OF RANKS AND INCREASE OF SALARIES.

1. *Qualifications for Promotions :*

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

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

2. *Method of Promotions and Increases :*

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

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

3. There shall be an annual review of the administrative staff by the Chancellor and President when decisions for increase of salaries and promotions shall be made under conditions as provided for in 2. C. (above)

VIII. REGULATIONS REGARDING SABBATICAL LEAVE

1. *Qualifications :*

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

2. *Frequency :*

Every 7th year.

3. *Length :*

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

4. *Salaries :*

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

- (a) Full salary for half year
- (b) Half salary for whole year

5. *Residence and Medical and Dental Privileges :*

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

6. *Declining to Take the Sabbatical Leave :*

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

7. *Arrangement for Rest or Special Studies in China :*

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

- (a) who is definitely engaged in special research in one of the institutions of higher learning in China ;
- (b) who travels in China for investigations in a special subject ;

- (c) who undertakes local surveys in a special subject;
- (d) who writes text-books or edits a piece of extensive work in a special subject;
- (e) who is advised by the University Medical Officer to take a complete rest.

8. *Arrangement for Study Abroad :*

- (a) On the joint-recommendation of the Dean and the Chairman of the Department concerned, one may apply to the University for the arrangement for study abroad.
- (b) Along with the application there shall be submitted a detail outline of the proposed plan for research work or advanced study.
- (c) If the application is granted, one may draw the full salary for the whole year in gold at a guaranteed exchange of 2: 1.
- (d) On accepting this arrangement one is obliged to carry out the proposed plan in full and to submit at the end of the year a report on the work signed by the proper educational authorities abroad.
- (e) On accepting this arrangement, if one accepts any other allowance or subsidy amounting to G\$1, 200 or more, in which case the University reserves the right to make proper adjustments.
- (f) On accepting the arrangement, one is obliged to serve in the University for at least one year after the return.

- (g) By special approval of the University, one may extend the leave for not more than one year, during which time no salary nor rent may be granted.

9. *Adjustments:*

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

IX. MEDICAL AND DENTAL ALLOWANCE

(See Appendix I)

1. *Medical*

Members of the University staff, in order to retain the privilege of free medical and hospital service should, with their families, receive physical examinations from the physicians at least once a year. In order to systematize this plan blank forms shall be prepared by means of which the physicians shall certify that, in respect to staff members, physical examinations have been held, or the physicians have been by other means kept informed as to the physical condition of staff members and their families. These certificates duly filled out shall be sent to the Treasurer's Office in advance of the beginning of each fiscal year, and the payment of bills for medical or hospital service for any staff member for a given year shall be conditional upon the relevant certificate's being on file in the Treasurer's Office.

The University provides free medical services by the University Physicians for all members of the staff including wives and children under the age of 22 living with them. When recommended by the University Physician, the University will also be responsible for hospitalization under the following regulations:

- (a) Before going to Hospital the Physician in charge of the case should be consulted and the permission of the University Physician must be had.
- (b) The University pays the Hospital fees up to P.U.M. C. 2nd class (2 in one room, \$4.00 semi-private) rates

less \$1.00 for food per day for staff members of instructor's rank or higher.

- (c) Drugs, eyeglasses, special nursing, etc. are paid for by the patient.
- (d) Bills should be made out to and paid by the patient who will be reimbursed by the Treasurer after having been approved by the University Physician.
- (e) The University is only to refund P.U.M.C. third class rates for other employees not provided for in (b).
- (f) Divisional Officers and Secretaries of Classes A and B (salary range \$145-205) shall enjoy the same hospitalization privileges as Instructors (salary range \$140-200).

2. *Dental*

The University refund 50% of dental bills of the members of the staff when such bills are incurred with the permission of the University Physician.

3. *Prolonged Illness*

- (a) If, on account of prolonged illness, a member of the staff must materially reduce his work in the University, a proportionate reduction in salary may be made at the discretion of the Faculty Executive Committee. After one year any special arrangement of this nature should be discontinued.
- (b) In case of total disability or death while in University service, payments may be made to staff member, or to his family, as follows:—

After service of from 1 to 2 years	1 month's salary
„ „ „ „ 2 „ 4 „	2 months' „
„ „ „ „ 4 „ 6 „	3 „ „
„ „ „ „ 6 „ 8 „	4 „ „
„ „ „ „ 8 „ 10 „	5 „ „
„ „ „ „ 10 years or more	6 „ „

(c) In case a staff member is required on account of ill health to withdraw from University service, the above schedule of payments shall also apply.

(d) Sections b and c above shall not be applicable to members of the University's Annuity Plan.

X. RESIDENCE

1. *Assignment*

For full time professors, associate professors, lecturers and those administrative staff of similar ranks with families, the University shall supply residences and keep them in repair.

For full time instructors and administrative staff members of similar rank, assistants, senior and junior clerks, while single, the University shall provide living accommodations; but the University bears no responsibility for the housing of their families.

2. *Repairs* (See Appendix II)

The University takes all responsibility of repairs necessitated by natural deterioration. Interior cleaning and fixing such as calcimining walls, varnishing floors, etc., will also be done by the University at the time, if necessary, when a house is assigned to a new permanent

occupant, and thereafter once every seven years (sabbatical year). The occupant is responsible for damage done to equipment or building due to careless use, replacing batteries for bell system and replacing light bulbs.

3. *Furniture*

For western members of the staff appointed for short terms the University provides furnished quarters. In case permanent members of the staff wish to live in houses furnished by the University a rental for furniture will be charged.

When furniture so used belongs to members of the staff on furlough, the rent for furniture may be arranged with the owner direct.

XI. TRAVELING EXPENSES FROM PLACES IN CHINA

For full time professors, associate professors, lecturers and those administrative staff members of similar ranks, who come from places outside of Peiping, the University shall pay traveling expenses ranging from \$100 L. C. to \$400 L. C. according to the distance and conditions of traveling.

XII. TUITION SCHOLARSHIP FOR CHILDREN TO THE FACULTY MEMBERS

Any member of the Faculty, after having served the University for three years or more, shall have the privilege of having one of his children to study free of tuition in the University, during one college generation

In the case of a member leaving the University before his child's graduation, the child concerned shall still have the privilege to study free of tuition until his or her graduation.

XIII. RETIREMENT PLAN

(See Appendix III)

1. *Membership in Plan*

It shall be optional with all staff members. In the case of election not to join, it should be understood that the University assumes no responsibility for the retirement of such members.

2. *Cost of the Plan*

Payments will be made to the Sun Life Assurance Company of Canada equaling 10% of the salary (without children's allowances) of each staff member. One-half of this amount, or 5% to be deducted from the salary of the staff member, the other half to be contributed by the University.

It is to be understood that contributions to this plan by the University will cease if and when the contributions made by the University together with interest and anticipated interest dividends will reach such an amount as would be sufficient to purchase a retirement allowance equaling one-third of salary. At this point the staff member would have the option of either discontinuing or reducing payments or of continuing them.

Since the plan is in gold, the University undertakes to exchange for the participants from local currency into U. S. currency at the fixed rate of 2:1.

In case of separation from the service of the University prior to retirement age, and before the completion of ten years of service to the University, for any cause other than death or total disability, the contributions of the University, together with interest and interest dividends, will be returned to it or credited upon its payments to the Sun Life Assurance Company for the current year. Where separation under the above conditions takes place after the completion of ten years of service, there shall remain with the Sun Life Assurance Company to the credit of the withdrawing staff member a graduated proportion of the contributions of the University, together with interest and interest dividends, in accordance with the following :—

For service of 10 or more years but less than 20 years.50%
For service of 20 or more years.....100%

3. *Benefits*

(a) *Retirement Allowances*

Each staff member would be entitled to receive upon retirement age 65 such a monthly annuity as the contributions made by himself and by the University in his behalf, together with interest and interest dividends, would purchase. The Company

guarantees interest return of $3\frac{1}{2}\%$ compounded annually. But the actual annuities are likely to be higher than $3\frac{1}{2}\%$. At present the Company is paying about 5%. Interest rates vary over a long period of years. There can, of course, be no guarantee except to the extent shown under the $3\frac{1}{2}\%$ table.

(b) Options at Retirement

At the time of retirement the member shall receive the amount of annuity to which he or she shall be entitled, which will be the amount that can be purchased by the contributions made both by the staff member and the University, together with the accumulated interest and interest dividends thereon in the form of a straight life annuity according to the annuity tables of the insurance company; or in lieu of a straight life annuity the staff member shall have the option of receiving a reduced amount of annuity 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, one-half the amount of the 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, the full amount of 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.

While retirement will be compulsory at age 65, if by mutual consent and upon request of the University any staff member should serve beyond that age, the annuity payments would be correspondingly increased according to the annuity tables.

(c) Death or Total Disability

In the event of total disability the staff member will be entitled to receive the sum of the combined contributions made by himself and the University, together with interest thereon and interest dividends.

In the event of death the beneficiary of the staff member will be entitled to receive the amount of the staff member's contributions together with interest and interest dividends thereon, and if such

beneficiary be a person who is dependent upon the staff member, he or she shall also receive the contributions of the University with interest dividends thereon.

(d) Provison for Past Service

Provision would be made so that any staff members whose service with the University antedates the date of inauguration of the plan, shall have the opportunity of making such larger contributions as they may desire up to the amount necessary to provide the same retirement allowance that the member would have been entitled to had the plan been in operation from the beginning of employment; and to the extent that the staff member elects to make these additional payments, the University will make equal additional payments.

(e) Withdrawal Benefits

Since the primary purpose of this plan is to make financial provision for staff members after they reach the age of retirement, it is to be hoped that any staff member separating from the service of the University prior to the age of retirement for any other cause than death or total disability, would leave with the Sun Life Assurance Company the full amount of his contributions plus interest and dividends thereon, together with any proportion of the University's contribution to which he might be

entitled, to remain and continue to draw interest until he reaches the age of retirement. Should the staff member so elect, however, he shall be entitled to receive either in one payment or in a series of payments as he may choose, the full amount of the contributions he has made, together with interest thereon and interest dividends; but in this case he shall not receive any portion of the amount contributed by the University. Should death or total disability overtake, before retirement age, a staff member who had thus left the service of the University but who had not withdrawn from the Sun Life Assurance Company the amount due him, he or his beneficiaries would be entitled to the portion of the University's contributions then standing to his credit with the Sun Life Assurance Company, in accordance with the provisions for Death or Total Disability as set forth in Section (c) above.

(f) 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.

(g) *Assignments*

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

XIV. SPECIAL REGULATIONS FOR FOREIGN STAFF

A. SIX YEAR CONTRACTS

1. *Salaries in Local Currency*

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

2. *Salary*

Salary begins on date of sailing from home country.

3. *Children's Educational Allowances*

Age 6 to 11	Gold \$	50 per year
Age 12 to 14		75 " "
Age 15 to 17		100 " "
Age 18 to 21		1000 " "

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

If the faculty member leaves before he has completed ten years of service, he is entitled to $\frac{1}{2}$ the amount accumulated to the credit of each of his children. If he leaves after he has completed more than ten years of service, he is entitled to draw the full amount accumulated to the credit of each of his children.

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

4. *Outfit Allowances*

	Married	Single
First outgoing	G\$500	G\$250
Re-outfit on each return to the field.....	250	125

5. *Residence*

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

6. *Medical Provisions*

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

7. *Dental Fees*

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

8. *Language Study*

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

9. *Furlough*

(a) **Frequency:** At the end of the first six years of service on the field; **Length:** Fourteen months' absence from the field.

(b) **Full Salaries:** May be drawn in gold at the exchange rate of 2:1.

(c) **Medical and Dental Fees:** Same as under No's. 6 and 7.

(d) **Rent:** Up to G\$50.00 a month for families, G\$25.00 a month for a single person, on application to the Trustees.

(e) **Study Allowances:** Subject to recommendation by the Board of Managers in individual cases.

(f) **Travel Expense:** Borne by the University in both directions, as under No. 10. Freight allowance on return to the field, two cubic tons per family, one cubic ton per single person.

(g) **Re-Outfit:** See under No. 4.

10. *Travel Expenses*

Provided by the University from the home of the appointee to Peiping by the most direct route. On five-

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

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

11. *Pension Provisions.* (See Appendix III)

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

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

B. SHORT-TERM APPOINTMENTS

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

1. *Salaries:* As in No. 2 under A.

2. *Children's Educational Allowances:* As in No. 3 under A.

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

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

XV. DEFINITIONS

The term "full time" used in these regulations means that the individual concerned gives his entire time to the

University and that if he takes any outside employment it shall be on the express understanding that it is approved by the University and that the whole amount of any honorarium or salary is to be paid to the University.

APPENDIX I
MEDICAL

The University provides free medical service by the University Physicians for all full time members of the staff including wives and children under the age of 22 living with them. When recommended by one of the University Physicians, the University will also be responsible for hospitalization under the following regulations :

(a) One of the University Physicians must be consulted and permission obtained before going to the Hospital.

(b) The University pays Hospital fees up to P.U.M.C. rates as given below for staff members of instructor's rank* or higher :

Fees for Semi-private Ward Service

Deposit on Admission :— \$100.00

Rooms :— Two patients in one room, \$4.00 per day each (less \$1.00 per day for food).

Professional service :— \$20.00 per week or fraction of first week ; \$3 per day for fraction of week thereafter.

Laboratory examinations (blanket charge) :—\$15.00

Operations :— Minor, \$20.00 up
Major, \$75.00 up

Operating Room Fee :— \$15.00

X-rays :— \$15.00 up

(c) Bills should be made out to and paid by the patient who will be reimbursed by the Treasurer after the bill has been approved by the University Physician from whom permission to go to the hospital was obtained.

(d) The University expects the individual concerned to pay for the following items.

- (1) \$1.00 per day for food (as mentioned above)
- (2) Drugs, eyeglasses, special nursing, etc.
- (3) Ambulance.

(e) The University refunds only P. U. M. C. Public Ward rates to employees not provided for in (b). As a rule, faculty children under nine years are also to go to the public ward. The University takes no responsibility for hospitalization of part time members of the staff or teachers in Fu Shu Hsueh Hsiao.

Fees for Public Ward Service

Deposit on Admission :— \$25.00

Rooms :— \$1.00 per day

Operating Room Fee :— \$5.00

As a matter of information for members of the staff who desire more expensive service at the hospital the following rates are quoted, though the University assumes no responsibility for refunding fees higher than the rates for Semi-private Ward service.

Fees for Private Ward Service

Deposit on Admission :— \$150.00

Rooms :— Single, \$10.00 to \$14.00 per day

Two patients in a room, \$7.00 per day each

Professional service :— \$30.00 per week or fraction of first week ; \$5 per day for fraction of week thereafter

Laboratory examinations (blanket charge) :—\$25.00

Operations :— Minor \$ 25.00 up

Major \$100.00 up

X-rays :— \$20.00 up.

This information is correct in so far as we are able to ascertain at present (spring 1933) but changes in rates may be made by the hospital at any time.

*Note :— Divisional Officers and Secretaries (salary range from \$145-\$205 per month) may enjoy the same privileges as Instructors.

APPENDIX II.

WHAT EVERY YENCHING HOUSE-KEEPER SHOULD KNOW

I. On Coming to the New House

1. Upon being assigned to a new house, please consult with the Comptroller's Office as to the date the house will be available, the length of time of occupancy, etc.
2. When the time comes for you to move in, call at the Comptroller's Office for the keys. A representative from the Comptroller's Office will accompany you to the house to hand over the house to you. A receipt for the keys will be signed by you. This receipt also signifies that you have taken possession of the house.
3. Check over the house carefully and see if everything is in order.
4. In looking over the house, please note particularly the following :—
 - a. Light and water meter-readings ;
 - b. Electric bulbs (There should be one bulb for every socket) ; and
 - c. Window panes.

II. On Repairs

A. *By the University**

1. In general, the University takes all responsibility for repairs necessitated by natural deterioration.

* The Administration reserves the right to suspend in part or in full the operation of this regulation during any year depending on budget appropriation.

2. Interior cleaning and fixing, such as calcimining walls, varnishing floors, will be done by the University, if necessary, every six or seven years.
3. The University undertakes to keep in repair all mechanical installations, such as : plumbing, electric light, telephone and heating systems.
4. The University also undertakes to repair all leakages of roof, putting up and taking down of outside screens and storm windows, sealing up and opening vent holes and also repairing kitchen stoves.

B. *By the Occupant*

1. In general, the occupant is responsible for repairs due to damage arising from carelessness.
2. Costs of replacing electric bulbs, and dry cells for call bells are to be borne by the occupant.
3. Cost of taking down or moving of telephone, if there is one in the house, or putting in of telephone, if there is none in the house, is to be paid by the occupant.
4. No alteration on any part of the house, interior or exterior, can be made without permission from the Comptroller's Office, even when the cost of such alteration is borne by the occupants.
5. Walks and gardening are to be taken care of by occupants.
6. The University will not reimburse any occupant for improvements made in house or grounds.

C. *How Is a Job Done?*

The University has a Jobbing Department located at the entrance to the Power House. When a job needs to be done, you sign a "work order" and send it to the Jobbing Department. When the job is finished by the workmen, you will be asked to sign again on the "work order" certifying that the work has been satisfactorily performed. It may happen that the work has to be done immediately and you cannot lose time in signing a "work order". In that case, just telephone to the Jobbing Department and send in the "work order" afterwards.

III. Fire Insurance of Personal & Household Effects

The University carries fire insurance policy on all the University-owned residences as well as on some of the rented houses, at a very reasonable rate. The same rate may be obtained from the insurance company for your personal and household effects, if you wish to take out such a policy. The Comptroller's Office will be glad to give you all necessary information and assistance.

IV. Emergency

In case of robbery or fire, call the telephone operator who will get in touch with the persons responsible for coming to your rescue. In case of sickness, call for the doctor. If there is need to enter the city at night because of sickness, the Business Office can loan you a gate-pass.

V. Furlough and Other Transfers

During the furlough year, if your house is to be occupied, the University will undertake to arrange that the prospective occupant will be satisfactory to you. The matter of furniture is then to be arranged between you and the prospective occupant direct.

If you are moving from one house to another permanently, the matter of improvement you have made on the grounds and building, if any, is to be settled by discussion with the Comptroller's Office (see II. B. 6. above)

The University has a limited space for storage purposes for those who are on furlough and have vacated their houses.

VI. Servant Quarters

Servant quarters of the house are provided for the servants themselves only. Their families or children are not expected to stay with them.

VII. House Guests

House guests may be invited to stay in the house at the desire of the occupant. But if a guest should stay over a period of two weeks or more, the Comptroller's Office should be advised to that effect.

VIII. On Vacating the House

1. Before leaving the house, please notify the Comptroller's Office as to the time you will vacate the house.

2. The Comptroller's Office will then send a representative to your house to take over the house from you and you will then turn the keys over to the representative who will return to you the receipt you signed when you first took over the house. The return of the receipt also signifies that you have properly transferred the house to the University.
3. The representative will check over the house with you to see if everything is in order. Unrepaired damage sustained by the house or equipment during your occupancy will be charged against you.
4. Check your water and electric meters and pay your bills to the Treasurer's Office.

APPENDIX III.
SAMPLE POLICY OF RETIREMENT ANNUITY PLAN

Sun Life Assurance Company of Canada

Head Office : MONTREAL

(hereinafter called "the Company"),
has issued Policy No. 1597-G. to cover
the benefits of

Yenching University

(hereinafter called "the Institution")

RETIREMENT ANNUITY PLAN

and it is hereby certified that.....
has been registered as a Member of this Plan with Serial
No..... from the..... day of.....19....
The following is a summary of the principal provisions of
said Policy :— Anniversary Date.....day
of.....Premiums and Annuities payable on the
.....day of each month.

CONTRIBUTIONS AND BENEFITS

CONTRIBUTIONS : Each Member shall contribute
monthly a minimum of 5% of his salary but shall have the
right to make an additional contribution, the maximum
amount of which shall be that proportion of the above
minimum monthly contribution which the completed years
of service prior to July 1st, 1930 bear to possible service

between July 1st, 1930 and retirement date. The Institution's
contribution shall be in every case equal to that of the
Member, but it will be suspended whenever the guaranteed
annuity arising from it shall exceed one third of salary.

RETIREMENT ANNUITY : The contributions made
in respect of any Member during any twelve-month period
ending on the Anniversary date shall be accumulated to that
date at such rate of interest as the Company may allow but
in no case at a rate less than three and one-half per cent
(3½%) per annum, and shall then be applied to purchase
retirement annuity commencing on the day of the month on
which annuities are payable next succeeding the attainment
of age sixty-five according to the rate set out in Schedule I
on the back of this Certificate. The Company shall each
year make a statement of the amount of annuity credited to
each Member, including any annuity then allocated to such
Member as bonus additions.

OPTIONAL RETIREMENT : Any Member may retire
prior to the attainment of age sixty-five with the consent of
the Institution, and such earlier retirement will be treated as
a withdrawal. If the health of the Member be seriously im-
paired he may, subject to medical examination, receive a
larger amount of annuity but such special terms as may be
offered shall be solely at the discretion of the Company.
The retirement of a Member may be deferred beyond the age
sixty-five and in such event he shall, upon surrender of this
Certificate, receive in lieu thereof a special contract providing
for later retirement on an increased amount of annuity.

OPTIONS AT RETIREMENT: At the time of retirement the Member shall receive the amount of annuity set forth in the paragraph above entitled "Retirement Annuity", or such increased amount as the Company may then allow. In lieu of this annuity the Member shall have the option of receiving a reduced amount of annuity with one or other of the following benefits:—

(1) 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 expiry of the specified period.

or (2) In the event of the death of the Member during the lifetime of the designated beneficiary the full amount of annuity or a stipulated portion thereof shall continue to the beneficiary until death.

or (3) A guarantee on any other form then being issued by the Company. The Company shall quote on request the amount of annuity which will be allowed to any Member under any of the above options.

DEATH BEFORE RETIREMENT: In the event of the death of a Member before any payment of annuity has been received and while covered under this Plan there shall be paid to the Institution, to be disposed of in accordance with its rules then in effect regulating the disposal of such amounts, the then present value of the total annuity purchased in respect of such Member together with any amounts of annuity allocated to such Member as bonus additions, which

value shall be determined according to Schedule II on the back of this Certificate.

WITHDRAWAL FROM THE PLAN: Should a Member withdraw from the service of the Institution before retirement, he may receive a withdrawal allowance in any one of the following forms:

(1) He may receive a cash payment the amount of which shall be the accumulation of his own contributions with interest at a rate not less than $3\frac{1}{2}\%$ per annum compounded annually. This option must be selected in all cases where the Member has less than ten years service with the Institution, or where the total value allowed him under options (2) or (3) shall be less than \$1,000.

(2) If he has more than ten, but less than twenty years service he may receive a fully paid deferred annuity commencing at the normal retirement age purchased by the accumulation of his own contributions and one half the Institution's contributions on his behalf, providing such accumulation be not less than \$1,000.

(3) If he has over twenty year's service, he may receive a fully paid deferred annuity commencing at the normal retirement age purchased by the accumulation of all the contributions to premium made on his behalf, providing such accumulation be not less than \$1,000.

(4) An annuity on the life of the Member commencing immediately.

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(5) He may receive any other form of annuity that the Institution may request, and the Company is willing to grant.

CONVERSION: A Member leaving the service of the Institution may elect to continue the contributions made by himself as a premium on any form of pension investment bond then being issued by the Company, excluding forms with assurance or disability benefits.

ASSIGNMENTS: The Member shall not be permitted to assign any benefits to which he may be entitled under this plan.

SIGNED at Montreal this.....day of
.....19.....

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President

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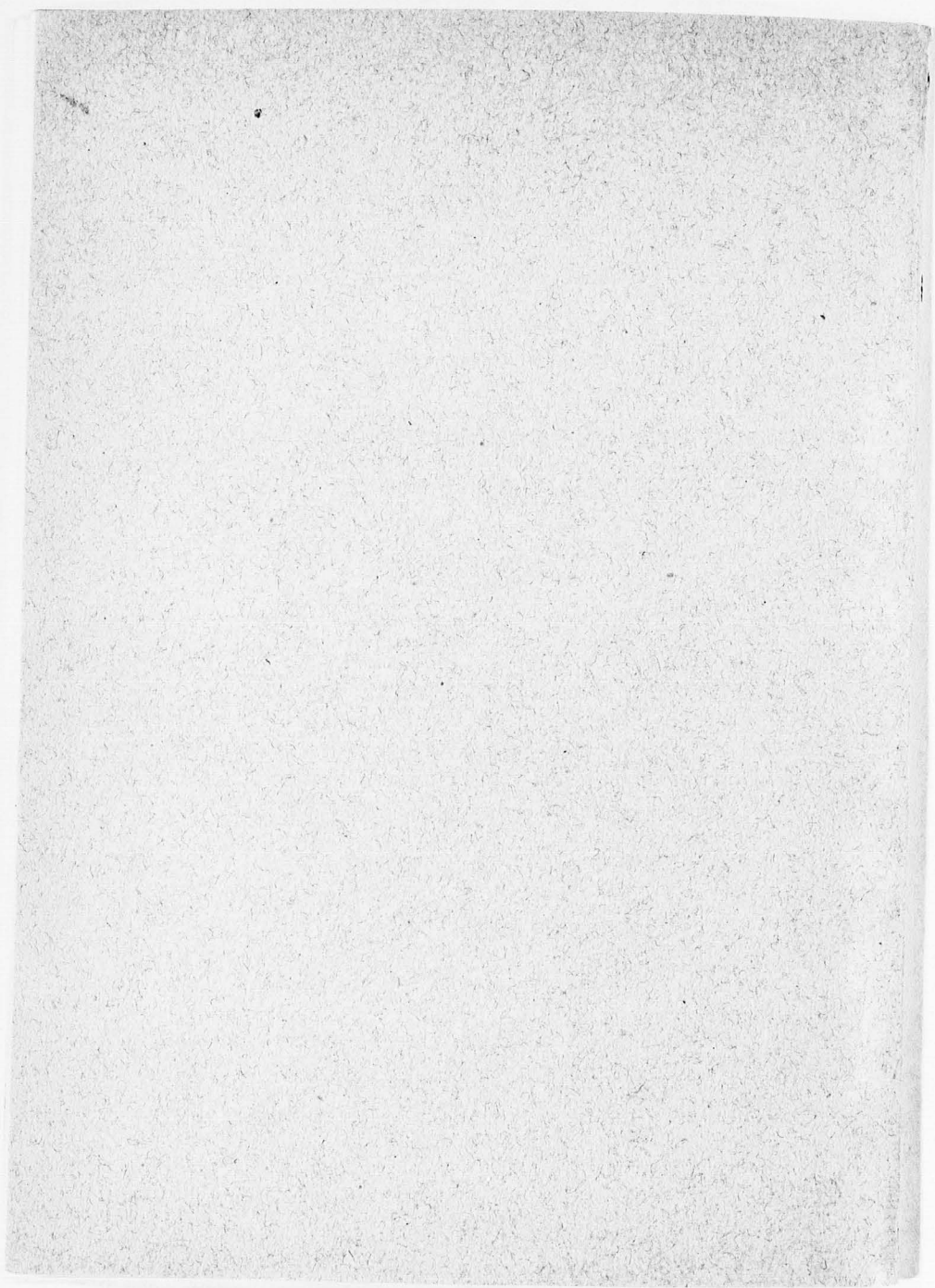
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