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Given by Mr. F. H. Hawkins.

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APR 12 1917

SECRETARIES

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COPY OF A LETTER WRITTEN BY DR. HAROLD BALME OF
TO DR. P. H. HUME OF HUNAN.

APR 12 1917

Dr. Brown.

19th Dec. 1916.

My dear Hume,

I simply cannot tell you how much I appreciated your kind, frank letter, or how much I wish with you that we might have been on the train together when you wrote, with the opportunity of a long and uninterrupted talk over the various points you raise. Had that been possible, I think you would have found out how absolutely and completely we are in accord on these matters, and I think that possibly I could have cleared up some misapprehensions which I fear at present exist in your mind with regard to our policy, or lack of it.

In the first place, let me endorse every word you write about the utter importance of our avoiding anything suggestive of national lines in our view of medical educational work in this country. I am not aware as to the cause which led you to refer to this in your letter, but if you should be entertaining any fear as to my own position in the matter, let me assure you that a man who has had Schultz for a colleague, - and the most deeply admired and loved of my colleagues he had previously worked with - is hardly likely to consider that American medical graduates from the good Universities of today are the same people as unfortunately lent a poor reputation to the American M.D. in Great Britain years ago. I feel

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exactly as you express yourself in the matter. I have at my hand a letter written some months ago to the Medical Secretary of our Board on this very subject, in which I said:

"I feel more and more that we (British and American) have a deal to learn from one another, and each have a distinct and most valuable contribution to offer to the Chinese under training; and I should be very sorry indeed, in an international union university such as this, to see either side swamped out by the other."

And I feel exactly the same about the whole medical educational field.

I am very sorry to hear that there should be even a possibility of the actions taken by the Council on Medical Education and C.M.M.A. Executive being called in question at Canton, and agree with you that at all costs it must be avoided. Frankly, I do not quite see what Dr. Christie feels so aggrieved about, as it is utterly obvious that Moukden must cater for a local constituency, and was for that reason left out of the discussion altogether. I feel sorry for Dr. Gillison, for I have such an admiration for the brave struggle he has put up all these years; but I wish with all my heart that he and McAll could be brought to see that the time has passed when the C.M.M.A. might calmly consider how many medical schools it would give its blessing to, and that the only live question now before us is as to whether we have the right and the power to attempt a single one, in face of the infinitely superior equipment and staff which the non-missionary medical schools are going to have within a very few years.

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But to turn more particularly to ourselves here at Tsinan, and to the criticisms and suggestions, in regard to our college policy, contained in your letter. We have had various similar criticisms levelled at us of late, and I am therefore all the more anxious that you especially should be fully informed as to the position in which we stand, and the policy which we are endeavouring to follow.

As soon as we determined upon that great development of our medical school which became possible by the arrangement with the C.M.B. and the special endorsement of the C.M.M.A. we found ourselves necessarily confronted with two huge problems which, while in the main running parallel, were bound to cross one another at awkward angles. The first, - and most essential, as we naturally regard it - was the problem of gathering together a Faculty of experts; men, who by reason of special training before coming out, a special line of work out here, or a prolonged and carefully supervised furlough courses, can each be masters of their own subjects at the same time as they are able to convey those subjects intelligently in Chinese. The second problem, and in many respects the more pressing one, was to gather together a body of men here and now, who should be able to fill up our ranks, at any rate temporarily; who should already be possessed of a sufficient workable knowledge of Chinese; who should, as far as possible, have shown some acquaintance with a speciality whilst in China; and who should, in other words, enable us to fulfil,

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in the best possible manner, the obligations which we have undertaken to these students whom the C.M.B. has transferred to our school, and whose education (unfortunately for us) cannot be deferred until we have got our real faculty together.

Now you know sufficient of the calibre of the men who make up our medical missionary ranks, and, in particular, of the kind of work in which they have been engaged in this country since their arrival, to realise as clearly as we do that there are very few men indeed who not only belong in every respect to the second type mentioned above, but are also qualified for admission to the first. And granted that there are, - so far as actual numbers are concerned - a bare sufficiency to thoroughly staff a school of this size, not only is one met with the most extraordinary difficulty in inducing them (or inducing their missions on their behalf) to leave their present spheres and join us, but one also finds that the actual specialities which they represent do not in any sense coincide with those of a full medical course, and in point of fact are confined to a mere fraction of those required.

The position may be expressed in this way: We want a complete faculty of specialists. We want them all well versed in Mandarin. And we want them immediately. And when you have said that you have expressed a practical impossibility.

Now what is to be done about it? My own personal opinion has been for some months past that the difficulties of collecting, on the field, a really satisfactory permanent staff

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are so insuperable that we had far better resign ourselves to what is frankly nothing more than a "Carrying-on Faculty" (composed of the best material available, but admittedly not the metal that we look for for permanent use), while we lay our plans, firmly and wisely, for securing, - or perhaps I should rather say growing - our future teaching staff almost entirely fresh from home. Perhaps I cannot do better, in order to explain what I mean, than to enclose you copies of two letters written some months ago to Schultz and to the Medical Secretary of our Board on this very point. (Will you be so kind as to let me have them back at your early convenience). You will see there that I have given it as my own opinion that most of us on the present staff of this college should be regarded merely as belonging to the Temporary Faculty - carrying on, by reason of a certain acquaintance with Mandarin, until better equipped men can come out from home and can acquire the language. And in this category one would naturally put such a man as Dr. McClure whom we have invited here for two or three years to help on the medical side until a younger and more up-to-date man is available.

But such a plan as that lays us open to obvious and serious misunderstanding from those who do not fully realize the immense difficulties which confront us; and Schultz, in replying to the letter I enclose, drew attention to that great risk. That he did so advisedly is proved by the criticisms which we are now meeting, though I should state quite clearly that we have left no stone unturned to secure the type of men we want immediately; and if we have not, up to the present

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secured a more suitable faculty, the fault must not be ascribed to any lack of effort on our part. We have gone after every single man that seemed to possess the required qualifications, and in most instances not ~~once~~ only but repeatedly. You know well the prolonged combardment we have kept up on poor Cochran; whilst as to Smyly, Fleming and I have each tried in vain, by long interviews, to convince him that he ought to come and help us out here, and Wheeler wrote him on the same subject a month ago.

Let me also point out, - what, from your letter, you are evidently not clear about - that in every single case where we have asked a man to join us the invitation has been coupled with the specific subject which we wish him to make his own, and teach. Until our ranks are made up it is unfortunately necessary that some men should also help out in other subjects; but we are as strong as you are on departmentalising every branch of the work, and giving each man a chance to stick to his own department. Thus Smyly was specifically asked for Internal Medicine and Clinical Pathology; Shields, for Histology, Embryology & Parasitology; Evans has been asked to qualify himself in Physiologival Chemistry on his approaching furlough; and so on. It is only we who belong to the old staff, and who have been obliged, by force of circumstances, to teach more than one branch, whose future branch is in some cases still undecided, and that for the simple reason that most of us are expecting to give place to better man as soon as ever they can be

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In this connection let me say emphatically that not only is there a place here for Stearne, but a most important one at that; and as soon as he has got the language, he will find it all ready for him to step into. He is just one of the men whom we do regard as a member of our permanent faculty.

I will not labour the point any further; but I would like you to realise that we have got a very definite policy before us to which we intend to adhere, and that nothing but the stern necessity of having to do our present work with just what tools we can gather for immediate use accounts for our present lopsidedness and deficiencies. I much hope that we shall be given the opportunity to make this quite clear at Canton, and to let the Association know just what posts we need to fill on our teaching staff. I think you will then find that our programme is as definite as you would have it be. Our chief difficulty at present, entre nous, is the A.P.M. Board in New York, who, in spite of receiving from us the most precise particulars as to the vacancies still to be made up, attempt to foist on an already over-full surgical staff a valuable man like Diederich, and that without a word of consultation with us. You will know that we have refused to receive him on such terms, and I hope this will show the Board our attitude on this question.

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Excuse my writing at such inordinate length, but I am anxious to show you how completely we are with you in what you say about our present needs. And I need hardly add that we immensely appreciate your keen interest in our success.

With kind regards,

Yours very sincerely,

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Given by Mr. F. H. Hawkins.

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APR 12 1917

Dr. Brown.

COPY OF LETTER WRITTEN BY DR. H. BALME TO MR. ROGER GREENE
OF THE CHINA MEDICAL BOARD.

FILING DEPT.

1181
SECRETARIES

29th Dec. 1916.

Roger S. Greene, Esq.,
China Medical Board,
Peking.

Dear Mr. Greene,

I wish very much that I could run up to Peking for a chat with you, but the demands of term examinations, plus a full hospital - to say nothing of such domesticities as having a fortnight-old baby in the house, and my wife upstairs in consequence! - make it impossible for me to do so, at any rate for the present. So I will do the second-best thing and send this letter, though it is entirely unofficial and informal.

I have been feeling rather concerned, for some little time past, at the fact that the policy which we have been pursuing in this college, - or, perhaps I should rather say, the lack of a clear and definite policy, as it has appeared to some, - has brought us in for a good deal of adverse criticism, or at least of misunderstanding. To a great extent, I think, we have ourselves to thank for this state of things; not for one moment that we have not a policy and programme, and a very clear one at that, but we have possibly erred in taking too much for granted and assuming that this would be as clear to others as to ourselves.

When Hume was here a week or two ago I had a delightful talk to him about things, and since he left us I have had a very frank letter from him on this whole subject, and this has made me see all the more clearly that if he himself, - as his letter to me revealed - was under a misapprehension as to what we

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were doing , it was hardly to be wondered at if others, without his inside knowledge should share similar doubts.

The criticism to which I refer have reached us along two channels, the former directed against the unsatisfactory composition of our present faculty, the latter concerned with our alleged lack of programme for the future; and in each case one can see very clearly where the ground for such criticism arises. And yet in each case, if only the situation is made quite plain, I think the points raised can be fully met.

In my reply to Hume, a copy of which I enclose, I have tried to give a succinct account of the position in which we have been finding ourselves these last few months, and of the plan to which we are working; but I fear that I may not have succeeded in making it as clear as I would have wished. One might perhaps summarize it in some such way as the following:-

1. There is a strong and growing body of public opinion, among Mission Boards, in favour of developing and strengthening this medical school; and this, together with the clear endorsement of the C.M.M.A., makes us perfectly confident that such a school can be efficiently staffed and maintained. At the same time, it must be confessed that the Boards are extremely slow to take action, and have in no case yet grasped the urgency of the situation.
2. The Missions on the field, - not excepting those already committed to a policy of efficient medical education - are proving extremely parochial in their outlook, and it is a most slow and laborious business to get any action taken such as would secure for us the services of those few men on the field who are already both qualified in Mandarin and thoroughly efficient as teachers of special subjects.
3. Meanwhile, our obligations to our students, and especially to your Board, necessitate our gathering together immediately a sufficient staff, conversant in Mandarin, to cover every single branch of the medical curriculum.

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Now that is where our real difficulty comes in. If the medical missionary force in China contained a large number of specialists in their ranks of Mandarin-speaking men (and not merely specialists in the clinical subjects, but men who are up-to-date and efficient in such subjects as anatomy, and the laboratory branches); or if the Missions interested in medical education would only take a broad view of the situation, and be prepared at once to sacrifice local hospital interests in favour of the paramount claim of this college, or if we had two or three years ahead of us in which to select and prepare our men; - if any one of these conditions obtained, our problem would be an infinitely easier one. But as it is, as I have expressed in my letter to Hume, it seems to me that there is only one course left for us to adopt, and that is frankly and clearly to recognise that the men now on the spot, or who can at once be added to our teaching staff, must be regarded to a very great extent as in the category of a "Carrying-on-Faculty", and only probably in a few instances (and even then, not without a further post-graduate course) as likely to qualify as members of the permanent faculty of this school.

It is for this reason that we may have seemed to you a little slow in appointing members of our present staff to take charge of certain subjects. If, for example, I had been so well qualified in up-to-date Pathology as to give the rest of my life to it with a real hope of making a thorough success as a teacher of the subject, the Faculty would before this have asked me to

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give up Surgery altogether and take charge of this subject alone; and I would have gladly acceded to the request. It is because I am not so well qualified, and because there is not that likelihood or hope of permanent success along that line that the Faculty has been spending these months in the attempt to get Cochran or Sloan or Schultz for this subject; and only in the event of failure in these directions shall I be asked to do what I can. If it comes to such a pass, I should not of course feel that I must refuse; as it is imperative that some one man takes up this essentially important branch next year, and give his whole time to it. But until we have exhausted the possibility of securing a man obviously fitted to take charge of this department, the Faculty has hesitated to remove me from the subject which I have been attempting to qualify myself in for several years, and which I have been teaching exclusively since arrival here.

Exactly the same might be said of Anatomy. If there were any likelihood of Wheeler or Roys becoming the permanent Professor of Anatomy to this school, we should have asked them long before this to give up everything else and concentrate upon it. It was because that was not at all likely that we have allowed them both to do such work as they could best do now - work, that is, for which they were immediately fitted - and have been scouring round in all directions for an up-to-date and enthusiastic anatomist.

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I am not at all sure now that I have made myself clear, but I hope I have. Before the Canton Conference I want to get down on paper something which will show just where we stand; the men we have got at present, and the subjects committed to each; the specialities still without ~~an~~ efficient teachers, and the prospects of each getting filled in the near future; the arrangements for "carrying on" in those subjects, pending the arrival of the permanent teachers; and the present position of the various Boards who have promised, or are promising to co-operate in the work of this institution. I think such a statement will show better than anything else could do what has been effected in the way of temporary provision, and what is our programme for these next few years.

I wonder if you will be at Canton? Perhaps then, if not before, I may have an opportunity of talking with you about these and kindred subjects.

With kind regards,

Yours very sincerely,

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Given Mr. F. H. Hawkins

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APR 13 1917

SECRETARIES

APR 12 1917 COPY OF LETTER RECEIVED FROM DR. BALME OF TSINANFU

Dr. Brown.

dated 30th Dec., 1916.

"My dear Moorshead,

Your letter of Nov:20th, giving the reply of your Tsinanfu Committee to the communications which I sent home on Sept.23 and Oct.2nd, has now come to hand, and it has been well worth waiting to receive so good and encouraging a letter. It seems to us simply splendid that at such a time as the present your Committee was able to take so whole-hearted an interest in the development of this school, and be prepared so enthusiastically to lend it counsel and support. Especially were we thankful to hear that you and Cochrane had been deputed to lay before other Societies the need of prompt action in finding suitable men and sufficient resources for the strengthening of our foundations, and that the Advisory Board were taking time by the forelock in keeping before medicals and nurses, while on active war service, the great claims of medical missionary service.

Your letter has been circulated among members of the Faculty and of The University Executive, and will be considered by the Council at their next meeting, when I fully expect that the recommendations you have made will be endorsed and agreed to.

I. Students' Fees. I think most of us are in full accord with what you have said about the lowness of our fees, and are willing and anxious to see them raised, - in fact, this question has

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been brought up by us quite independently of what you have written. The chief opposition comes from those members of the A.P.M. and E.P.M. in Shantung who regard the college as existing mainly - if not wholly - as a place where the sons of Church-members can be educated, and who therefore oppose any attempt to raise the fee beyond the figure which such a class can afford. (And in this connection one must always remember that our fees appear infinitely lower than other colleges because, unlike them, we do not include board, etc., for which every student makes his own arrangements. When all expenses are added together, the cost to the student yearly is fully \$100.).

But the time has clearly come when this college must be regarded from a much wider point of view than a mere educational provision for our own Christians; and if arrangements are made, by means of bursaries etc., by which worthy students from the Christian families are enabled to obtain so expensive course of training, there is no reason whatever, as I see it, why the fees charged should not be better proportioned to the cost, and value, of the education given.

2. S.P.G. Hostel. I do not think for a moment that any serious objection will be raised to the S.P.G. having their own hostel in connection with the medical school, where both their own foreign representatives and also their students will reside, - in fact, this concession has already been granted in connection with the Arts College, and a piece of land has been assigned to the S.P.G.

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almost equidistant from the Medical and the future Arts Colleges. It only requires an extension of this concession, to allow medical students as well as arts students to reside in that hostel, and the thing is done. Personally, I think it would be better for it to be built and owned by the S.P.G., - not from the University point of view, perhaps, but a surer way of allaying those unfortunate apprehensions and fears which we know exist in many S.P.G. circles with regard to Union educational efforts such as this.

3. Contributions of co-operating missions. I quite see y your point in considering that a yearly contribution of two-hundred pounds may deter some missions from joining us, - in fact, that point was raised and fully discussed before the action was taken last December - and I think it would certainly be possible to compromise along the line you suggest, by reducing that sum to one hundred pounds for the first five years, that is to say until the C.M.B. yearly grant comes to an end. In that case, should the C.M.B. see their way to extend their help, it would in all probability be possible to continue that sum as the minimum contribution asked for from each co-operating Mission. This matter will of course be discussed at the Council Meeting.

4. College Faculty. Since writing you on the 9th inst., respecting our staff here, it has come to my knowledge that there is a certain amount of adverse criticism about, among friends outside this college interested in the development of Mandarin medical education, with regard to what we have so far accomplished

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or failed to accomplish, in the way of getting together a complete and efficient Faculty. I have had a very kind and frank letter from Dr. Hume (Chairman of the Council on Medical Education of the C.M.M.A.) on the subject, and have heard that Mr. Roger Greene of the China Medical Board has also been inclined to criticize us. I thought it better therefore to write to them both as fully and frankly as I could, and I enclose you a copy of my letters. Such criticism arises very largely from a failure to appreciate the immense difficulty, or even impossibility, of gathering together immediately a set of teachers, qualified in Mandarin, and sufficient to cover, as experts, each subject of the medical course. It is inevitable that we should find it easier to fill some departments than others, and that in the laboratory sciences particularly we should have to make shift with men not wholly up-to-date for the first year or two. I am hoping, before the Canton Conference to draw up as clear a statement as possible, showing just what has been accomplished so far, what remains to be done before we can regard ourselves as an efficient expert teaching staff, and what steps we are taking to secure the necessary men and financial support. If I can get this out I will send you some copies for use at home.

No more now. We have had a splendid Christmas in the hospital and college, to say nothing of home. All well here, and no one better than our new daughter Monica.

Ever yours affectionately,

(sgd) HAROLD BALME.

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Given by Mr. F. N. Hawkins.

RECEIVED

APR 12 1917

Dr. Brown.

Dr. R. Fletcher Hoorshead,
Baptist Missionary Society,
19, Farnival Street, LONDON, E.C.

Union Medical College,
Tsinanfu,
Shantung, N. China.

23rd September, 1916.

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APR 13 1917

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SECRETARIES

Dear Dr. Hoorshead,

I am now in a position to send you an official reply to the important Memorandum from the special Tsinanfu Committee of your British Advisory Board of Medical Missions, dated Aug. 2nd, the receipt of which I have already acknowledged.

As already mentioned in a previous letter, the University Council appointed a Committee to confer with the Faculty of this College on the various points raised by this Memorandum, and during the last three days a series of important meetings have been held here with that object, the results of which you will find contained in the copy of the Minutes enclosed with this letter, and which, in reply to your request of Aug. 3rd, I have attempted to summarize in the following cablegram despatched to you today:-

Peking fees included. Rent fifty pounds. Missions asked contribute two hundred pounds annually, or twenty pounds per student including hospital practice. Annual budget, college hospital each fifteen hundred pounds. (ad) Bks.

Before referring in detail to these various points, may I first say with what pleasure and gratification the Committee heard of the appointment of this new Tsinanfu Sub:Committee in

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Great Britain. Such a step, taken at this important juncture in the history of this section of the Shantung Christian University has filled them with with the greatest hopefulness and confidence, as all realize that, humanly speaking, the future of this college and of that special type of education which it represents, stands or falls with the Mission Boards; and that only by a broadening of the base, and a widening of the circle of those willing to share the burden, can we hope to secure an adequate and suitable teaching staff, or to maintain the efficiency of the institution from both medical and missionary standpoints. To this end, the Committee would like to make it clear from the very outset that while it is obviously necessary to lay down a definite rule as to the minimum contribution, both financial and in personnel, which they would expect of a co-operating Mission, they are most anxious that no mission which, on financial grounds, finds a difficulty in raising, immediately, such a minimum, should on that account hesitate or refuse to join with us in this important work. You will not fail to notice the special addendum to the first resolution, emphasizing this point.

It should also be mentioned that the present Basis of Union, upon which the two original missions consented to unite their educational work, is now in process of revision, with a view to making it more adaptable to the new conditions which we are meeting today. Such a revision may include some change in the present method of representation upon the University

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Council; but while it is of course impossible to forecast the nature of such changes, (if decided upon) all Missions not at present in the Union may be assured that they will be conceived in a generous and equitable spirit, and will give expression to the earnest desire of the Council to include in its number representatives of missions whose interests may be somewhat smaller or more remote, but whose co-operation in the work of the University all are most anxious to secure.

To refer now in detail to the points raised in your covering letter of August 2nd. -

1. Fees from Peking students. The arrangement made with the China Medical Board was that the students should pay the same tuition fee as our own men, namely \$10 per annum in addition to their board. This has been included in estimating the probable expense of running the enlarged college.

2. Rent of Foreign Residences. Where a Mission does not build or purchase its own residences, it has been decided to charge a yearly rental of fifty pounds to cover interest on capital laid out on the house together with cost of upkeep. Should there be no foreign house available, and a Chinese residence offered instead, the rental would of course be less - probably about thirty five pounds.

3. Contributions towards running expenses. It is of course obvious that from the point of view of the University, the ideal thing is for missions sharing in the Union to divide up between them the whole cost of running expenses (including new equipment, upkeep of property etc., as well as ordinary current expenses). At the same time, it is easy to understand that some missions feel unable to

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commit themselves to anything so indefinite, and would prefer a fixed rate. To meet them, two alternative methods are suggested. The former is by a minimum contribution of two hundred pounds per annum, irrespective of the number of students or of faculty representatives; the latter is by means of a per capita grant of twenty pounds a year for each student sent by the Mission. In either case the students would of course pay the ordinary fee for tuition and board.

With regard to these alternative propositions, I would point out that the cost to the College of each student (including such proportion of the hospital expenses as may fairly be charged as "Hospital practice") is over, rather than under, twenty pounds, in fact with the great increase of laboratory work it will probably be very little, if any, short of thirty pounds; and as the student's own fee towards this is only £10 (say one pound), I think all will see that the suggested contribution is a reasonable one.

It was not found feasible to suggest a contribution in proportion to faculty representatives, as it might have just the opposite effect to what we all so earnestly desire, and act as a deterrent to missions who might otherwise be able and willing to increase their representation on our teaching staff.

It may be thought that the alternative suggestion of two hundred pounds yearly is somewhat large, though I do not think this objection will stand in face of our estimated future expenditure. And as I have already said above, no mission need hold back because it is unable to offer at once so large an annual contribution. The Council will be only ~~so~~ glad to receive any suggestions

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on this subject.

4. Fees from self-supporting students. Seeing that the college is being so greatly enlarged, and the education offered so much improved, it has been decided to increase the tuition fee from students who support themselves, or who are connected with missions not in the union, to \$50 Mex. per annum. This, together with their expenses for board, books etc., will probably represent a total cost to each student of about fifteen pounds yearly. This fee of course by no means represents their cost to the College, which for obvious reasons could not be charged from them.

5. Hospital expenses. The suggested contribution towards running expenses, whether the lump sum per annum or the twenty pounds per student, will include such proportion of hospital expenses as comes under the category of "Hospital Practice", and it is fully hoped that the further sum required for the carrying on of the hospital work will be met on the field from patients' fees and subscriptions.

6. Religious teaching of patients. Anyone taking part in the work of the College and hospital will be warmly welcomed in sharing in the evangelistic work among the patients, but it is felt that it would not be practicable to attempt anything in the nature of denominational wards or wings.

7. Annual Budget. It is a matter of extreme difficulty to forecast with any degree of accuracy the probable expenses of the College and hospital during the next few years, as there are so many items with regard to the cost of which we have no data whatever (e.g. expenses of new laboratories, dissecting, &c. &c.). Then again there

9 Hotels

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are certain members of the future staff (in particular the English teacher and Business Manager) who may not be sent by any mission, and whose salaries would therefore become a charge on current expenses. Allowing for one such salary (that of the Business Manager), and excluding of course sums received locally from fees etc., we estimate that the probable annual cost of running the College department for the next few years will be about fifteen hundred pounds, in other words, this will be the approximate sum which the missions will need to raise as soon as the China Medical Board grant ceases. The hospital expenses, exclusive of local subscriptions and patients' fees, will also probably reach a similar figure; so that we ought to begin to prepare for a possible total budget of three thousand pounds per annum, as the cost to the missions of efficiently running this institution.

You will understand, of course, that these figures are only approximate, and that it has been necessary to leave a fairly wide margin for contingencies in making up our estimate.

S. Finance Committee. In reply to your enquiry as to whether it would be possible, with out present organisation to include some committee, representative of the missions which would specially watch over the finances of the college and hospital, the University Council is the body which has fulfilled that function in the past; but the suggestion is now being made that with the great increase in the work and responsibilities of the University, the Council should delegate all financial and administrative work to just such a Committee as you suggest.

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9. Houses for Staff. It has been found possible to erect three foreign houses upon the new piece of land just bought inside the suburb wall, as mentioned in my last letter, and the University Property Committee has decided that these three houses should be proceeded with at once, in the hope of getting them almost or completely finished before Mr. Toone leaves us. Together with the house commenced in the summer, this will give the Medical College a total of seven foreign houses and a bungalow (including the present residences of Dr. Neal, Dr. Fleming and Mr. Pailing and myself.) In addition to these, we have recently purchased two Chinese houses, which it is proposed to place at the service of the English teacher and Business Manager (when appointed) respectively. We have also three rented Chinese houses suitable for foreigners, namely the one occupied by Miss Logan and the female nurses, and a house which we propose to offer to Dr. McClure and a house recently vacated by Mr. Ferriam.

I hope this statement is sufficiently clear to answer the various queries which your Committee has suggested, and that they may be able to induce some of the other Missions to join hands with us in this important and promising work.

Believe me,

Yours very sincerely,

(sgd) HAROLD BALNE.

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APR 13 1917
SECRETARIES

MINUTES OF SPECIAL COMMITTEE OF UNIVERSITY COUNCIL APPOINTED 1916
CONSIDER QUESTIONS RAISED BY MEMORANDUM FROM BRITISH
ADVISORY BOARD OF MEDICAL MISSIONS.

The Above Committee met in Tsinanfu, Sept 20-22, 1916.

Present: Rev: J.P. Bruce (Chairman) Right Rev: Bishop Iliff,
Rev: H.W. Luce, Rev: LL.J. Davies, Rev: J.S. Whitewright,
Dr. Neal, Mr. R.C. Wylie and Dr. H. Balme.

A Memorandum from the Tsinanfu Committee, recently formed in Great Britain from members of the British Advisory Board on Medical Missions, was received, enquiring as to the conditions upon which new missions may enter the Medical School of the University. This Memorandum having been fully considered the following Resolutions were passed:-

1. Proportion of Current Expenses.

That in reply to the enquiry of Dr. Moorshead as to the conditions upon which any Mission may enter the Medical School of the University, we would say that any Mission so desiring it may commute its proportionate share of the current expenses in one of the two following ways, -

- A. By a fixed yearly grant of not less than £200 per annum.
- B. By a per capita grant of £20 per annum for each student sent by the Mission.

If any Mission should feel unable to meet these conditions immediately, adjustment may be made in consultation with the University Council.

2. Rent of Foreign Residences.

That the sum of fifty pounds per annum be charged for the rent of foreign residences.

3. Fees for Self-supporting students.

That self-supporting students (or those connected with a Mission not co-operating in the University) will be charged a tuition fee of \$50 Mex. per annum, in addition to board, etc.

4. Hospital Practice.

That the Hospital practice of students sent by any Mission be included in the contribution towards current expenses referred to above.

0239

5. Other enquiries.

That Dr. Balme be authorized to reply by letter to the other enquiries contained in the Memorandum.

Admission of Southern Presbyterian Mission to the Union.

A letter having been received from Dr. Shields of Nanking, stating that his Mission was willing to send him to join the Medical Faculty in Tainan and pay his salary, and stating also that his two Missions in Central China had voted to transfer their contributions of gold \$600 a year (including about \$ 100 gold for scholarships) to Tainan.

RESOLVED.

That this Committee, acting for the University Council, cordially welcomes the Southern Presbyterian Mission into the Union on the basis of the appointment of Dr. Shields as a member of the Medical Teaching Staff and an annual contribution of gold \$ 500, as per Dr. Shields' letter;

Further, we would heartily welcome the appointment by that Mission of a representative on the University Council.

We would also express the hope that the S.P.M. may in the future come up to the full requirement of gold \$1,000 per year (or gold \$/100 per student) recommended by this committee.

Given by Mr. F.H. Hawkins.

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SECRETARIES

Dr. Brown. TSINANFU COMMITTEE OF THE BRITISH ADVISORY BOARD
ON MEDICAL MISSIONS.

A Digest of correspondence that has been received from Dr. Harold Balme of the Tainanfu Medical College from Dec. 1916 to March 1917.

1. The Tsinanfu Committee met last on Thursday, Nov. 16, 1916, and the report that it presented to the Board is found in Minute 27 (Minutes of the Advisory Board) a copy of which is appended. A letter was written to Tsinanfu concerning the points raised by the Committee on Nov. 30. The Committee met directly after the meeting of the Board, and appointed Dr. Cochran and Dr. Moorshead as the Deputation to visit Societies.
2. At the close of December a letter was received from Dr. Balme, under date Dec. 9., in which it was stated
 - (a) That Dr. Dietrich of the A.P.M., who had previously been appointed from New York to the Tsinanfu College, as a fourth representative of that Mission, had been transferred, upon the recommendation of the A.P.M. China Council, to another station. Also that Dr. Cochran and Dr. Sloane had had to decline invitations from the Tsinanfu College to join the teaching staff. In consequence extreme difficulty was being experienced in getting together even a provisional faculty, especially in the Pathological, Physiological, and Medical Departments.
 - (b) That considerable difficulties were being met in obtaining facilities for human dissection. The position in this matter was explained in a Minute of the Tsinanfu faculty, a copy of which is now appended. Dr. Balme stated that the Faculty did not consider that the action they had taken would jeopardize their chances of obtaining Government recognition as a separate entity. He pointed out that Tsinanfu would be a Branch of the Peking School, only in the matter of Dissection. He added two important remarks:-

Pathological Dept. appends best body for Let H.S.W. & ask Dr. Cochran

- i. "From all we hear of the temper of Chinese Educational Authorities toward institutions wholly run by foreigners, it is not going to be easy in any case to secure recognition."
 - ii. "When Dr. Flexner was questioned as to the best situation in his opinion for a Mandarin teaching Medical School, he replied that the only criterion which would weigh with him personally was that it must be in a place where it is possible for human dissection."
3. An interim statement was presented to the Board on behalf of the Committee at the Meeting on Friday Jan.19., and this was subsequently embodied in Minute 39 of the Minutes of the Board, a copy of which is now annexed.
4. At the end of January a letter was received from Dr. Balme, under date Dec.30., acknowledging the one sent from the Tsinanfu Committee under date Nov.20., and stating that the letter would be considered by the College Council at their next meeting, when Dr. Balme anticipated that the recommendations of the Committee would be endorsed. He added some unofficial comments on the points raised by the Committee, which briefly were as follows:-
 - (a) STUDENTS' FEES. - The Council generally are willing and anxious to see these raised. It must however be remembered that the Tsinanfu fees appear lower than other colleges because, unlike them, Tsinanfu does not include Board etc. When all expenses are added, the yearly cost to a student is fully £10. Still, "if provision is made, by means of bursaries, for worthy sons of poor Christian families, there is no reason, as I see it, why the fees charged should not be better proportioned to the cost and value of the education given."
 - (b) HOSTEL. - The proposal for a S.P.G. residence-hostel will almost certainly be agreed to. Already a site has been assigned to the S.P.G. for a hostel for Arts students, almost equidistant from the Medical and the future Arts Colleges. It only needs an extension of this concession to allow of this hostel being sufficient for Medical as well as Arts Students.

(c) The suggested compromise over the yearly contribution of any Society, viz. £100 instead of £200 for the next 5 years, will be favourably considered by the Council.

5. A break in the correspondence next ensued, owing to the mails being held up, and it was not until the second week in March that letters again arrived. The first of these was under date Jan.13., and in this Dr. Balme reported

- (a) That the College Council had not yet been able to consider the Tsinanfu Committee's proposals.
- (b) That he was just leaving for Canton, where there was to be a Joint Conference between the Biennial C.M.M.A. Conference and the Annual Meeting of the National (Chinese) Medical Association.
- (c) That the new title of the Tsinanfu Medical College was "The School of Medicine of the Shantung Christian University".
- (d) That one of the most happy and encouraging terms in the history of the institution had just terminated; the Peking and Shantung men had worked well; the first joint examination of the men had been conducted by Dr. Leelis of Honan; a very high standard had been set, and a high percentage of failures had been realized.
- (e) That a visit from two representatives of the Norwegian-American-Lutheran Missions in Honan had been paid to Tsinanfu. It is possible that this may lead to union in the future.

Dr. Balme also sent Hospital statistics for 1916, a copy of the surgery questions at the last final Examination, a list of the Sunday Evening services that were held last term, and a copy of a paper which had been prepared for the Canton Conference, dealing with the present position and future prospects of the Tsinanfu School of Medicine. Copies of this latter are being sent from China and will be circulated upon arrival. The paper brings out some most interesting details, amongst which is the fact that during the autumn term 1916, 113 students were enrolled, representing no less than 15 of the Provinces of China and Manchuria. To this number are to be added another 12 students from Nanking University who were to join in February, making a total enrolment of over 120 men. This number is in addition to the classes still engaged in pre-medical studies.

6. The next letter from Dr. Balme was under date Jan. 19. and contained the most interesting information that conferences had taken place with Drs. Gillison and McAll, with the result that the Tainanfu Council had made the following offer to the Hankow Faculty, in the event of their School being closed next summer.

(a) To transfer the remainder of their students to Tainanfu, bringing with them such College Funds as they still have in hand for the purpose of erecting dormitories for the students. (possibly also foreign residences)

(b) For Dr. Gillison and Dr. McAll (or both, if the L.M.S. will agree, and can arrange for the Hankow Hospital) to also come to Tainanfu, not as teachers, but as whole-time translators, supported by their own Mission. Everyone feels that these two men have a unique contribution to make towards medical education in the direction of translation. Both these men feel, however, that if their translation work is to be alive and progressive, it must be done alongside of a teaching College. Equally is it true that the one hope of permanent success for Tainanfu is in having a Translation Bureau right in Tainanfu, with both foreigners and Chinese giving all their time to it. Cousland quite agrees to this.

(N.B. It is extremely important that this item of news be regarded as strictly confidential for the present, and that no use be made of the information outside the Committee.)

7. The succeeding letter from Dr. Balme, under date Feb. 3., was written on his way back from the Canton Conference, and was accompanied by the report of the C.M.M.A. Council on Medical Education which was presented at the Meeting, together with the resolutions of the Council that were adopted by the Conference. This letter from Dr. Balme is so important, and contains such valuable information that instead of attempting a summary, a copy is appended of part of his communication dealing with the discussion on Medical Education. To this is added the resolution above mentioned. The Committee will share in the feelings of encouragement expressed by Dr. Balme, concerning the way in which the position of the Tainanfu School has been strengthened, as a result of the C.M.M.A. Conference. At the same time they

will realize how vital is the necessity for every possible step to be taken to aid the efforts of the Tsinanfu Council in the direction of obtaining more teachers for their School.

8. A further letter from Dr. Balme, under date Feb. 5., was written to Dr. Cochrane, and is concerned with the proper co-ordination that should be observed in the various efforts that are put forth for securing the right men for the Tsinanfu faculty. Pointing to the serious gaps in the present teaching staff at Tsinanfu, and which have been already indicated, he says that in some cases a gap can be temporarily filled by a man recruited on the spot; in others even that is impossible. Accordingly a search must be made at home, and not simply for men who could teach such subjects, but for men who are prepared to be enthusiastic specialists in what they undertake to teach. Dr. Balme urges that we need to impress upon Christian Medical Students the excellent facilities for specialists in every department that the Mission Field presents, not only in clinical subjects but in pre-clinical laboratory sciences.

He then proceeds to discuss the step of attaching the right men to Mission Boards, which makes it apparent how tremendous is the importance of a body which can co-ordinate what is done for Tsinanfu. Dr. Balme next pleads the relative necessity for a careful scrutiny of the professional qualifications of each man proposed for a post on the Faculty. He considers that this should be done both at the Home Base and on the Field. Here in this country he suggests that there might be a strong professional Committee who would adjudicate upon men that were nominated, (and the same procedure in America) and then the recommendations be sent to China where a similar Professional Committee would have the final voice in appointing a man to a vacancy.

Finally Dr. Balme emphasizes that all new appointments should be made probationary, so that no man would be regarded as having been permanently appointed to a post until he had clearly proved himself to be the right man. His suggestion is that an appointment should automatically cease when the first furlough fell due, and thus the rule come hard on no-one.

Dr. Balme deals here with a most vital subject, and one in which the existence of the Advisory Board, at any rate so far as Great Britain is concerned, should help matters greatly.

Given by Mr. F.H. Hawkins

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APR 12 1917

Dr. Brown.

COPY OF LETTER WRITTEN BY DR. BALME FROM SHANGHAI
en route for CANTON, January 19th, 1917. SECRETARIES

-----ooOoo-----

"My dear Moorshead,

Just a line to report one or two important matters, even though of a somewhat preliminary nature in some cases:-

- I. I enclose a copy of the printed paper which we have just got out for this Canton Conference, M.S. of which I sent you last week. You will see we have slightly amplified it in certain directions. I am having 150 copies of this forwarded to you by parcel post, and 50 copies more sent to Cochrane. These should reach you by the end of February, and I want to ask you both to ensure that they are placed where they will do the maximum of good. I would especially suggest their being sent to

Missionary Secretaries.

Prominent Medicals of the Pearce Gould & Eccles type
Student Movement officials and Travelling Secretaries.
Continuation Committee folk.

Laymen's Missionary Movement.

Medical Student Volunteers thinking of China

&c &c.

- II. I find there is a disposition on the part of a few people here (especially Christie, Main, and Gillison - a redoubtable Scotch trio) to challenge the recent M.M.A. Resolutions giving Tsinanfu the pre-eminence. I hope it will not come to an open fight at Canton, though if it did so, I should not be very much afraid of the result, as there is a growing, strong body of public opinion among C.M.M.A. members in favour of concentration at one Mandarin School first. Dr. Hume of Changsha, Chairman of the Council on Medical Education of the C.M.A., has recently made a tour of inspection of the various medical schools in China, and has gathered some astonishing facts together as to the vast improvements in recent years in some of the Chinese Government Medical Schools. So that apart altogether from what the C.M. Board may or may not effect at Peking and Shanghai, the growing efficiency of these Chinese Medical Schools demand a like efficiency on our part, and it is obvious that without centralisation that is impossible.

0246

JAN 19 1917

Regarding Hankow, we have had some good conferences with Gillison and McAll, and have made them the following offer - in the event of their School being closed up next summer.

- (a) To transfer the remainder of their students to Tsinanfu, bringing with them such College Funds as they still have in hand, and which will amply suffice to erect dormitories &c. for these men (and possibly also foreign residences)
- (b) For Gillison or McAll (or both, if the L.M.S. will agree, and can arrange for the Hankow Hospital) to also come to Tsinanfu, not as teachers, but as whole-time translators, supported by their own Mission. Everybody here feels that these two men have a unique contribution to make towards Medical Education in the direction of translators (for which both show special aptitude and inclination), but that neither is ever likely to qualify now as an up-to-date specialist teacher. At the same time they both feel - and I believe they are right - that if their translation work is to be alive and progressive, it must be done alongside of a teaching college. I have said before how keenly I feel that our one hope of permanent success is in having a Translation Bureau right in Tsinanfu, with both foreigners and Chinese giving all their time to this work, and with a Publishing Office in Shanghai. Cousland quite agrees with this, and if only the L.M.S. in the field (and at Hankow) agreed to this arrangement, I believe it would be a most happy one all round. Gillison and McAll have not of course given any reply to their invitation, except to say that if it prove impossible to keep the School going at Hankow, the next best thing that they would like, would be to come to Tsinanfu on the lines suggested. This matter must for the present be regarded as confidential but you ought to know about it, and so ought Mr. Hawkins and Dr. Cochrane. May I urge that no action be taken on this information alone, or it will put Gillison's back up in the way that my cablegram to you last June did!

No more now, but will write again D.V. after Canton.

Ever yours affectionately,

(sgd) HAROLD BALME.

0247

Sr. Harold Palmer
SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG,
CHINA.

SCHOOL OF MEDICINE

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SECRETARIES

ADDRESS REPLY TO:

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MAY 31 1917

Dr. *Brown*

c/o Y.M.C.A.
Le Salle Street,
Chicago.

25th May 1917.

Rev, A.J. Brown D.D.
156 Fifth Avenue,
New York.

Dear Dr Brown,

It was very kind of you to write in time to meet us on our arrival here in San Francisco, and I much appreciated your letter,

I am sorry that it is not possible for me to telegraph at present an exact date for arriving in New York. My wife and family are with me, and I am starting tomorrow morning for Canada, in order to leave them with a married sister of my wife's in Medicine Hat. From there I expect to leave immediately for Chicago, in order to confer with the President of the Foreign Missionary Society of the Hauges Synod as to the possibility of one of their missionaries - at present at the Peking Language School - joining the staff of our Medical School. He himself, and the head of his Mission in China, paid us a most encouraging visit in Tsinan last January, and he seems thoroughly well qualified for teaching work and very keen to undertake it. I propose to make enquiries as to his professional qualifications at the Rush Medical College, and if satisfactory, to interview the heads of his Mission Board. This will probably necessitate returning to Minneapolis, in order to be present at the Joint Conference of the three Norwegian Lutheran Missions, when this matter would doubtless need to be discussed; and as I learned before leaving China that that Conference was provisionally fixed for June 6 to 14, it would not be possible for me to come to New York first.

I have telegraphed to Chicago to ascertain the exact date of the Lutheran Conference, and if by any chance it has been changed it might be possible for me to reach you earlier; otherwise I fear it cannot be before the second week in June.

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I am today sending you a night-letter as follows :-

Afraid impossible reach New York until after June eleventh. Am just proceeding Canada with family, then starting immediately for Chicago and Minneapolis to see Norwegian Lutherans before their Mission Conference commences. Will wire again from there directly engagements are clear. Am writing from here.

I should be grateful if you would be so kind as to inform ~~Mr. Buttrick and his associates of this arrangement.~~ I am anxiously looking forward to meeting both you and him, and to receiving your joint advice in the matter which brings me to the states just now, and will hurry East the moment this other matter is settled ; but the chance of securing so good a man seemed sufficiently urgent to warrant the delay.

I ought to have mentioned that I shall probably be staying in this country until some time in the autumn.

Believe me,
Yours sincerely,

Harold Dakin

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Harold Babme

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG,
CHINA.

SCHOOL OF MEDICINE

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JUL 28 1917

Dr. Brown. 3

re Organization of University
Med. School.

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AUG 4 1917
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ADDRESS REPLY BOXES

520 Second Avenue,
Medicine Hat.
Alberta.

July 31st 1917.

Rev. A. J. Brown, D.D.
156 Fifth Avenue,
New York.

My dear Dr Brown,

You will remember the conversation which we had, on the last morning before I left New York, on the subject of the Draft Plan for Co-operation in the Tsinan School of Medicine which Dr Moorshead had sent to you, and with regard to which he also wrote to me. I have been giving considerable thought to this matter, both privately and in conference with Dr Schultz, and have now embodied my personal opinion in a Memorandum, of which, together with my covering letter to Dr Moorshead, you will find copies enclosed.

I certainly ought to apologize for inflicting such a document upon you, but we have reached a stage in the development of the Shantung University - and particularly of the School of Medicine - where nothing perhaps is of greater moment than the establishing of a satisfactory form of organization for the numerous Mission Boards which as we hope and believe will co-operate in the enterprise, and that is my excuse for adding to your heavy correspondence by asking you to consider these various suggestions. They are not hastily put forward, but are the result of some months' thought upon this question.

I had a very encouraging interview with Dr Mackay and Mr Armstrong at Toronto, and they have asked me to meet their Board at the end of September.

With kind regards,
Yours very sincerely,

Harold Babme

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AUG 4 1917
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JUL 28 1917

Dr. Brown. 3

c/o Rev. A.J. Brown D.D.
156 Fifth Avenue,
New York.

July 21st 1917.

My dear Moorshead,

In my last letter to you, of date July 3rd, I mentioned that I had received the "Draft Plan of Co-operation in the Tsinan School of Medicine", with covering letters to Dr Brown and Fleming, which you were kind enough to send me. I did not feel able to make any comment upon it at that time, as I felt that a statement of such importance needed careful thought first. I wanted also to take an opportunity of discussing the matter with Schultz and others, instead of giving you merely my own personal opinion.

I would like to say at the outset that the general outline of the plan commends itself to us very much, in so far as it provides for a wider representation of interests on the governing bodies, both at home and on the field, and at the same time affords a means of reducing the complex machinery which at present produces so much delay in execution. But in saying this one must add a very important proviso, for everything depends, in our opinion, on the amount of power which the suggested bodies will wield. If they are merely to be additional cogs in the machinery, in other words, merely advisory bodies for the gathering together of interested individuals, who will meet without power to act nor responsibility to fulfil, we very greatly doubt whether they will be of any substantial advantage whatever. But if the co-operating Boards in Great Britain and North America are willing to entrust such an organisation with the funds which they annually vote for our support, and with the execution of matters connected with our institution, we shall gain enormously, both in expedition and efficiency, from the change."

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I must admit at once that when forwarding to you, in

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JUL 21 1917

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February last, that "Suggested Method for controlling the selection of the Professional staff of the Tsinan School of Medicine", I was only concerning myself with one side of the question, - the need of expert teachers -, and had not, I must confess, carried out the idea to what I now believe to be the only satisfactory and logical conclusion, in the matter of control. I was also at that time perplexed as to how the organisation which I had in mind was to be correlated with the new organisation which would inevitably need to be set up for the whole University, and which was indeed already exercising the minds of Mr Bruce and others.

Since then, and before leaving China, a great deal of valuable information had been gathered, on the subject of the administration of Union educational institutions, and an important Sub-Committee of the China Continuation Committee had met in Tsinan to discuss that general question. This information, together with other facts collected during these last weeks, have now begun to take definite shape in my mind, and I have attempted to place on paper, in the enclosed Memorandum, what I have come to believe would be the best form of organisation for our Medical School, at the present stage of its evolution.

I have purposely written this down in full, rather than in the form of criticisms on your Draft Plan, so that the men on the field, as well as those of you who are concerned with this matter at home, may have an opportunity of comparing the relative merits and demerits of both.

May I just briefly comment on those points in which my suggested plan differs from your own:

1. Composition of University Council (China Board). You will notice that I suggest the introduction of a much wider representation than has previously made up the Council of the University, and have given reasons for this change which will I think appeal to you. Mr Bruce and others in China have already had this matter in mind, to be introduced into the new Basis of Union, and I am sure that some such change is absolutely necessary, if we are to secure the confidence of the much wider interests which we now serve.

2. China Board of Trustees. Unless we are to remain for all time a "mechanical mixture" of co-operating units, instead of a "chemical compound" representing one organic

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entity, it is essential that we set up some legally incorporated Board of Trustees, capable, in the eyes of the law, of holding property and receiving grants or legacies donated to the University as a whole.

There are manifestly great objections which can be offered to locating such a Board either in Great Britain or in North America, seeing that we are desirous that each country should feel equally its share in the responsibility of the University's upkeep, without undue emphasis being placed on either side. And the more I consider the matter, the more do I feel that by far the best solution would be to have the Board of Trustees located in China.

I admit at once that such a suggestion does not do away with the necessity of deciding whether to incorporate such a Board under British law (as, for example, at Hongkong), or under American law (such as can be effected under the State of Delaware even when the Trustees are not resident in America nor even American citizens). But I do not think that matter is half so important as the location of the Trustees themselves. If they are in China it is obvious that they can exercise a responsibility for, and give an eye to, the institution in a way that no "absentee Trustees" could possibly do; nor would they be any the less the representatives of the particular Missions who have contributed the property. Furthermore, it might be possible - if thought wise - to include among such Trustees one or two of the leading men in China outside the Mission ranks, such for example as the British and American Ambassadors, whose interest in the institution it would be an advantage to enlist.

The suggestion to locate the Board of Trustees in the East is not without precedent. Dr Brown was telling me the other day that the Severance Medical College at Seoul, in accordance with Japanese law, has its Trustees in Japan, apart from its American Board, and that no difficulty, so far as Dr Brown knew, had arisen in consequence.

If such a Board of Trustees were formed, and a Mission contributing property felt unable to make over its own buildings to them, it would be possible for them, I take it, to continue to hold it in their own name, though of course such a step would be very much deprecated from our point of

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view, as it would perpetuate the "mechanical mixture" condition which we are all so anxious to eliminate.

As an illustration of the need which exists for such a Board of Trustees it is sufficient to refer to our lack of any organisation legally entitled to receive grants etc made to the whole institution. We have had an example of this recently in the arrangements which were made with the China Medical Board. We all know quite well that the new buildings erected with the money contributed by the China Medical Board were intended as a contribution to the School of Medicine as organised, or, one might say, to the University; it certainly was not intended as a special grant to the English Baptist Mission. And yet those buildings have had to be registered in the name of the English Baptist Mission, as owners of the Medical College property, for lack of any organisation capable of receiving them.

good point

3. Executive Council of Medical School. This may appear perhaps a somewhat bold suggestion, as you will notice that there is the all important difference between this Executive Council and your proposed Educational Committee in that the former has power to act between meetings of the China Board.

I feel more and more convinced that without such authority an Educational Committee will never feel that sense of responsibility as to make it of any real value; while, on the other hand, if it is so invested, it will be a source of infinite strength and efficiency to us.

As I have tried to point out in my Memorandum, our School of Medicine touches such a far wider circle than the rest of the University, and presents so many problems upon which only an expert in medical education is competent to judge, that it is essential that we have such a Council, apart altogether from the general China Board. And I cannot but think that in time the Arts and Theological Schools will find it advisable to have something similar for themselves.

The real fact is - to put it bluntly - that if the Medical School is to be run efficiently, and in such a way as to command confidence outside our own small circles, it must be controlled by men who thoroughly understand the business, and the fewer the better. And those men must have executive power, if we are to get the best from them, such power being

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of course subject to the ordinary safeguards when matters of University policy or of finance are involved.

4. British and North American Boards. In the matter of these Boards at the home end, my suggestion differs from your proposed Tsinan Committees as follows:

- (a) I would prefer to see only one representative of each co-operating Mission;
- (b) The Board should have power to act, in matters affecting the University, subject to the approval of the co-operating Boards in such matters as those involving a change of policy etc. If the Board is to be only advisory, I see very little good to be derived from it.
- (c) The Board should represent the whole University, but have sectional Executive Committees for each of the three Schools, if so needed. It would be of the utmost importance to have such a Committee for the School of Medicine, including experts in medical education amongst its members, the Committee to bear exactly the same relation to the British or North American Board as the Executive Council of the School of Medicine in China would bear to the China Board.

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I know quite well that Mission Boards are jealous, and rightly so, of anything that is at all suggestive of taking responsibility out of their hands. But I do not think that it can be said that this suggestion falls under that category, for each individual Board would control the appointment of its own representatives; the election of the co-opted members, if thought necessary, might be made subject to the approval of the co-operating Boards; the financial contribution made by each Mission would of course be voted by that particular Mission each year, and its continuance would naturally depend upon their approval of the policy followed by the institution; whilst - to imagine an extreme case - provision could be made by which a Mission could withdraw ~~its membership~~ from the Union. Given such safeguards, it seems to me that the Mission Boards would have nothing to fear from entrusting executive power to such an inter-mission Board; in fact it is hard to see how

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JUL 21 1917 *whole paper
arrives copies now
& handwritten by Sdy*

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effective work is ever to be done is every step is to be referred back for the approval of each of the co-operating Boards.

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5. Board Secretary and Treasurer. Dr Speer has drawn my attention to the need for the appointment of a Secretary and Treasurer of such Home Boards, particularly with a view to receiving regularly from the co-operating Mission Boards their annual grants towards the institution, - both those sums which represent the salaries of individuals, the rents for residences, and the contributions for upkeep. Speaking from his experience as Chairman of the Board of Trustees of the Nanking University, Dr Speer laid great emphasis on this need; otherwise, the contributions of the Boards are paid through Field Treasurers, and are subject to delays and deductions, particularly when the representative of the Mission happens to be away from the field.

not balanced as before

I think these comments will make clear to you where I would personally urge that we attempt to go farther forward than your Draft Plan would take us. I believe that this would greatly increase our efficiency, and yet retain all those safeguards which the Mission Boards will naturally insist upon. I should very much like to hear your criticisms of the proposal, which you will understand is entirely unofficial. I am at the same time sending copies of the Memorandum to Dr Brown and to Tsinanfu.

Your letter of June 26th is just to hand, and shall be answered in a day or two. I am more delighted than I can tell you about Mosse's offer. I have been wanting to get that man for Tsinan for the last five years; his record at Oxford, and in work for the Student Movement, is a unique one.

With kindest regards,
Ever yours affectionately,

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SECRETARIES

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MEMORANDUM ON THE ORGANISATION OF THE SHANTUNG CHRISTIAN

JUL 28 1917

UNIVERSITY, WITH ESPECIAL REGARD TO THE

SCHOOL OF MEDICINE.

Dr. Brown

BBB

I. Present Organisation.

The bodies which at present have a voice in shaping and controlling the interests of the School of Medicine are as follows:

1. The Faculty of the School, composed of whole-time teachers (British or American), each being a representative of the Mission which supports him;
2. The University Executive, composed of the Deans of the three Faculties, with the President and Vice-President of the University;
3. The University Council, composed solely of representatives of the co-operating Missions, and confined to the provinces of Shantung and Honan;
4. The Mission Conferences (local, only) of the co-operating Missions;
5. The Home Committees of the co-operating Mission Boards.

Such an organisation, whilst defensible in the case of two or three local Missions, embarking for the first time on the experiment of Union educational effort, becomes quite unworkable when many missions and wide interests are concerned, and involves an amount of machinery detrimental to efficient and expeditious action, and entirely unnecessary where mutual confidence between co-operating Missions has been established. The great need of the present is to weld all such Missions into one organic entity, so far as their interest in this specific piece of missionary work is concerned, and to regard the controlling Board, whether on the field or at home, as a corporate body whose main concern is the successful prosecution of that work, whilst at the same time representing the interests and safeguarding the intentions of each the component Missions.

II. Defects in Present Organisation.

These may be summarised as follows:

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1. Its provincial limitations. There is at present no place for representatives outside our own province (with the possible exception of Honan), although the Medical School now serves the greater part of Mandarin-speaking China, and is being watched with the greatest sympathy by men outside our own locality.
2. The paucity of interests represented. Membership of the University Council is at present confined to representatives of the co-operating Missions in the actual district, and of the local Chinese Church. There is thus no provision for obtaining the advice and experience of missionary leaders of our own missions living outside Shantung; or of leaders of other missions not at present co-operating in the institution but keenly interested in the project; or of prominent Christian men, Chinese and foreign, who are not immediately connected with any mission, but are experienced in medical educational questions and sympathetic towards the purpose of the School.
3. The reduplication of control, and division of authority. There is no one body, either on the field or at home, which can take immediate action in the affairs of the Medical School. Certain matters have to be referred to the University Executive; others to the Council; others again to the individual Missions in China and the individual Boards in Great Britain and the United States. As other Missions join in the work, and we have the prospect of including three or four from Great Britain, a like number from the States, and one or two from Canada, such a reduplication becomes obviously unworkable.

III. Essential elements in effective organisation.

An efficient organisation for the control and development of the School of Medicine must pay due regard to the following points:

1. There must be a complete safeguarding of the missionary character of the institution, to ensure that the general policy which it pursues remains in harmony with the purpose of its supporters;

2. The varied interests which are served by the institution, and the wide area from which it draws its constituents, must both be duly represented.
3. A place must be found upon its governing Board, both at the Home Base and on the Field, for men who do not represent particular Missions or localities, but who are interested and experienced in the broad question of Medical Education in the Chinese language under missionary control, whether as leaders in the educational, the medical, the philanthropic or the religious world.
4. Members of the governing boards should be chosen, not on the political basis of representing certain interests, but on the basis of their ability to contribute ripe experience, wise judgment and spiritual influence in the conduct of the institution.
5. In order to ensure administrative efficiency and expedition, the organisation, while preserving those elements referred to above, should be of the simplest possible character, authority being vested in one organised and responsible body, whose actions do not require the endorsement of the individual Missions or Boards. Such Missions will be amply protected by the fact that the Faculty of the School is composed of their own representatives; that the membership of the governing board is subject to their approval, most members being actually their own appointees; and that their own contribution to the funds of the institution will be voted annually by themselves.
6. It must be borne in mind that the School of Medicine, whilst forming part of the Shantung Christian University, with which it must retain connection, actually touches a much wider circle than the other component parts of the University, owing to recent action in concentrating Mandarin medical education in East and Central China at Tsinan. It will therefore be necessary to make provision for the representation of that wider circle in the control of the School of Medicine, although it is hardly to be expected that such representatives will concern themselves in the same way in the other departments of the University. This fact, together with the

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highly specialized character of modern Medicine or Theology or Arts, points to the need of a specialized and authoritative Executive Council for each of the three Schools of the University, such Councils to meet as one unit in the Annual Assembly of the University Governing Board.

7. An organisation needs to be established on each side of the Atlantic, with the object of gathering together the representatives of co-operating Missions, and at the same time obtaining the advice and interest of other leaders of experience and influence in the country. This organisation, to be effective, should have executive power, so far as the interests of the University in that particular country are concerned, the individual Missions entrusting to its care annually such sums as may be voted by that particular Board towards the support of their representatives on the Faculties and of the institution generally, and receiving from its Secretary full reports as to the work of the University, and appeals for any further reinforcements etc needed. Such an inter-Mission Board could similarly appoint Executive Councils or Committees for the respective Departments of the University, each containing a number of co-opted members with expert knowledge and experience in the problems of that particular department of educational work.

IV. A suggested scheme of organisation.

1. ~~Executive~~ China Board. That the Governing Board of the University be organised in China. to consist of
- (a) Representatives of co-operating Missions, - preferably one representative only from each Mission; failing that, to be one representative of a Mission supporting one teacher in the University and taking a share in the financial upkeep of the particular School entered, two representatives of Missions supporting three or more teachers.
- (b) Representatives of certain national institutions in China interested in higher education, such as the China Educational Association, C.M.M.A. Council on Medical Education, Chinese Central Board of Education, Shantung Educational Board (Chinese). Such representatives to be self-elected.

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- (c) A certain proportion of co-opted members, both Chinese and foreign, chosen from the ranks of administrators, educators, philanthropists and religious leaders.

The above members to be appointed for a definite term of years, a proportion only to retire each year.

The China Board to meet annually for the purpose of receiving reports of the work of the University; passing budgets for the ensuing year's expenditure; authorizing appeals to the home lands for funds or for reinforcements; and for the consideration of large matters of policy affecting the University as a whole.

University appointments (as for example to the office of President, Vice-President, or the Deanship of one of the Schools) to be made by the China Board. Faculty appointments to be made by the Executive Council of the particular School concerned (see below).

2. Board of Trustees. The China Board, either in toto, or in the person of a certain selected number of its members, to constitute the Trustees of the University, to be legally incorporated for the purpose of holding property, receiving legacies and other grants, etc.
3. Executive Council of Medical School. The China Board to authorize the formation of an Executive Council of the School of Medicine (and similar Councils for the other Schools of the University, if thought desirable), such Council to be composed of
- (a) Representatives of the University, in the person of the President, and Dean of the Medical School;
 - (b) Faculty Representatives, either two or three in number, to be elected by themselves for a term of years not less than three;
 - (c) Representatives of Medical Education in China, to be either co-opted by the ^{Executive} Council itself, or nominated by the C.M.M.A. Council on Medical Education.

This Executive Council to be finally responsible to the China Board, but to have power to act between meetings of the Board, and also to correspond, through its Secretary, with the Secretaries of the British and North American Boards.

4. British Board, and North American Board.

That there be organised in Great Britain and in North America similar bodies to the China Board, and composed in a similar way of

- (a) Representatives of co-operating Mission Boards;
- (b) Co-opted members from the ranks of missionary leaders outside of the co-operating Boards, educators, philanthropists, etc,

That the co-operating Mission Boards entrust to the British and North American Boards executive power in matters affecting the University, subject to their own approval in all matters involving change of policy in the work of the institution.

The British and American Boards each to have its own Secretary and Treasurer, who should

- (a) Correspond with the Secretary of the China Board, and with the Board on the other side of the Atlantic;
- (b) Keep in close touch with the co-operating Mission Boards, transmitting to them, at regular intervals, full reports of the work of the University, appeals for men or for funds, details of any proposed developments in the work of the University, etc;
- (c) Receive from the co-operating ~~British~~ Mission Boards the sums granted annually by them for the support of their representatives in the University, and towards the upkeep of the institution;
- (d) Promote the interests of the University, and make search for needed reinforcements;
- (e) Inform the British Advisory Board of Medical Missions from time to time of the work of the School of Medicine of the University, and make similar reports to the proper quarters as to the progress of the work in the other Departments.

5. Executive Committees of British and North American Boards.

The British and North American Boards each to appoint an Executive Committee of the School of Medicine (and of the other Schools of the University, if occasion arise), with power to take action in those matters affecting specifically the work of the Medical School. Such a Committee to include a certain number of experts in the subject of medical education, and to hold the same relation to the British or American Board as the similar Executive Council in China would do to the China Board.

August 4, 1917

Dr. Harold Balme
 520 Second Street, S. E.
 Medicine Hat
 Alberta, Canada

My dear Dr. Balme:

You have no doubt received my letter of July 30th in which I briefly acknowledged the receipt of your letter of July 21st and its enclosures and intimated that I would make further reply after I had given the matter some further thought. I now fulfil this promise, although part of the ground is covered in the enclosed copy of my letter of July 26th to Dr. Moorshead, in reply to his letters to me, which I had dictated before I received your letter. I have read with keen interest the copies of your letter of July 21st to Dr. Moorshead and the attached "Memorandum on the Organization of the Shantung Christian University with Especial Regard to the School of Medicine;" which you very kindly enclosed with your letter, and yet I confess that I have also read them with some bewilderment of mind.

For example, you ^{enumerate} in your memorandum ~~enumerate~~ no less than four different field "bodies which at present have a voice in shaping and controlling the interest of the School of Medicine", and you very naturally urge that such a complex and overlapping system is inefficient and unworkable. Your list is rather surprising to us. Our Board recognizes only one field body in University matters, the University Council, and our official relations are solely with it. I address my letters jointly to the University Council and our Shantung Mission, but that is simply because I deem it wise and in the interests of the University as well as the Mission that the missionaries should be informed of the correspondence and thus kept in closer touch with the institution in which they are so deeply interested. We do not understand that our Mission has any control over the University except by electing its representatives in the University Council, changing them at will if the Mission is not satisfied, and voting upon any proposed alteration in the Basis of Union. If the situation on the field is in such a tangle as you believe it to be, the missionaries have done it and, so far as we are concerned, they are free to untangle it. I heartily concur in your statement on page one of your memorandum that "the great need of the present is to weld all such Missions into one organic entity, so far as their interest in this specific piece of missionary work is concerned, and to regard the controlling Board, whether on the field or at home, as a corporate body whose main concern is the successful prosecution of that work, whilst at the same time representing the interests and safeguarding the intentions of the component Missions." You state on page five of your letter to Dr. Moorshead: "Each individual Board would control the appointment of its own representatives; the election of the co-opted members, if thought necessary, might be made subject to the approval of the cooperating Boards; the financial contribution made by each Mission would of course be voted by that particular Mission each year, and its continuance would naturally depend upon their approval of the policy followed by the institution; whilst - to imagine an extreme case - provision could be made by which a Mission could withdraw from the Union."

With some interchanging of the words Board and Mission, this is practically what we understand the present arrangement to be. I would suggest that it be made to read as follows:

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"Each individual mission would control the appointment of its own representatives; the election of the co-opted members, if thought necessary, might be made subject to the approval of the co-operating Missions; the financial contribution made by each Board would of course be voted by that particular Board each year, and its continuance would naturally depend upon their approval of the policy followed by the institution; whilst - to imagine an extreme case - provision could be made by which a *Board and* Mission could withdraw from the Union."

This is just what I understand the present arrangement to be, and if it is not so understood on the field, it should be. I wrote our Shantung Mission to substantially this effect as long ago as December 22, 1910. I quote from that letter as follows:

"Pages 18-20 of the West Shantung Mission Minutes contain various actions relating to the University and some amendments to the Basis of Union. We assume that the Mission did not expect the Board to take action on these amendments in direct correspondence with the Mission, but that the Mission has caused its amendments to be sent to its representatives in the University Council and that the actions of the Board would naturally be taken after the University Council has gathered up the various amendments desired by the various cooperating bodies and has presented them to the Board with its recommendations thereon.

"This naturally suggests the larger question of the relation of Mission actions to the University Council and the Board, especially as one of the actions of the West Shantung Mission stated on page 17 is as follows:

'Concerning any enterprises of whatever character proposed in connection with the University but not named in the Basis of Union, resolved that we deem it inexpedient that any steps in their inauguration be undertaken before the uniting missions have passed upon the same.'

"There are two opposite principles here which should be kept in mind:

"The first is not only the desirability but the absolute necessity that a University should be kept in the closest and most sympathetic touch with the missionaries of the region which it serves. I have turned to and re-read the joint letter of the Rev. J. A. Fitch and Mr. Ralph C. Wells to the East and West Shantung Missions October 1st, 1909, on this general subject. It is, of course, not only proper but indispensable that the missionaries should feel that the University is in a profound sense their University, the institution which is doing the work of the Missions, that they should be interested in its affairs and that they should have opportunity to express their judgment on matters which affect the common interest. One of the chief reasons why we are interested in that University is that it is to be depended upon to train Christian leaders for the evangelistic and educational work of Shantung, and, of course, therefore, the missionaries who are engaged in that evangelistic and educational work not only are justified in feeling, but they ought to feel, that they have an interest in it and an undoubted right to express that interest.

"The other principle is that where a University is jointly maintained by a union of two or more Boards and their respective Missions and where they have united in constitution a University Council or Field Board of Directors, it is quite impracticable that each one of the cooperating Missions should be taking official actions regarding the details of University work and management; quite impracticable that any particular Mission should feel that it has the same right of control over the Union University as it has over one of its own academies or hospitals, and quite impracticable too that when an important measure does call for the action of the cooperating Missions, any one of those Missions should feel that it has a veto power over a measure which is desired by the majority of the

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cooperating bodies and approved by them and the University Council. The principle on which I have urged upon the Missions and the Boards the development of Mission Executive Committees and the China Council is that when an important work is to be done, we should put the most reliable men we can find in charge of that work, give them large discretion in managing its details and holding them to full responsibility for the results. We are sure that you will feel that this principle applies to the relations of the cooperating Missions to the Shantung Christian University. It involves no risk to any Mission, for the Mission has representatives of its own choice upon the University Council and it can change them at its pleasure at any Mission meeting. The best results will be obtained in constituting the University Council with great care, as we believe it is now constituted, and giving that Council in consultation with the representative Faculties considerable discretion. It is neither necessary nor desirable that all their detailed plans should be the subject of discussion in each one of the cooperating Missions or in the offices of the cooperating Boards. Our principle here in dealing with the Minutes of the University Council is the same that we have long followed in dealing with the Minutes of the Annual Meetings of the Missions; that is, the Board does not over-rule the judgment on the field except in matters which it regards as absolutely of first importance - matters, too, which involve not only the particular missionaries concerned but the general interests of the work of which we are joint custodians with the Missions.

"We, therefore, suggest in order that confusion may be avoided and in the interest of harmony and efficiency, that the University Council be regarded as the agency on the field with which official correspondence with the Board relating to University matters should be conducted and through which requests and actions which require ratification by the cooperating Boards should be sent. If the University Council and the Faculty do not discharge their responsibilities aright, the Missions and the Boards have full power to replace them with others; but when they have been carefully chosen and when we ask them to assume rather exacting and anxious responsibilities and to do a good deal of work, let us give them a large measure of trust. This is the principle on which the Board tries to deal with the Missions and it seems to us the principle which might justly regulate the relation of the Missions to the University Council. Of course, I do not mean that either the Board or the Mission should abdicate their responsibilities or keep silent when they believe that things are going wrong. We at this end of the line shall not hesitate to speak our minds frankly when we think it advisable to do so, and we know that the Mission will not hesitate; but I trust that the general meaning that I am trying to convey is sufficiently clear."

Ever since then, I have tried to conduct the correspondence in harmony with the policy indicated in that letter. What more can I do to recognize the just claims of the University Council?

I am surprised also by your statement at the top of page six of your letter to Dr. Moorshead in which you say; "It is hard to see how effective work is ever to be done if every step is to be referred back for the approval of each of the cooperating Boards." Our Board has no such understanding of the present mode of procedure. The University Council sends us copies of the records of its official meetings, and of course we ought to have them under any system so that we may keep in intelligent and sympathetic touch with the work on the field. But our Board does not pass upon "every step" that is in these records. It is not my custom to present them as a whole to our Board at all. Indeed, as a rule no one reads them but myself, and I take to the Board for official action only the specific items on which the University Council itself has asked for a Board decision or which call for money and men that the Board is expected to furnish. We have virtually left the University Council carte blanc in managing the University as an educational institution on the field. It is already exercising, or it is free from our viewpoint to exercise, practically all of the functions that you say that you would like to have com-

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mitted to a China Board of Trustees, except that it does not hold the title to the property or have the right to spend more money from home than the Boards feel able to authorize in justice to the other demands that are made upon their constituencies and the requirements of other institutions and Missions.

You state on page one of your letter to Dr. Moorshead:

"If the cooperating Boards in Great Britain and North America are willing to entrust such an organization with the funds which they annually vote for our support, and with the execution of matters connected with our institution, we shall gain enormously, both in expedition and efficiency, from the change."

This is precisely what our Board is already doing. Except for the missionaries' salaries, we make our grant for all University expenses in a lump sum to the University Council and leave that body free to spend it according to its judgment. Itemized estimates are sent us so that we may know what is planned and be able to form an intelligent judgment as to the total amount that we should provide. But the University is not required to spend the money exactly in accordance with the estimates but can make any readjustments or transfers that it deems advisable; Our Presbyterian representatives on the Council surely know this for it is one of our well-understood methods in dealing with all our appropriations for current work. So long as the field body keeps within the limit of the total grant, it can use money at its discretion. We do not feel at all that our Board can be properly described as "absentee trustees" to use your phrase on page three of your letter to Dr. Moorshead. Trustees who live where the men and the money must be secured are not "absentee" in that sense, and as far as the practical conduct of the University is concerned on the field, we are not exercising the functions of managing trustees at all, but leaving that whole realm to the University Council.

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I do not quite understand what you mean when you say on page one of your letter to Dr. Moorshead, "Everything depends, in our opinion, on the amount of power which the suggested bodies will wield. If they are merely to be additional cogs in the machinery, in other words, merely advisory bodies for the gathering together of interested individuals, who will meet without power to act nor responsibility to fulfil, we very greatly doubt whether they will be of any substantial advantage whatever." Other sentences in both your letter and your memorandum apparently point to a field body "with power". If by "power" is meant the local control of the University, and the freedom to do whatever is advisable within the limits of the Constitution and the available funds, the university Council has it now. If, however, it means more than this, are we to understand that you would have a China Board of Trustees assume full responsibility for securing support for the University in Great Britain and North America? The present responsibilities of the home Societies are chiefly for men and money, and if a China Board would release us from these responsibilities, we should hardly be human if we did not feel relieved, for our burdens are rather heavy and any lightening of them would be a boon. But would this be a good thing for the University?

On the general question of giving power to a field body to act independently of the review and control of the home body which it represents, a good deal might be said. The principle that a sense of responsibility is not likely to be felt unless it is accompanied by power cuts both ways. If it is true that missionaries on the field will not have an adequate sense of responsibility for a University unless power is in their hands, the principle would apply to the home Societies as well as to the foreign missionaries, for on that supposition how can we expect busy ministers and laymen in Great Britain and America to feel a sense of responsibility for providing large sums of money for an institution over which they have no power? If it is futile to expect missionaries in China to assume responsibility for an institution which they do not control, is it not equally futile to expect prominent men in London and New York to do so? It seems to me that it is a very serious matter to take any step which would lessen the sense of responsibility of the home churches for the support of foreign missionary work of any kind. There would be the danger expressed by President Francis Wayland when,

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"If the cooperating Boards in Great Britain and North America are willing to entrust such an organization with the funds which they annually vote for our support, and with the execution of matters connected with our institution, we shall gain enormously, both in expedition and efficiency, from the change."

This is precisely what our Board is already doing. Except for the missionaries' salaries, we make our grant for all University expenses in a lump sum to the University Council and leave that body free to spend it according to its judgment. Itemized estimates are sent us so that we may know what is planned and be able to form an intelligent judgment as to the total amount that we should provide. But the University is not required to spend the money exactly in accordance with the estimates but can make any readjustments or transfers that it deems advisable; Our Presbyterian representatives on the Council surely know this for it is one of our well-understood methods in dealing with all our appropriations for current work. So long as the field body keeps within the limit of the total grant, it can use money at its discretion. We do not feel at all that our Board can be properly described as "absentee trustees" to use your phrase on page three of your letter to Dr. Moorshead. Trustees who live where the men and the money must be secured are not "absentee" in that sense, and as far as the practical conduct of the University is concerned on the field, we are not exercising the functions of managing trustees at all, but leaving that whole realm to the University Council.

except as limited by the conditions of some special gift

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in discussing a demand that the missionaries of the Baptist Board should not be subject to the control of the Board, he wrote February 15, 1855:

"So far as I see, the questions which must be decided at this meeting are mainly two: first - the relations of the Board to the missionaries,.....whether various matters are to be decided by the missionaries themselves or by the Board by whom they are supported. That is whether the brethren who support missionaries are to have the direction of the labors, or to have no other duty than to pay the bills. It is claimed that the notions of Baptist independence require that on all these points missionaries be wholly untrammelled. I am willing to grant all that the missionaries can ask on this subject, but I must claim the same liberty for myself. I must be relieved from all obligation of supporting men on such conditions. I am bound as a Christian to see to it so far as I can that my contribution accomplishes the will of the Master, and if I and the missionary cannot agree on this point we must separate. I have a conscience as much as a missionary. If the missionaries are to be under no control and are to control the Board by appeals to the public, who will serve on the Board or the committee or in the mission rooms? The whole arrangement is useless and erroneous, and the _____ are impossible."

It is needful in this as in many other matters to distinguish between the object which we seek and the proposed method of attaining that object. The object I understand to be to have on the field an efficient and representative organization to unify and direct the affairs of the University as an educational institution and to have at home an organization which will secure adequate cooperation and support of the constituency which must be depended on for men and money.

Now as to the object, I assume that we all agree. The only question arises over method. Perhaps the one now suggested is the best. I do not say that it is not. The proposed China Board of Trustees with three Executive Committees each of which would have "power to act" on the field, and the Joint Committees which it is proposed to have in Great Britain and America impress me as quite as complicated as you describe the present organization to be. If they would promote efficiency, we would not shrink from them; but we want to be sure on this point. I simply suggest that as far as we can see the University Council is already recognized by us as having power to do all that it is possible for any organization in China to do. If it needs larger representation, the University Council is free to secure it. Our Board has repeatedly expressed itself as in favor of this and we regard the University Council as entirely free to secure the representation of as many other Missions as can be induced to come in. If the Council's hands are tied by relations to the other field bodies to which you refer, the missionaries have made the knots and are free to cut them. I am sure that it is our most cordial desire to have them make the University Council as efficient and competent and largely representative as possible and to give it freedom to do as it likes in managing the University as long as it preserves the Christian character of the situation and does not spend more money than we can furnish. We desire no authority whatever at this end of the line other than that which is necessarily implied in the fact that the chief financial support of the University and the securing of an adequate staff must come from the home churches and that donors give us money on the assumption that we have a relation to the University which makes us responsible for its support and for the safe-guarding of the property so that in the event of any future emergency the Boards can be held responsible. The persons who have been sustaining a considerable part of the University since its foundation and who have put over \$300,000. gold into its property were influenced in part at least by the fact that the University is an integral part of the work in China which is conducted by the authorized representatives of the Boards, and we cannot leave them out of account.

As an additional evidence, if that were needed, of our disposition to recognize most cordially the judgment of the University Council, I may refer to the fact that as the proposed plan so vitally concerns it, we are not inclined to take official action

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on the subject until we have the Council's official judgment. We ask for nothing more from the field, unless the basis on which the Missions went into the University is involved, when of course we should also have the opinion of our Shantung Mission. We shall be most heartily disposed to consider it in such form as the missionaries may approve as most desirable and from the viewpoint of a cordial readiness to follow their wishes so far as we can do so without relinquishing those responsibilities which we cannot abdicate no matter what field adjustment is agreed to and which we feel confident that the missionaries do not desire us to relinquish.

As for organization at the home end, you will note the intimation in my letter to Dr. Moorshead, a copy of which I enclose, that our Board feels that the proposed plan would not simplify but on the contrary would complicate the present one. We now have two organizations, in London and New York respectively, not because we desire two but because the insurmountable physical fact of an intervening ocean compels two. The proposed plan would create two new organizations, one in Great Britain and one in America, through which the Boards would work. Such a Joint Committee in this country would mean added machinery, but it would not increase the feeling of responsibility which our Board now has, nor do I believe that it would get any more money from our constituency. However, I recognize the desirability of securing more effective cooperation than we are now receiving from several other Boards in North America, and if they feel that such a Committee would be of interest and value to them, we shall most cordially concur and do everything in our power to make such a body a success. I have written briefly to the Secretaries of the other Boards on this subject, but I am depending upon you to present the matter personally to their Secretaries as I understood you to say during your last call in my office that you were expecting to do this.

After you have waded through this long and rather floundering letter, I feel sure that you will agree with me that we ought to have further personal conference in which we can clear up misty points more easily than it is possible to do in letters. I wish most heartily that representatives of both the British and American Boards could join in such a conference; but again that awkward ocean confronts us. Pending further conference with you and the Secretaries of other Boards after you have seen them, and pending farther word from Dr. Moorshead and the University Council, my colleagues and I shall hold an open mind on the subject. We are mentioning the points indicated in this letter, not to oppose the new plans nor because we regard the obstacles as insurmountable, but because we desire further light. Your letter indicates that there is misapprehension somewhere as to what the present functions of the University Council are and as to the attitude and policy of the Missions and Boards. It may be that the difficulty is with us, and if so we shall be glad to be corrected and to join in any necessary steps toward better things. Of one thing you may be sure: we are profoundly interested in the University and we are eager to do everything in our power to advance its interests.

As our correspondence involves Dr. Moorshead, I am sending a copy to him.

Very cordially yours,

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Dr. Harold Balme.

FILING DEPT.
SEP 4 1917
1181
SECRETARIES
ADDRESS REPLY TO:

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG,
CHINA.

SCHOOL OF MEDICINE

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RECEIVED

AUG 11 1917

Dr. Brown.

11

520 Second Avenue,
- Medicine Hat.
Alberta.

Aug. 6th 1927.

Rev. Arthur J. Brown, D.D.
156 Fifth Avenue,
New York.

My dear Dr Brown,

Your kind note of July 30th has reached me this morning. Many thanks for it, and for your promise to write later regarding the Memorandum I forwarded to you.

I am indeed glad to hear that you are thinking of arranging a conference with representatives of other Boards whom we wish to interest in the work of the University; but if it is all the same to you, I should much prefer that such a meeting were postponed until rather later in the year, and that for two reasons. In the first place it would give longer time to visit these Boards whose headquarters are situated at some distance, but whom I am anxious to see; also, to receive a report from the field of the various Mission Conferences which Dr Neal, or some other member of the staff, was hoping to attend during this present summer, with a view to attempting to secure from them some definite action favourable to co-operation with us at Tsinan. At the present time I have appointments to meet the Southern Presbyterians on Aug. 24th; the new Norwegian Lutheran Board on Aug. 28th; and the Canadian Presbyterian Board during the latter part of September; and in the event of obtaining favourable action from the China Missions, it might be possible to secure profitable meetings with other Boards also.

In the second place, there is a fair hope that

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within the next two or three months we may be receiving from the University Council definite recommendations regarding such changes in the Basis of Union as are considered desirable in view of the increased number of Missions and of other interests now being included within the scope of the University. A Committee has been working upon this for nearly a year, and hoped to be ready to report to the University Council at their meeting early in September. If an agreement has been arrived at on the field, and a new scheme of co-operation drawn up, this matter would naturally be one upon which we should be glad to confer with the representatives of all interested Boards.

If therefore there is no objection to such a delay, it seems to me that it might be better to wait until ~~November~~ or even early December for such a conference; but I should like to hear what you feel about it.

W.L. to
I am very anxious to obtain your advice, and that of Dr White, with regard to the best use which I can make of my time during the coming autumn months. At Dr White's suggestion, I consulted Mr Fennell Turner as to the most effective way of getting in touch with the leading medical schools, and Mr Turner is kindly making out a programme for me which I hope to follow. This will, I trust, give me an introduction to students in these various schools (irrespective of religious denomination) who might be interested in such a work as is developing at Tsinan, and who might form valuable reinforcements of the future. I am however anxious that while on this tour I should not neglect any other opportunity which may present, of trying to interest important church or mission leaders in the various cities visited; and if you consider that anything of that nature could be included, I should be most grateful for any advice as to how to set about it. I can give two months or so to work of this kind, from the beginning of October onwards, and I want of course to make the best possible use of the time. I do not mind a bit how busy I am kept, addressing meetings or churches or groups of students, if anything can be gained by it in the immediate or remote future; the difficulty of course is for anyone as unknown as myself to get in on the inside track, or accomplish anything worth while, and it may be that you will think the attempt useless.

Yours sincerely,

Harold Palmer

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Dr. Harold Balme

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG,
CHINA.

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SEP. 4 1917
H.B.
SECRETARIES
ADDRESS REPLY TO

SCHOOL OF MEDICINE

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AUG 29 1917

Dr. Brown

20

c/o Rev. S.H. Chester D.D.
Montreat,
N. Carolina.

Aug. 14th 1917.

Rev. Arthur J. Brown, D.D.
156 Fifth Avenue,
New York.

My dear Dr Brown:

Your letter of the 4th inst is safely to hand, and I am most grateful to you for your full and frank criticisms of the suggestions put forth in my "Memorandum on the Organization of the Shantung Christian University with especial regard to the School of Medicine".

It has occurred to me, since sending you that paper, that it may not be at all clear to you how it comes about that I should have written such a Memorandum at all, and a word of explanation may not be out of place.

In September of last year a Committee met in Tsinanfu to consider the terms upon which new Boards might enter the School of Medicine, in response to an appeal from the British Advisory Board of Medical Missions. At that meeting the need for a complete revision of the Basis of Union, to suit the wider interests now concerned, was discussed, and a Committee has been at work since that time drafting such a revision.

Later in the year I heard from various sources of the criticism which was being directed against our School of Medicine in certain quarters in China, on account of what was considered to be our cumbersome and inefficient organization (particularly in regard to the selection of our teaching staff), and after giving a good deal of thought to the matter, I finally brought it to the attention of the Faculty

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and the leading members of the University in the form of a short paper, a copy of which I enclose. This paper was approved in general by Mr Bruce and Mr Luce, and by the Medical Faculty, and a copy of it was forwarded to the Tsinanfu Committee of the British Advisory Board of Medical Missions for their general criticism, but it was not laid before the University Council, nor was any official action taken in the matter on the field, pending the report of the Committee engaged upon the new Basis of Union. The "Draft Plan of Cooperation in the School of Medicine" now suggested by Dr Moorshead is, I understand, the reply of the Tsinanfu Committee of the British Advisory Board on the matter, and my present Memorandum has been written to express more fully my own personal views on this subject, for the consideration of those who are working on this whole question on the field, and who were hoping, at the time I left Tsinan, to have it in shape to lay before the University Council at their September meeting.

You remark that several points in my Memorandum, and in my covering letter to Dr Moorshead, have bewildered you, and the long letter you so kindly send me, with its valuable references to the principles laid down in your early correspondence with the Shantung Mission regarding their attitude towards the University, makes it quite clear how that bewilderment arises. We who have become connected with the University in more recent years are of course unacquainted with the correspondence which took place in those early days, and can only deal with the facts of the situation as we find them today, regardless of how they have come to assume their present shape. And those facts, in so far as they affect the School of Medicine, are I think correctly represented in the first and second sections of my Memorandum. Whatever may have been the original intention of the founders of the Union, the position of the University has been so interpreted within recent years that no important step can be taken without constant reference to bodies which in themselves only constitute a portion of the interests concerned in the whole scheme.

May I illustrate this point by a reference to two matters which have lately arisen:

Before I left Tsinan we had an important meeting of

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AUG 14 1917

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the Medical Faculty to consider what should be done to provide more adequate accommodation for our increasing number of patients, and at the same time greater opportunities for the clinical instruction of our enlarged student classes, and we decided to recommend that ^{an} appeal be launched for funds for the erection of a separate Women's Hospital. This recommendation was to be laid before the University Council, and if approved, was to be sent to London and New York for endorsement, so as to be ready - if consent were forthcoming - for my use during this present tour. In a letter just to hand from Dr Neal he tells me that at the recent mission meeting of your Shantung Conference ^{Mission} he was reminded that such an appeal, after passing the University Council, must be considered by the China Council of your Mission in October or November next, before it can be forwarded to your Board, and will not therefore be in time for me to make any use of it.

I quite understand that the rules of your Board demand such a procedure, in dealing with the various financial appeals which reach you from your many Missions; but looking to the wider organisation which we now have reason to expect, it would clearly become utterly unworkable if such an appeal, after receiving the sanction of the University Council, should also need to be approved by the Councils of the individual Missions on the field before being forwarded to their respective Boards.

Again, - my own Board, as you possibly know, was inclined to take exception to the University Executive despatching me on my present errand without first obtaining their consent. One can well understand their feeling in the matter, and can sympathize with it to a large extent; and yet how impossible it would become if the individual Boards in a wide organisation should claim to be first consulted whenever the University authorities commissioned their particular representative to carry out a piece of work which in their judgment required immediate action in the interests of the institution, such work being, not in the nature of the initiation of some new policy upon which the Boards had not been previously consulted, but in pursuance of a policy of which they had already approved, (in the present instance, the searching for certain additional

Precisely as I said. This means large sum to have for main finance. More than 100,000?

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members of the teaching staff, funds for whose salaries had already been provided).

I mention these two matters, not as representing outstanding difficulties, but as the two most recent in a series of similar events which have been taking place constantly, since my connection with the School of Medicine -- began, and which have led me to write as I have done in my Memorandum. At the same time, as I have mentioned in the covering letter to Dr Moorshead, the suggestions contained in it are entirely unofficial, and are addressed primarily to the field.

Regarding the advisability, or the reverse, of forming a Joint Committee or inter-mission Board in America and Great Britain, I still feel, as I represented to you in our conversation on the subject, that whilst a strong Mission Board already keenly interested in and taking a leading share in the work of the Shantung Christian University, such as your own Board, has much to lose and little to gain by the formation of such a Committee, there is a real advantage to be gained by those Boards whose interest in the work is weaker and more remote, and an even greater advantage from the point of view of the men on the field. In this connection I cannot but feel that the experience in Britain during the past twelve months has an important bearing. Prior to the formation of the British Advisory Board of Medical Missions, and of its special Tsinanfu Committee, interest in our work in Great Britain was practically confined to the Baptist denomination; but extraordinary advances have been made during this last year in enlisting the sympathy, and securing the promise of cooperation, of other Boards, and I have no hesitation whatever in attributing that new attitude to the fact that leaders of other Mission Boards, interested in the general subject of medical education, were early-elected members of that Tsinanfu Committee, and thus became keenly interested in the work which we are attempting to do, and anxious to cooperate in the same. The result is that we have every prospect of gaining the active cooperation of three or four new Boards in Great Britain, immediately the war is over, and possibly of one or other of them before then.

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It is of course true, as you point out in your letter to Dr Moorshead, that distances in this country create much greater difficulties for the working of such a Committee; but is it not worth the effort, if by so doing we can secure a like interest and cooperation amongst other Boards in this country? Our difficulties on this side, if you will excuse the expression, arise from the fact that all our "eggs" are in the Presbyterian "basket", with the result that it is extremely difficult to secure either men or funds from any other source. Even though such other Boards in this country as we may be fortunate enough to recruit in the service of our School of Medicine do not themselves see any very great advantage to be gained from the establishment of such a Joint Committee, I would personally continue to press for it, as I feel that in the long run their interest and zeal would be stimulated by their association with representatives of a keenly sympathetic Board like your own, and that in this way we in Shantung should reap the benefit, particularly if we can secure someone of sufficient influence and leisure to act as Secretary of such a Committee.

Your reference to the need for some responsible body, such as the Trustees of the institution, being located in the country from which the supply of men and funds will chiefly come, raises one of the greatest difficulties in the whole of my suggested scheme, and I cannot but see that unless we can retain complete confidence on the part of home supporters, we can accomplish nothing. But what are the alternatives with which we are faced? If we continue as we are doing at present, each Board holding such property as its own supporters contribute from time to time, we are faced with the problem to which I have referred in my letter to Dr Moorshead, in that we have no body legally capable of receiving grants or legacies given to the School or University as a whole, with the result that such grants, no matter by whom contributed, will fall to the Board which happens to hold that portion of the University property, - as has been the case with the new buildings of the Medical School erected with the money received from the China Medical Board.

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On the other hand, I fail to see how a Board of Trustees could ever be formed satisfactorily at the Home Base. If international, the difficulty of meeting together for executive action would make them mere figureheads. And if confined to a single nation, I fear there would be as much difficulty in persuading British supporters (whose share in the University will represent a capital value for property and equipment of close upon G.\$200,000 within the next year or two) to agree to an American Board of Trustees as it would be to persuade American Supporters (whose share is even greater) to consent to the trustees being resident in Great Britain.

It is this dilemma which has led me to urge a China Board of Trustees, and as I mentioned in my letter to Dr Moorshead, I do not see that such trustees would be any the less the representatives of the Boards contributing the property (and therefore none the less entitled to the full confidence of the individual contributors) than if they were residing in the country of origin of that particular Board. And there would still remain, in that country, in such a scheme as I have suggested, a strong and influential ~~in~~ joint Board of cooperating Missions, through whose hands would pass all funds there collected for the use of the institution.

I warmly re-echo your hope that it may be possible for us to have further conference on this matter, after hearing from the University Council on the subject, and if only we could secure the presence of some representatives of British Boards at such a conference, it would be of the greatest service in helping to solve those problems which are bound to arise in the minds of one and another. I think I mentioned to you, in this connection, that I had written and begged Dr Moorshead to think seriously of the possibility of coming over to the States before I return to China, for such a conference. I also asked Mr Hawking and Dr Haigh whether it would not be possible for them to return this way after the conclusion of their China tour, - though since doing so I have been shocked to receive the news of the death of Dr Haigh at Hankow, of which you have doubtless heard. His loss will be most keenly felt, not only by the Wesleyan Missionary Society, but by all British Missions.

Believe me,
Yours very sincerely,

James Balme

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AUG 20 1917

Dr. Brown.

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A SUGGESTED METHOD FOR CONTROLLING
THE SELECTION OF THE PROFESSIONAL STAFF OF THE
SCHOOL OF MEDICINE.

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SEP 4 1917
SECRETARIES

In looking to the future of the Tsinan School of Medicine it is obvious that the most crucial problem ahead is not one of finance, nor is it in the last analysis, that of securing the support of a certain number of Mission Boards. It is essentially a matter of finding the right men for the Staff, men who possess the triple qualification of being keen and aggressive missionaries, competent speakers of Mandarin, and specialists in the subjects assigned to them. This is a very big problem, and the experience of the last year is making it very doubtful whether it will ever be solved on the Field. In a great number of cases, at any rate as regards the appointment of permanent Heads of Departments, it appears as though the School will be compelled to seek its men straight from Home and then give them the necessary time for securing the language; in the meantime, carrying on with the best possible staff that can be gathered together on the spot.

But here we are at once met with a difficulty. We want, for example, an expert Anatomist, and we mention the fact to a Mission which we will A.B. Now A.B. is necessarily a denominational organization, and their field of vision is restricted by their denominational boundaries, with the result that if they cannot lay their hands on such an expert, they will probably approach one of their number, X.Y., a good general doctor but no specialist, and ask him if he would be willing to go to Tsinan and teach Anatomy there. Having obtained his consent, they accordingly ask us to receive him.

Or, still worse, here is a Mission, C.D., who has been asked to join in the Tsinan scheme and has expressed its willingness to do so. They promptly look round among their men on the Field, or their possible volunteers at Home, until they find a likely man. Having found him and found him quite regardless of the different vacancies to be filled on our Staff, they report to us that Dr U.V. has been appointed by their Mission to be their representative on the Tsinan School, and that he would like to hear what subject he will be required to teach.

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Either of the above methods will kill our work, so far as true medical efficiency, in the modern sense of the term, is concerned, and it is of the utmost importance that we think of means of forestalling any such procedure. How is this to be done? I am quite convinced as to how it ought to be done, from the point of view of the School of Medicine, but the great question before us is to how far the Missions interested will take a sufficiently broad view of the matter.

I believe firmly that the right order of events, if the Professional standards of the Faculty are to be safeguarded, is something as follows:-

1. ~~Search for the right man.~~
Search for the right man.

At the present time there are some very serious gaps in our teaching staff, which have been indicated in their order of urgency, in the pamphlet recently issued. In some cases such a gap can be temporarily filled by a man recruited on the spot; in others even that is impossible. Our first and obvious duty therefore is to search for such men. In saying that, I do not mean merely to seek for such men as could teach such subjects, but for men who have actually specialized in them already, or are in course of doing so. For example, we cannot appoint to our Anatomical Department a man who happens to be willing to teach that subject; what we must have is an enthusiastic anatomist who has been putting in special work in that line.

I grant at once that such men are hard to find, but I believe the real reason of that is that hitherto we have done nothing to bring before students the fact that the Mission Field has a large and important place waiting for such men; and what we need to do at once is to organize a careful and thorough campaign among the medical schools, emphasizing these facts and appealing to Christian students who might otherwise think, as numbers have done in the past, that their special qualifications excluded them from the Mission Field, where, they had been taught to believe that it was only the clinical subjects that were urgently needed. If only we could bring it home to student volunteers that the Mission Field of today presents both a clearest demand and also the most excellent facilities for specialists in every department, including the pre-clinical laboratory sciences, I believe there are many who would respond. We see such men already, keen Christians and also

Student Volunteers, on the staffs of our own medical schools at Home. Why should we not secure similar men for the magnificent task of moulding the future medical schools of China?

2. Attach suitable men to Mission Boards.

Having found our men, the next obvious duty is to attach them to Mission Boards willing to undertake their support. In some cases this will be easy if he happens to belong to a denomination whose Mission Board has already promised to share in the work of the Medical School, but where this is not the case two difficulties will arise:

First, we shall have missions ready to join with us who have no men qualified to fill any of the vacancies on the Staff.

Secondly, we shall have men willing and qualified to join us who have no denominational mission behind them.

I cannot but believe that there are only two really satisfactory ways of overcoming these difficulties, and that is by co-operating missions who have not found their own representatives, being prepared either to accept a man who does not happen to belong to their own particular denomination, (as has already been done in some cases), or else pay into the funds of the University the equivalent of a married man's salary, and so enable to appoint such a man directly on to the staff.

3. Carefully scrutinize the professional qualifications of each man.

It would be necessary that this should be done both at the Home Base and also in China. Thus, in America and in Great Britain, a small professional Committee should be formed, composed of two or three well known men on the staffs of leading medical schools and two or three others who are in touch with the needs of the Field, and who should pass on any men who were nominated for appointment by a Mission Board. Such a committee would then forward to China in detail the credentials of the suggested nominee, for consideration on the Field.

It would be of the utmost importance that such a professional committee in China should be able to command the confidence not merely of the teaching staff and the mission constituency, but also of all interested in the great subject of the medical education in China; it is therefore suggested that its composition should be along some such lines

as the following:-

1. The President of the University.
2. The Dean of the Medical School.
3. One member of the Medical Faculty appointed by the Dean.
4. Two members of the Medical Faculty elected by themselves.
5. Two well known educators from other parts of China, to be nominated by the Council on Medical Education of the C.M.M.A., and appointed by the University Council.

4. Make all new appointments probationary.

Every new man coming out to Tainan would necessarily be given two years for language study, it being so arranged that during his second year he should be given some duties, (laboratory or clinical) which would bring him in contact with the Chinese and enable him to keep up his professional standard, whilst at the same time not involving him in responsibilities calculated to hinder his language work. At the end of that time he would be appointed by the University Council a member of the Faculty, but such appointment should be limited to two or three years. This would naturally bring him to his first furlough, and his appointment would then automatically cease, unless he had clearly proved himself to be the man for the post, in which case his re-appointment would follow as a matter of course.

5. Empower the China Professional Committee with authority to terminate the engagement of men proved unsuitable, either directly or through the University Council.

In the Memorandum of a Conference held between the Rev. A.J. Brown, D.D. of the A.P.M., and Dr. Moorshead of the E.B.M. and others, on May 26th, 1916, and contained in a letter of Dr Brown to the University Council of date June 20, 1916, this principle was clearly laid down in the following terms:-

"The most rigid care should be exercised in selecting men
"for the Faculty, and it is equally important that if any man who
"has been selected prove to be ill-adapted to such work or inef-
"ficient in it, he should be resolutely and unhesitatingly dropped,
"and the Board which has sent him out should be asked to deal with

"the question of making some other use of him. Many physicians
"and surgeons can do their best work in station hospitals in
"various parts of China, and may not have the special qualifications
"for professorships in a medical college. It may not be
"credit to a given man that he proves to be better adapted to
"station hospital work. But if any embarrassments of this kind
"develop, they should be handled kindly and tactfully of course,
"but with unflinching determination not to subordinate the in-
"terests of the work to individual preference.

It is now incumbent on us to set up the necessary machinery for
carrying these principles into effect, and which should be qualified
to pass upon those of us who belong to the temporary faculty, as well
as any new men who may be appointed to the Staff. It seems to me that
the China Professional Committee would be the natural body for dealing
with such matters, as well as advising on the question of re-appoint-
ments, of post-graduate and furlough studies, &c.&c.

6. Maintain the present University Council as the body on which all
co-operating Missions are represented, but reserve all questions of
staff appointments to the Professional Committee.

It is of the utmost importance that the position of the University
Council be safeguarded as the link between the Institution and the
co-operating Missions, and to that Council should be given the final
voice in the making and termination of appointments to the Medical
Staff; but this should only be done on the recommendation of the
Professional Committee.

Harold Balme

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG,
CHINA.

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SEP 1 1917
1181
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SCHOOL OF MEDICINE

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*re \$2,000 grant to cover loss
in exchange*

ADDRESS REPLY TO:

520 Second Avenue S.E.
Medicine Hat.
Alberta.

RECEIVED
AUG 13 1917
Dr. Brown

Aug. 7th 1917.

Rev. Arthur J. Brown D.D.
156 Fifth Avenue,
New York.

My dear Dr Brown,

Supplementary Gift of the China Medical
Board for the School of Medicine,
Shantung Christian University.

In reply to your letter of the 3rd inst, enclosing copy of your letter No.58 to the University Council, there has evidently been some misunderstanding as to the purpose for which the China Medical Board has granted the additional sum of Gold \$20,000 towards the School of Medicine, and it will be well, perhaps, to refer to the original interview which Dr Johnson, Dr Schultz and myself had with Dr Buttrick and Dr Houghton on this subject on June 19th last.

At that interview this question arose à propos of a letter which Dr Buttrick had received from Mr Roger Greene, in which Mr Greene referred to the large proportion of the G \$100,000 granted for current expenses which the School of Medicine was proposing to draw within the first of the five years, and pointed out that a considerable part of the sum so drawn was being used for the purchase or erection of residences for the staff. In reply to Dr Buttrick's enquiry as to why it had been necessary to draw from Current Expense Grants so heavily on this account, I pointed out

1. That the grant of G.\$50,000 for buildings and equipment had been entirely used up on the College buildings, and left no margin for residences;

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- 2. That it had been found impossible to rent a sufficient number of suitable Chinese houses, close to the Medical School, for the accommodation of the larger faculty which we were gathering;
- 3. That if the silver exchange had remained ~~at~~ the same as it was at the time when we made our arrangement with the China Medical Board (viz, G.\$1.00 eq.Mex.\$2.20), the cost of these residences would have been covered by the sum which we had actually lost up to the present time by the rise in the cost of Mexicans.

Dr Buttrick at once took up this last point, and asked me to give him the actual figures, showing what our loss on exchange had been. I accordingly gave him a copy of the statement which I had previously shown you, and which is as follows :

Grant for Buildings & Equipment.

| | | |
|----------------------|---------------------------|-----------------|
| Gold \$50,000 @ 2.20 | should have realised Mex. | \$110,000.00 |
| | Sum actually realised | 94,000.00 |

| | |
|-------|--------------------------|
| LOSS. | Mex. \$ <u>16,000.00</u> |
|-------|--------------------------|

~~Grant for Buildings & Equipment~~

Mex. \$16,000 @ 1.60 (present exchange) eq.G. \$10,000.00

Current Expenses.

Estimated amount required to be drawn from
 Current Expense Grant for first year
 is Mex. \$62,000.
 Mex. \$62,000 @ 2.20 would be G. \$28,181.80.
 Mex. \$62,000 @ 1.60 equals G. \$38,750.00

| | |
|---|--------------------|
| LOSS on Exchange on amount needed for first year's current expenses, over G. | <u>\$10,000.00</u> |
|---|--------------------|

| | |
|---|--------------------|
| TOTAL LOSS TO DATE FROM RISE IN SILVER ...over G. | <u>\$20,000.00</u> |
|---|--------------------|

We followed up this statement by an appeal that the China Medical Board would reimburse us for this loss, and Dr Buttrick most kindly promised to recommend to the Board

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AUG 7 1917

that they should do so, and asked me to supply Dr Houghton with a copy of the figures as given above.

In the absence of any word to the contrary, I have therefore taken it for granted that the additional sum of G.\$20,000.00 now promised us by the China Medical Board is in the nature of a reimbursement of the losses already incurred in the purchase of Mexicans which have been already expended, or will have been expended by the close of the first year of our contract with the China Medical Board, and without reference to the further sums to be drawn from the China Medical Board during the next four years. As a matter of fact, I asked Dr Buttrick whether, in the event of the C.M.B. granting this sum, we should be able to make a similar appeal later, should the exchange continue to be against us; and while unable to commit the Board in the matter, he advised that this might very properly be done at a later date. Unless therefore the China Medical Board, in their action, specifically stated that the \$20,000 now granted was intended to cover all losses on exchange on the total amount of their original \$150,000, we should I think be right in considering that it only applies to losses already incurred.

I accordingly wrote to Dr Neal on July 3rd, on hearing from Dr Houghton that the sum which we had asked for had been granted by the Board; but he will be somewhat mystified now, on hearing of the action taken by the Presbyterian Board, as reported in your letter No. 58 to the University Council. I am writing Dr Houghton to find out the exact nature of the grant now made to us.

Yours sincerely,

Harold Salme

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Harold Balme

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG,
CHINA.

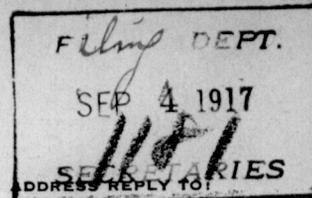
SCHOOL OF MEDICINE

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AUG 21 1917

Dr. Brown 30



c/o Rev. S.H. Chester D.D.
Montreat, N.C.

Aug. 16th 1917.

Rev. A. J. Brown D.D.
156 Fifth Avenue,
New York.

My dear Dr Brown,

In my letter to you of two days ago I inadvertently made a misstatement which I am anxious at once to correct, though the argument which I based upon it is not invalidated by the mistake.

In re-reading Dr Neal's letter, to which I then referred, I find that the "reminder" which he received regarding the proposed new Women's Hospital was not quite as I put it, but was to the effect that the appeal for funds, which had already been endorsed by the University Executive, would also need to be laid before the University Council before being sent on to the China Council of your Mission in October next. (the underlining is my own.) Such a reminder was of course a perfectly correct one, under any plan of organisation, and need not in itself concern us. The point to which I want to draw your attention is that contained in the sentence which I have underlined, that such an appeal, after passing the University Council, required to await the consideration of your China Council before it could be forwarded to your Board for their approval.

In mentioning this fact, please do not think me guilty of the impertinence of criticizing the procedure of your Board in dealing with financial appeals from the field. I was merely endeavouring to answer the point in your letter to me, in which you refer to the position of the University Council in the eyes of your Board, by showing that in the actual working out on the field, the University Council does not become the final authority in matters involving

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finance, as all such appeals - and even the ordinary yearly budgets - are subject to the endorsement of ~~the~~ your China Council, thereby causing a considerable delay, which in one instance at least during recent years, - the occasion of the first appeal to the home Boards for an increased appropriation to the Medical School on account of the greater expenditure incident to the opening of the new hospital - proved very embarrassing to the institution.

Believe me,

Yours very sincerely,

Harold Balme

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AUG 21 1917

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SECRETARIES

August 18, 1917

Dr. Harold Balme
520 Second Avenue, S.E.
Medicine Hat
Alberta, Canada

My dear Dr. Balme:

Your letter of August 7 regarding the supplementary gift of the China Medical Board to Tsinanfu Medical School reaches Dr. Brown's office while he is away on vacation. As the correspondence between this Board and the C.M.B. gave evidence of a misunderstanding, we ventured to take the matter up again with the C.M.B. and we received from them this morning, under date of August 17, 1917, the following letter, written by the secretary, Eben C. Sage:

"The second paragraph of the letter of Dr. Buttrick written under date of July 13, 1917, is to be interpreted in the light of the formal resolution made at the meeting of the Executive Committee of the China Medical Board held June 26, 1917, a copy of which is given below:

'RESOLVED, That the sum of Twenty thousand dollars (\$20,000.00) be, and it is hereby, appropriated to the Tsinanfu Union Medical College to cover the loss in exchange in connection with the appropriations C M 251 and C.M 252.'

It is my understanding from the above that the additional appropriation of \$20,000 was made to cover loss in exchange on the appropriations of March 7, 1916, for both capital and current account."

The office of the China Medical Board informed me by 'phone that the appropriations referred to, namely, C M 251 and C M 252, were the original appropriations of \$50,000 and \$100,000 for the capital account and for the current account of the Tsinanfu Medical School. Your belief, therefore, that the \$20,000. is to cover loss in exchange on both current expense and capital accounts is evidently correct. We will see that the proper correction is made on the Board's Minutes and that the Mission is duly informed. In the meantime I wish to put your mind at ease with this letter, of which I am sending a copy to Dr. Neal in Tsinanfu.

With kindest regards, I am

Very sincerely yours,

George T. Scott
Assistant Secretary

GTS:MB

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SEP 4 1917
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SECRETARIES

AJB/B

August 30, 1917.

Dr. Harold Balme,
c/o China Inland Mission,
Church Street,
Toronto, Ontario, Canada.

My dear Dr. Balme:

I have run down to the office for a few days in the middle of my vacation and I find your letters of August 14 and 16 and their enclosures. I note that they were acknowledged by my office assistant, but I wish to tell you for myself of the very deep interest with which I have read them. It is more clearly apparent than ever that we ought to have a conference in which the whole situation can be talked over. I am delighted to learn from your letter that you have urged Dr. Moorshead to come over to America for this purpose and I hope most heartily that he can come.

I am receiving a number of sympathetic letters from the Secretaries of other Boards and I think we should make a special effort to secure their presence when the conference is held. As to the date, I shall await an intimation from you as to when we ought to meet for this purpose. It would be well to let me know the date at least a month in advance, as we want to secure the presence of some very busy men, whose engagement calendars are usually crowded.

With warm regards, I remain,

Very cordially yours,

Arthur J. Brown

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CABLE ADDRESS:
"INCUCLATE," NEW YORK
FOREIGN MISSIONS CODE
A. B. C. CODE 4TH EDITION

THE BOARD OF FOREIGN MISSIONS
OF THE
PRESBYTERIAN CHURCH IN THE U. S. A.
156 FIFTH AVENUE
NEW YORK

MADISON SQUARE BRANCH
P. O. BOX NO. 2

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SECRETARIES

OFFICE OF SECRETARY

August 30, 1917

Re Misunderstanding regarding the objects for which the additional appropriation of \$20,000 gold by the China Medical Board could be used.

To the University Council
of the Shantung Christian University.--No.61
and The Shantung Mission.--No.448.

Dear Friends:

Dr. Harold Balme, upon receiving my Shantung University letter No.58 and my Shantung Mission letter No. 441, both of July 20, 1917, immediately wrote to me stating that there was probably some misunderstanding regarding the objects for which the additional appropriation of \$20,000 gold by the China Medical Board could be used and giving me a full resume of the personal interview which he and other members of the Tsinanfu Union Medical School staff had with the China Medical Board representatives at the time request was made for this grant. I at once took the matter up with the China Medical Board and in view of our later findings our Board on August 22, 1917 took the following self-explanatory action:

"It was recommended that, in view of later correspondence from the China Medical Board of the Rockefeller Foundation, the action regarding the supplementary gift of the China Medical Board for the Tsinan-fu Medical School quoted in Dr. Brown's letter to the Shantung University Council and the Shantung Mission of July 20, 1917, be modified to accord with the action of the China Medical Board so that that appropriation of \$20,000. gold be used to cover the loss in exchange in expenditures on both capital account for plant and equipment and on current account for running expenses.

"The action of the China Medical Board above referred to reads:
'RESOLVED that the sum of Twenty thousand dollars (\$20,000.00) be, and it is hereby, appropriated to the Tsinan-fu Union Medical College to cover the loss in exchange in connection with the appropriations C.M. 251 and C.M. 252.'

"We understand that C.M. 251 and C.M. 252 were the two original appropriations granting a total of \$150,000. gold for both capital and current accounts to Tsinan-fu Medical School."

Immediately after the above modified action was taken, I wrote of it to Dr. Balme, sending a copy of the letter to Dr. Neal.

Regretting the misunderstanding and trusting that it has occasioned no inconvenience or injury, I beg leave to remain

Very sincerely yours,

Arthur J. Brown

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Dr. Harold Palmer.

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG,
CHINA.

SCHOOL OF MEDICINE

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SEP 25 1917
SECRETARIES

ADDRESS REPLY TO:

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SEP 6 1917

Dr. Brown. 24

c/o China Inland Mission,
Church Street,
Toronto.

Sept, 4th 1917.

Send attached

Rev. Arthur J. Brown, D.D.
156 Fifth Avenue,
New York.

My dear Dr Brown,

Your kind letter of Aug. 30th has reached me here this morning. I am afraid you are not having much of a vacation if it includes visits to the office to look at your heavy mail! I do not intend to add a fresh burden to it, but as I unfortunately have to go into hospital tonight for some surgical treatment, and shall be hors de combat for ten days or a fortnight, I thought it well just to let you have a brief report of my movements.

I had a most encouraging time in North Carolina, with the Southern Presbyterian friends, and again at Minneapolis with the Norwegian Lutherans. I will not bother you with details now, but you will be glad to hear that the latter have promised to assign us one of their men, Dr Braafladt; to be responsible for his support; and to make a contribution of G.\$750 annually (\$250 in lieu of house rent, and \$500 towards the expenses of the school) to the University. This would entitle them to a seat on the Council, but they are a little scared of taking their first plunge into a Union, and so are declining the honour for the present, though quite willing to fulfil the conditions. They will also gladly send a representative to the suggested conference of interested Boards, whenever we arrange to have it, - only he must not vote! This doctor they are giving us took his M.A. in Physiology at Chicago University, and after graduating from Rush Medical School, did a year's valuable work in pathology with Le Conte, so he is a first-class man. He went out to China a year ago, and has been very intimate with our Dr Stearns at the Language School.

I am hoping to attend a conference of student

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SEP 4 1917

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secretaries on Sept. 22-23, and after that to be coming to New York, in readiness for the tour which Mr Turner is kindly arranging for me.

If not too late, I have been thinking of the second week in December for that conference of Board Secretaries, but would like you to decide whatever you thought best. As I am to see the Southern Presbyterian Board at Nashville on November 13th, it could not be before that time; and I have been planning my tour in the schools with the idea of being away from New York until about Dec. 10 or 12. But that conference is so extremely important that if you felt it should be earlier than the time I have suggested, I would if necessary cancel some of my medical school engagements in order to attend it.

Believe me,
Yours very sincerely,

Howard Baker

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RECEIVED

SEP 25 1917

Dr. Brown.

c/o Rev. A. J. Brown D.D.
156 Fifth Avenue,
New York.

September 21st 1917.

Dr R. Fletcher Moorshead,
Baptist Missionary Society,
19 Farnival St, London.

My dear Moorshead,

Your long letter of Aug. 23rd, in reply to mine of July 21, supplemented by your further letter of Aug. 31st, have both reached me, - and I am still alive to tell the tale, which is saying something! That was indeed some "heavy" that you fired off at my pet scheme of University organisation, and it seems to me that there is no corner of it that was not reached by the splinters. I am doing my best to recover from the shock!

How I do wish more and more that we could get together for a long talk on the whole situation. I am getting quite to despair of correspondence, for I always seem to take far too much for granted and thus leave out some of the most important points, so confusing the whole issue. That is what I feel is the case now. There are many vital factors, affecting this question before us, which I am sure have never been sufficiently emphasized in my previous letters to you, and I cannot but believe that if only we had the opportunity of a free conference on the whole subject, we should find ourselves entirely in agreement on the main principles involved, and your mind would be reassured on those points which you at present feel apprehensive about.

I do feel that we want to do a good deal of what our friend Mott would call "fundamental thinking", as we approach this organisation question, and first get right down to the bottom of what our institution stands for, and what, in GOD's providence, it has been called into existence to accomplish. Unless we are clearly agreed on that point, it is obvious that we shall work out our ideas of organisation on very different lines.

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If we look back to the early days, there is no question whatever as to what was in the minds of those who were responsible for the founding of the University. There was a fast-growing Christian community around them, and a demand for the best training that could be given them. There was a crying need for more workers in every part of the field, and especially for well-trained Chinese Christian leaders. And the obvious corollary was to institute such schools and colleges as would efficiently prepare these young Christians for the posts which so urgently needed them. There, I take it, was the inception of the University, of which our School of Medicine forms a part. In a sentence, it came into being for the intensive cultivation of ^{our} mission-bred products, and for nothing else. And there, in the minds of many, (and am I wrong in assuming from these letters of yours that in your mind also?) lies the *raison d'etre*, and the sole *raison d'etre*, of our institution today.

Meanwhile, however, other factors gradually began to come into play, and new opportunities to present themselves. In speaking of them I am going to confine myself to those affecting the Medical School alone, as that is the subject which more particularly concerns us now. What are these new factors and new opportunities? May I briefly summarize what seem to me the more important of them:

1. The Chinese non-Christian ~~was~~ student-world began to awaken more and more to the advantages of a first-class western education, and to seek to obtain it;
2. The value and the potentialities of western medicine became increasingly apparent, and the attention of thoughtful men in China drawn to the need of high-grade institutions for medical instruction;
3. Chinese officials - particularly at Peking, Mukden and Changsha - began to show unmistakably that they would welcome the services of medical missionaries in establishing and carrying on schools of medicine on entirely Christian lines, and would place no obstacle in the way of Government students joining such schools, or coming under the distinctly Christian influence exerted there;
4. The C.M.M.A., recognising the opportunity, and with the desire to ensure the conservation of Mandarin medical education at a thoroughly efficient standard and under missionary control, recommended the concentration of forces at Tsinan, and the assembling there of a complete and expert teaching staff.

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What is the significance of these matters? To my mind it is plain that whereas we came into existence simply as a provincial missionary concern, for the better training of our own Christian community, a vastly wider field of missionary enterprise has now been made open to us, a field in which our very work of medical education is in itself a missionary propaganda, and which, with GOD's blessing, may be the means of reaching numbers of students of the better class who enter our doors in complete ignorance of the truths of Christianity.

If that be ~~the~~ ^{range} correct, the ~~affair~~ of our missionary work would at once be duplicated. On the one hand we should receive our Christian lads, and seek to train them better to fill the posts in our mission hospitals that are awaiting them; on the other hand we should receive and welcome non-Christian students from the Government schools, and seek to win them for Christ while they are under our instruction, as has been done with such splendid success at Mukden and Peking, and perhaps even more at some of the big Arts Colleges like the Anglo-Chinese College. Tientsin or St John's University, Shanghai.

We have thus before us two different views of what our medical school stands for today, - the purely intensive view, which sees it fulfilling its purpose in training mission students for our hospitals; and the view which is both extensive and intensive, and which would desire to see it also cultivating the friendship of Chinese officials, and in that way obtaining a field of direct missionary enterprise among the Government students they may send us, and exerting a strong Christian influence on the Chinese medical profession of the future.

Now let us look again at this question of Organisation, approaching it in the light of these two views that I have attempted to pourtray.

If the purely intensive view is correct, it stands to reason that our governing bodies, whether in China or at the Home Bases, will necessarily be composed simply of representatives of those missions or boards from which these Christian students are drawn, with the possible addition of one or two outside co-opted members to give it a somewhat broadened outlook. And all the minor points contained in the series of criticisms which fill out your letter will

necessarily follow. This, I must grant you, is what some of our men on the field - particularly those whose work lies outside the immediate circle of the University - desire to see, and at the present time, I regret to say, the Presbyterian Mission in Shantung is advocating the removal of all faculty men from the Council, and the filling of the Council almost entirely with mission representatives, elected simply on the basis of financial responsibility.

But if the larger view is correct, the query that you raise in your letter regarding the various "interests" and "constituents" referred to in Section III para. (2) of my Memorandum demands the most careful thought and consideration, for it will at once be obvious that in cultivating the friendship of the Chinese officials and studying the interests of the whole field of Christian medical education, we must look beyond our own missions and our local Church. Let me give you a few examples of some of the other "constituents" whom I think we should include:

1. The Council on Medical Education of the C.M.M.A. is vitally concerned in the welfare and success of our scheme, and should certainly be represented on our governing board.
2. The other Missions in Mandarin-speaking China, who are not at present taking part in our Union, but from whose districts students will come to us because we represent the sole Mandarin medical school offering the kind of instruction they need, *should be welcomed in some form of representation.*
3. The Chinese Educational authorities, and in particular the Shantung Board of Education, might well be considered another of our constituents. And here I cannot refrain from pointing out a great ~~weakness~~ in our situation at Tsinan, as I regard it, in comparison with the situation of the similar schools at Mukden and Changsha. Owing doubtless to a policy based largely upon the intensive view spoken of above, we have never made any progress worth speaking of in cultivating the interest of the Shantung officials and gentry in our work. The result is that while in Mukden and Changsha they have from the first had facilities and material provided by the local officials for human dissection; promises of Government recognition of their diplomas; and those many other signs of official interest which mean so much to the prestige of a school and the position of its students, we in Shantung are fighting a hard

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battle against the lack of all these things.

✓ I cannot rid myself of the conviction that GOD is calling us to take a much wider view of our opportunity, and that in so doing, so far from surrendering that essentially missionary aim which is the sole purpose of our institution, we shall actually find that we are furthering and realising it in directions that we might well have thought unattainable.

May I assume for a moment that you are thoroughly with me so far, in agreeing that with the new opportunity now confronting us, we ought to take a wider view than merely to think of the training of our mission lads. How is it to be put into practice without endangering those principles which are most of all precious, and to which you so clearly refer? My answer would be by entrusting the government of the institution to such a body as will make a worthy place for these various other interests which we wish to cultivate, so as to encourage and deepen their sympathy and support, but at the same time to safeguard it in such a way as to ensure that the governing board is sufficiently small for efficiency, and so composed as to have a strong majority of men who will regard the missionary purpose of the school as paramount.

It is here, I know, that your fears regarding my suggestions have arisen; but if you will look carefully at the composition of the China Board, as I proposed it, or of the suggested Executive Council of the Medical School, you will see that the so-called educational experts are very much in the minority, whilst as for the non-Christians of whom you speak, the only two men who could possibly come under that category (and then not at all necessarily so) are the representatives of the Chinese Central Board of Education and of the Shantung educational authorities respectively.

If we agree on this more varied representation of the field board of control (I do not mind in the least whether it is still called the University Council, or the China Board), there will be little if anything left to divide us on the field side, for your suggested Educational Committee, if given executive power, becomes at once the same thing as my proposed Executive Council. The only serious point which remains for our consideration is as to whether we should, or should not, attempt to weld the co-operating Boards into one unit at the Home Base, by

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the formation of an inter-board Joint Committee, with power to represent its component parts, and with a separate Executive for the School of Medicine.

I am ready to agree at once with you and Dr Brown that nothing could be more ideal, from the standpoint of Tsinan, than to continue those direct, warm, personal relations with the Presbyterian Board in New York and the B.M.S. in London that have obtained in the past. No new Board or Committee could ever fill the same place. But we have got to be practical over this matter, and to make our plans at once for the day which I believe is close at hand when on each side of the Atlantic there will be not one or two Boards merely, but ~~five or six~~ different Boards, feeling, in varying degrees, an interest in and responsibility for our Medical School, and bringing within our sphere a much wider circle of possible recruits and financial support. And the questions we have to face are how to cultivate, in the best way, that sense of responsibility; how to coordinate their interest in the work; how to secure assistance, whether in the form of expert advice, offers of service, or financial help, from men and women outside the bounds of our particular denominations, but keenly interested in the work which we are doing in China; and how, without loss of time and energy, to obtain counsel and help in any matter requiring to be referred home from the governing body on the field.

I do not myself see how these ends are to be reached without some form of Joint Board, exercising (under suitable safeguards) executive authority on behalf of the constituent mission boards, and, whilst representing the whole University (so as to preserve the identity of the institution as a whole on the field), at the same time so divided into Executive Councils, or whatever you may choose to call them, as to give us what you have so strongly urged, a small expert body of men to deal with the affairs of the Medical School. You have misread me when you state in your letter that I query the need for such separate Executive Committees at the home end. Whilst unable to speak as to the present need for such committees for the Arts and Theological Schools of the University, I said in my letter to you of July 21st "it would be of the utmost importance to have such a committee for the School of Medicine." I feel with you that such a body would be of the greatest service to our work.

Regarding this matter of Joint Boards, and the advisability or the reverse of having an incorporated Board

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cf ✓
of Trustees at the home base or on the field, I wonder whether you have seen the Report on the Administration of Union Institutions presented to and accepted by the China Continuation Committee at their last annual meeting in May of this year, and which touches on this very point? It has just come into my hands, and coming as it does with the imprimatur of the most thoughtful and influential body of missionaries in China, is I think deserving of our most careful attention. In case you have not seen it I will copy out the paragraph which deals with this subject, with the recommendations passed by the Continuation Committee, and attach it to this letter in the form of an appendix.

This letter is already so long that I will not attempt to reply to the smaller points in your criticisms, but I cannot conclude without making an emphatic and definite statement concerning those two vital matters which have given rise to misunderstanding and doubt, in your mind and Dr Brown's, regarding the intentions, or perhaps one should rather say the tendency, of such a scheme as suggested in my Memorandum.

✓
First, let me assure you that there has been no thought whatever in our minds of weakening or endangering the missionary control of the School, either on its home governing board or field board of management, but rather of widening the range of its missionary activity;

✓
Secondly, let me assure you that there is not the slightest desire to withdraw the institution from the authority and control of the Home Mission Boards, as exercised in the past at New York and London, but rather to provide a means by which the authority and control of many such Boards may be unified, and made simple in operation.

With kind regards,
Ever yours affectionately,

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SCHOOL OF MEDICINE

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Dr. Harold Balme
SHANTUNG CHRISTIAN UNIVERSITY

TSINAN, SHANTUNG,
CHINA.

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SECRETARIES

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SEP 25 1917

Dr. Brown

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c/o Dr. W.M. Schultz,
White Haven, Pa.

September 22nd. 1917.

Rev. Arthur J. Brown, D.D.
156 Fifth Avenue,
New York.

Hold for Conf.

My dear Dr Brown,

I have recently received a long letter from Dr Moorshead, under date Aug. 23rd, in criticism of that Memorandum on the Organisation of the School of Medicine which I sent him in July last. He tells me that he is writing to you along the same lines that he has written me, and under those circumstances it seems to me that I ought to send you a copy of the reply which I am forwarding him on the subject, though it seems rather a shame to burden you with all this correspondence. I know, however, how keenly interested you are in this important question, which is exercising so many of our minds just now.

I am greatly disappointed to find that Dr Moorshead does not see his way to respond to our suggestion that he should come over here for conference on this matter, and all the more so as it is evident from his letter that he does not quite see eye to eye with us on some of those points which we consider fundamental, - in particular, the great importance, as we view it, of welding the cooperating missions on the field into one organic entity, insofar as their interest in this specific piece of missionary enterprise is concerned. Had we the opportunity of full conference with him, I fully believe that he would see with us the vital necessity of advocating this principle, and especially at this present time, when these regrettable differences on the field have been the cause of your Shantung Mission putting forward recommendations in so contrary a direction.

The unhappy events of these past few weeks have

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indeed proved the truth of the suggestion contained in your long letter to me of Aug. 4th last, that whatever tangle has been produced in our University organisation has been the fault of us missionaries on the field, and not of the Boards which support us. And the more I reflect upon it, the more do I come to believe that it is because we are inclined to take too narrow a view of the great field of higher Christian education which lies before us just now, and of the enlarged opportunity of missionary propaganda on educational lines with which we are at present faced. I think it must be the fault of the province! We have imbibed it in the atmosphere, from the shades of the great Confucius who lies there! And as he taught men ever to look back to the great days of Yao and Shun, so we Shantung men have looked back to our great ancestors in missionary policy - Nevius and Calvin Mateer and A.G. Jones -, and have thought of higher education solely in terms of the objects which primarily appealed to them in their day, the training of our own mission lads for the posts which needed them in our Church work. And we forget that the far greater opportunities of today present an infinitely wider sphere of missionary usefulness for our institutions of higher education, which those great statesmen would have been the first to recognize and prepare for.

I have been much saddened these days by the news of this trouble in Shantung, which I have little doubt has been brought about by a failure in charity and large-mindedness on the part of all of us, and which can only be met by great patience and sympathy and prayerfulness. The one consoling feature in the situation, as I see it, is the fact that the nearer one approaches to the centre of the University life - on the respective faculties, and amongst those men who are most deeply concerned about the success of the enterprise - the greater is the unity which is evidenced, and the dimmer become the lines of international cleavage.

With kind regards,
Believe me,
Yours very sincerely,

Harold Palmer

0301

Shantung Univ. Conf. Dec 1917
B. LING SECRET
DEC 15 1917
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Student Volunteer Movement
for
Foreign Missions
25 Madison Avenue
New York City

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November 16th. 1917.

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NOV 19 1917
DR. BROWN

The Rev. Arthur J. Brown, D.D.
156 Fifth Avenue,
New York City.

My dear Dr Brown:

You will be glad to hear that I had a very encouraging interview with the Canadian Presbyterian Board, during my recent visit to Toronto, and that I have since received official word from ~~the~~ their Secretary that they will now make themselves responsible for the support of Dr McClure, together with a yearly grant to the School for his house rent. This will relieve our funds of about \$1600 gold yearly.

At Nashville a few days I also had the pleasure of meeting the Southern Presbyterian Board, and who tell me that they hope to make an annual appropriation towards the University Medical School, in addition to contributing the support of their representative Dr Shields.

Both these two Boards will, I trust, be represented at our Conference on Dec.4th.

Dr Pinson, of the Southern Methodist Board, although away from the office and in very poor health, was good enough to give me an interview, and expressed himself as being warmly in sympathy with our proposition. He is now going West, and neither he nor Dr Rawlings will be able to be in New York on Dec.4th, but he is writing to ask Bishop Lambuth if he can arrange to be present on that occasion, and he suggested to me that it would be an excellent plan if you would yourself also be able to send Bishop Lambuth a personal invitation for that conference.

I am enclosing a few suggestions for the Conference docket, as you asked.

As you may have heard, I have just received a cablegram from Dr Neal in the following terms:

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" China Council endorses Hospital estimate.
Consult Brown, Schultz. Try Harrisburg."
(sd) Neal.

*of Dr. Hakeys memo
address Mrs. Durb.*

I had previously heard from Dr Neal that the University Council had passed an estimate of Mex. \$139,000.00 for the new Women's Hospital and Nursing Homes which are so badly needed now in Tsinan, but had added a condition that money should also be raised for the current expenses of these new buildings for five years, before the buildings be opened. This cablegram now tells us that the China Council of your Mission has endorsed this estimate, and Dr Neal suggests that we might try his relatives in Harrisburg as possible donors. I should be very grateful for your advice how to proceed in the matter, if indeed it is possible to attempt anything before I return to China, which seems to me very doubtful. I do not know when your Board has its next meeting, and of course nothing could be done until they have passed upon the matter. I need hardly say that I shall take no steps in the matter until I hear from you what you would advise.

With kind regards,
Believe me,
Yours very sincerely,

(Balwe)

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NOV 19 1917

Dr. Brown.

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DEC 5 1917

SECRETARIES

SUBJECTS FOR DISCUSSION AT CONFERENCE, DECEMBER 4th. 1917.

1. The best means of coordinating the interests of Mission Boards in North America co-operating in the Shantung Christian University in any or all of its Departments.
 2. How to take advantage of the special position now occupied by the Shantung Christian University School of Medicine, as the one Mandarin Medical School serving the Missions of North, Central and East China; and, in particular, how to develop
 - (a) A stronger basis of financial support, both from within and from without the co-operating Boards;
 - (b) An efficient means of securing specially trained medical professors for its teaching staff;
 - (c) Greater co-operation ~~among~~ with the Chinese official and educational authorities;
 - (d) Practical interest in the University Translation Bureau and Publication Department.
 3. The need for increasing the capital invested in the University, with a view to the erection of further buildings which are wanted at once, and the provision of an Endowment Fund.
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