

PRINCIPLES OF ORGANIZATION AND FUNCTION
OF THE
FIELD STATION OF THE NORTH CHINA COUNCIL FOR RURAL RECONSTRUCTION

1. To afford to the University Departments of Social Sciences controlled facilities and services for applied training and research.
2. For the purposes of the Council, the following definitions are agreed upon:

(a) Departments of Social Sciences are held to consist of:

- i. Economics
- ii. Education
- iii. Civil Administration
- iv. Social Administration
- v. Social Medicine
- vi. Agriculture
- vii. Engineering

and such others as may be decided upon.

While one or more of the cooperating bodies may be concerned in the conduct of these departments, the responsibility for the budget, appointment of personnel and the programme of the departments shall all be vested solely in the Council.

(b) Facilities and services are institutions or agencies and their normal function in the rural community.

(c) By controlled is meant the authority to operate the facilities and services in the interest of training and research. To ensure adequacy of control, it is essential that certain personnel concerned in the operation of facilities and services shall be university teachers nominated by the departments concerned.

(d) Applied refers specifically to the application of the social sciences in the rural field.

3. In addition to the departments above mentioned there shall be a Directorate which shall rank as a department and shall be responsible for general administration, coordination and the maintenance of buildings and furnishings, library, dormitories and other services utilized in common by the departments. The directorate and the departments shall collectively constitute the Station.
4. The personnel of each department shall consist of a Head, professional and staff members and non-professional members. The head of the department and the professional members shall be recommended by the Committee on Research and Training, after consultation with the supervising institution, to the Council for appointment. Other members of departments will be recommended by the Head of the department to the Director of the Station for appointment.
5. The Director of the Station and the Head of each department shall be individually responsible to the Council for the budget and for the conduct of their respective departments.

6. Departments will arrange and announce the courses to be given by them in consultation with the supervising institutions. Universities or other institutions will indicate to their students what courses should be taken to meet the requirement of degrees or certificates offered by them. The responsibility for the students and their work while in the field will rest with the Head of the department in the Station.

RELATION OF THE FIELDS UNDER THE COUNCIL TO THE
COOPERATING UNIVERSITIES

1. Each of the cooperating institutions will be responsible for the general supervision of one and not more than two specific fields in the Station.
2. No two cooperating institutions shall be given the supervision of the same field.
3. Each field in the Station will be represented by a Department, as defined in the "Principles of Organization and Function of the Field Station".
4. Supervision shall carry the following responsibilities:
 - I. Recommendation to the Committee on Training and Research of the Head of the Department concerned.
 - II. Recommendations through the Committee on Training and Research to the Department concerned regarding:
 - a. Courses to be given
 - b. Research projects
 - c. General conduct of department
5. Candidates recommended as Heads of Departments shall possess the qualifications of university professors in matters of academic training and experience, research ability and productivity and general qualities of leadership. In the event that no candidate with sufficient experience is available, selection may be made on the basis of personality and academic promise.

GENERAL PRINCIPLES GOVERNING BUDGETSGeneral

1. Budgets should conform to the attainment of the Council's primary purpose of building up training departments of university standard.
2. In so far as possible salary and expense portions of the budget should each show two divisions: Service, approximating what local government might support, and training and investigation that represent more strictly the university training responsibility. Under the latter, prefield and field salary and expense items should also be shown separately.
3. The proportion of salaries to expenses should in general be 3:1, as a criterion for scrutinizing operating budgets.
4. Budgets must indicate the financial equivalent of all other controlled resources which contribute to the functioning of Council departments.

Salaries

5. Teachers giving prefield courses^x (in the university proper) of a rural nature and designed to train students for the field, are to be paid out of the Council's budget but shall not be regarded as being part of the Council's staff.
6. Only those resident in the field shall constitute the regular staff of the Council. Whenever necessary and feasible, staff members and assistants in the field and teaching faculty in the university in the subjects of Economics, Civil Administration, Social Administration, Education, Social Medicine, Agriculture and Engineering are interchangeable.
7. All staff must be regular members of departments employed primarily for routine duties. They should not be appointed specially for research alone except in exceptional instances where expert supervision is required.
8. The Council will make available a number of research fellows for appointment who, however, should not appear in the operating budget.

Expense (Projects)

9. Departmental projects conducted at the Station should not be included without known availability of competent full-time personnel. Larger projects must indicate the part capable of fulfillment for the financial period presented.

^x See next page.

10. Projects sponsored by Departments but not undertaken at the Station, shall, in addition to the principles given under 9, conform to the following:

- a. All such projects must bear a direct relation to rural reconstruction
- b. They must have the endorsement of at least one Head of Department.
- c. The technical and laboratory work must be far enough advanced so that the results can be applied in the field within a reasonably short time.

Capital

11. Capital requirements should be budgeted separately from operating budget.

*The prefield courses falling within the category defined above are, for the Departments of Economics, Civil Administration and Social Administration, the following:

Department of Economics
 Agricultural Economics
 Land Problems
 Cooperation
 Local Finance

Department of Civil Administration
 Local Government and Administration

Department of Social Administration
 Rural Sociology
 Comparative Rural Movements
 Rural Problems and Rural Reconstruction
 Rural Survey
 Advanced Rural Research
 Social Policy and Planning
 Rural Organization and Administration
 Home Work Extension