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Balme, Harold 1922 Jan-Aug

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(This letter-head is used as Shantung letter-head is too heavy to permit the many copies needed.)

FILING DEPT.

JAN 21 1922

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SECRETARIES

*Filing Room*

January 18th, 1922.

North American Joint Board Letter  
I-1922.

President, Harold Balme, M. D.,  
Secretary, Field Board of Managers,  
Shantung Christian University,  
Tsinan, China.

My dear Dr. Balme:-

Minutes of Informal Meeting North American Joint Board: Enclosed please find copy of the Minutes of an Informal Meeting of the North American Joint Board at the Foreign Missions Conference at Atlantic City, N. J. January 11th, 1922. You will notice that the actions of this formal meeting are subject to later ratification by the Joint Board, of which ratification I believe there is no question. Extra copies are being mailed to you under separate cover. I will refer briefly to some or all of the minutes, using the numerals of the minutes:-

1. Charter. The Field Board of Managers requests a charter for the Institution under the Board of Regents of the State of New York. Such a charter could probably be arranged. The North American Joint Board has no desire to press for an American charter if provision can be made elsewhere for some charter equally good. The British Joint Board desires to explore into the charter possibilities farther before endorsing the action of the Field Board of Managers, and we would be very happy to hear from it as to what it discovers along these lines in Great Britain. In this and in other general matters the North American Joint Board has in mind the fact that the program of the University may possibly be somewhat altered as a result of the investigations and report of the present Educational Commission in China. All of the Union Universities in China are refraining from outlining new, fixed policies which might have to be revamped by mutual agreement after the Commission's report has been received. Of course it is improbable that anything will be recommended which would vitally affect the question of a Shantung charter.

2. Mr. E. A. Garside is a Candidate of the Presbyterian Board and will be appointed, I believe, at its next meeting, to teach in Shantung University. He would make an excellent man in the Shantung Christian University Department of Education. Mr. Garside has long been in training, under the advice of the Presbyterian Candidate Department, for missionary service. When he first applied to the Board (seven years ago today) he was a young man of twenty and was Principal of and teacher in a Junior High School in Pittsburg, Oklahoma. Since then he has continued his educational work both in administration, teaching and in advance study, and has had a course at the Kennedy School of Missions. In February 1922 he will receive his M. A. at Teachers' College, Columbia. Dr. T. N. P. Sailer, in whose class Mr. Garside studied at Columbia a year or two ago, recommends him very highly for the Department of Education at Shantung. He is a fine all-round man, with a good history of active Church work, service with Y. M. C. A., Boy Scouts, Volunteer Bands, etc. He received his B. A. degree from the University of Oklahoma in 1921. He is now 27 years of age. Mrs. Garside is a graduate of a Normal School and has attended Maryville College, Tennessee. Between the years of 1918 and 1921 she was the head of the Home Economics Department in a Oklahoma High School. You need not be told how happy the North American Joint Board and the Presbyterian Board are to have such a well qualified man available for the position which the University has desired earnestly to fill for the last two years. He would be free to go to the Field after receiving his degree at Columbia the first part of February, but presumably it will be better for him to remain in this country until the time to sail next summer to enter the Language School in the fall. He will take this matter up with Mr. Laird. Am cabling you for advice on his date of leaving.

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January 18th, 1922.

Mr. John R. Lyons has not yet been assigned. The Presbyterian Board has cabled, but has not yet heard from its China Council as to its advice on his location. It will doubtless be ready to assign him to the University if the Council approves.

The Joint Board took favorable action on Mr. Garside and Mr. Lyons in order to facilitate their appointment, if available.

3. There are two splendid young physicians, I believe both in Toronto, well known to and highly regarded by the Canadian Presbyterian Board, who would probably be available for service in the Shantung Medical School. Dr. H. A. Dee Brisay has an excellent record in Bacteriology, and there is also a very able man for Preventive Medicine, if Dr. Maitland should not get to the Field. We would like to know the reaction of the Field Board to these two possible appointees. The quota of the Presbyterian Board would, I believe, be filled if Mr. Garside and Mr. Lyons are both assigned to the University, so the question regarding other appointees is involved with that of their support. I suggest that any correspondence re. these two physicians be directly with Dr. R. P. Mackay in Toronto.

4. We hope that the Presbyterian Board will be able to supply a residence or an additional sum for rent for each member of the staff whom it supports.

5. This manner in which the opening of a Checking Account was handled has, I feel, needlessly depreciated the good-will of the Presbyterian Board Treasury Department for the University. The Presbyterian Treasury Department gladly and gratuitously did all it could to serve the Institution and feels that it does not deserve much of the Field Treasurer's criticism. I, as Treasurer of the North American Joint Board, doubtless O.K'd the items, the payment of which is being criticized. I believe that the North American Joint Board has entire control of the funds appropriated by the Associated American Boards. As Treasurer of Nanking University, the monies of the Associated Boards come into my hands and I pay all invoices, home allowances, travel, etc., and the balance, if and when there is one, is remitted by me quarterly to the Field Treasurer at Nanking University. Peking University likewise. However, the North American Joint Board cordially approves of the Shantung Field Treasurer handling these matters and if the Field Board of Managers wishes to deposit some of the University's funds in checking account in the Bankers' Trust Company in New York City the Joint Board approves, but it is not willing to have University funds sustain without purpose the double banking expense of exchange into Mexican Dollars and back again into gold dollars. As requested by the North American Joint Board, the Northern Presbyterian Board will be glad to deposit such part of its annual grant, as the Field Board of Managers may request, as a checking account for the University in the Bankers' Trust Company. This could be considered the account of the Field Board, with a small and recognized amount in it reserved for the purposes of the North American Joint Board.

6. The name of "Harkness Hall" is in question. I appealed to Mr. Harkness for the three residences needed at the University, venturing to use as one of my approaches the fact that the University had expended on Harkness Hall some \$15,000. more than the amount contributed by himself and his mother. In reply Mr. Harkness not only declined my request, but asked that the name "Harkness" be dissociated with this Building. I will ask Mr. Dwight H. Day, a warm personal friend of his, to take this matter up with him, requesting that the name "Harkness" be retained. Is the name cut into the stone of the building?

9. The Reports of the School of Medicine have been printed. I did the best I could to economize in the printing, but printers at a distance are difficult to influence. As requested by you, 700 copies were sent to the University on the Field. My secretary has sent to Mr. Cassat a list of the names to which distribution of the report has been made from this office, including the 300 copies to Dr. Moershead for use in Great Britain. We would probably be able to fill any further small requests that would be made upon us. The bill for printing, cuts, postage, etc. I ordered paid yesterday to the Jensen Press Company,

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January 16th, 1922.

amounting to \$397.97, the Treasurer of the Presbyterian Board kindly advancing the money (out of funds which it is borrowing at 6% interest) and charging the amount out against the University.

Appropriations and actions of Northern Presbyterian Board: Appropriations and actions by the Northern Presbyterian Board affecting Shantung Christian University are regularly reported by Dr. A. J. Brown in the Presbyterian Board's letters to the Shantung Mission and so reach the University in regular course through that letter. I, however, as Secretary for the North American Joint Board try to assemble and report these actions to the Field Board of Managers; although the time between my letters is so long as to make an omission of an action quite possible, I hope to prevent such omission.

(a) Furlough of Dr. and Mrs. Adolph was, as you know, extended on account of his illness. They sailed from Vancouver on the "Kamross of Russia" on January 5th and will reach Tsinan before this letter. On November 21st, 1921 the Board took the following action:-

"Mr. and Mrs. William H. Adolph, of the Shantung Mission, having been prevented from sailing at the expiration of their furlough by the sudden illness of Mr. Adolph which required a surgical operation, their furlough and home and children's allowances were extended from September 19th to date of sailing in January."

(b) Appropriation of China Medical Board Grant. Two appropriations of \$19,000. gold and \$382.16 gold were made to cover the China Medical Board's pledge of \$33,000. Mexican to the School of Medicine for its current fiscal year. Oddly enough the smaller amount, which was to make good the excess cost of the silver above \$19,000. gold, was received and appropriated prior to the receipt of the larger amount. We request the Presbyterian Board to handle these in order to avail ourselves of its financial exchange facilities. The actions of the Presbyterian Board are as follows:-

December 19th, 1921:-

"A special appropriation of \$382.16 Gold was made to cover loss in exchange on China Medical Board appropriation No. 2531 for the current budget of Shantung Christian University Medical School for its fiscal year ending June 30, 1922; this amount having been received for this purpose from the China Medical Board."

January 16th, 1922:-

"A special appropriation of \$19,000. Gold was made toward the purchase of \$33,000. Mex. for the current expenditure of the Medical School and Hospital of Shantung Christian University for the University fiscal year ending June 30, 1922, this amount having been received from the China Medical Board for this purpose; \$382.16 Gold additional having been received from the China Medical Board and appropriated on December 19, 1921, to cover the difference between the \$19,000. Gold above appropriated and the actual gold cost on the field of the \$33,000. Mex. pledged by the China Medical Board." †

University Bulletin No. 231 The printed minutes of the Administrative Council and the Field Board of Managers up to and including the meeting of September 23rd, 1921 reached us recently. As you know, we first received the minutes of the latest meeting from Mr. F. H. Hawkins, and the middle of November we received a copy from Mr. Burt with his covering letter to me of October 19th and enclosure of his letter of October 19th to Mr. Lyons. I am not making a separate acknowledgment to Mr. Burt of his fully appreciated letter. Will you be good enough to express to him personally my gratitude for his clear, explanatory covering letters during the past year? I believe all matters calling

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for action or comment by the North American Joint Board have been covered in previous letters to the Field. We earnestly hope that a Dean for the School of Arts and Science will soon be found. Are these printed Bulletins sent from the field to the officers of the various cooperating Boards in this country?

A Joint Promotion Office and Staff in America for the Union Universities of China is still hanging fire, largely at present waiting upon the report of the China Educational Commission.

Re. Douglas M. Beach: Dr. Moorhead under date of December 23rd and December 30th wrote me regarding Mr. Beach, enclosing copy of your letter to him of December 18th and copy of three testimonials of Mr. Beach. You were right in assuming that I had first mistakenly thought that Mr. Beach was in China and therefore I supposed that negotiations were to be conducted and concluded with him "on the field." I stated that the Field Board of Managers were quite free to proceed to engage Mr. Beach, (using funds up to \$250. Mex. for each month that Mr. Beach might actually fill any vacancy in the Northern Presbyterian quota on the University staff.) The fact, however, of Mr. Beach's being in England, having a debt to meet, not proceeding to the Field immediately, and needing more funds to continue his study, puts quite a different light on the situation. Of course, the Field Board is still free to fill vacancies at \$250. Mex. for each month of actual field service. But looking toward possible request for regular appointment, the Presbyterian Candidate Department has sent to Mr. Beach the regular application and medical papers and is writing to the American Board to see if they are willing to release him from their right to claim his service as a Congregationalist, and to request testimonials. If Mr. Beach should be an acceptable Candidate to the Presbyterian Board (we understand that the Field Board desires his services) and if no better plan for his support is arranged, it is barely possible that, in view of his knowledge of Chinese and thus not needing a year in the Language School, the Presbyterian Board might be able to arrange to help him with the expense of the present year of preparation in England. Of course if Mr. Garalde and Mr. Lyons are appointed to the staff and a Dean for the School of Arts and Science and a Theological Professor are secured for Northern Presbyterian support, the Presbyterian quota on the staff will be somewhat crowded. By far the best arrangement appears to me to be support for Mr. Beach by the British Baptist Society (see my letter to Dr. Moorhead enclosed herewith.)

Women's Medical Education: About a fortnight ago I received from Dr. Samuel Cochran a letter referring to the favorable action of the Shantung Medical Faculty on co-education in medicine and to a deputation sent by it to the Women's Medical School in Peking, with the intimation that the Faculty of the Women's School was favorably disposed to the proposal, the details of which we could largely only surmise. I sent copies of Dr. Cochran's letter to Miss Hodge and Miss Bender, who presented it to a meeting of the Women's Committee on Medical Education in China which met in New York Monday, January 9th. At this meeting I handed around copies of the general University brochure and such material on the Medical Department as I could find, all of which seemed to impress the women favorably. Dr. Pearce of the China Medical Board was present at the meeting and spoke very frankly and impressively of the Medical situation in China. It seems that the Women's Boards interested in the lower Yang-tse will assume responsibility for women's medical education only in Shanghai and that probably only the Northern Methodist and Northern Presbyterian women will continue responsibility for medical education in North China, where it seems that from the very force of circumstances medical education for women in the vernacular under missionary auspices can be adequately carried forward only in connection with the School of Medicine in Tsinanfu. As you well know, American women will be at first conservative on the matter of co-education and also will wish to be assured of a responsible part in the support and conduct of the medical work. The situation is somewhat confused by the fact that Dr. Beebe's latest letter to the Women's Committee states that the Council on medical education saw no reason for changing the vote of two years ago in favor of location in Peking, which letter is shortly followed by information from the women in Peking that they are looking toward Tsinanfu. To my mind, the only hope for successful, women's medical missionary

education in North China is in virtual co-education in Tsinanfu. Such a step, to my mind, will also do much to insure the permanency and adequacy of vernacular, medical, missionary education for men in that part of China.

Personnel: We were pleased to have a visit from Dr. Shields a fortnight ago. He and Dr. Knafeldt are very enthusiastic over their opportunities for service at Johns Hopkins this year. Dr. Shields called at the Methodist Board and had interviews with Dr. Vaughan, Dr. Eric North and possibly others regarding their possible cooperation in the Medical Department. Last week I had a long interview with Dr. Frank Mason North on this subject and am not sanguine of their early entrance into the School. Cannot the Methodist Mission assist in educating Methodist doctors and nurses? The Misses Dinkelacker called about a month ago, and I believe they also interviewed Dr. Vaughan, to whom I asked them to express the hope that the Methodist Board would undertake their support as its initial step in cooperation in the Institution. Mr. Laix is frequently in the office and is pleased with his opportunity for study.

With warm regards and best wishes to you and all the Staff,

Sincerely yours,

*Geo. T. Scott*

GTS/NJ

Copy to Dr. R. Fletcher Moorhead,  
" " Mr. Paul C. Cassat,  
" " Rev. C. G. Sparham.

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FILING DEPT.

JAN 25 1922

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SECRETARIES

re Mr & Mrs Garside

January 24, 1922.

Harold Balme, M.D.,  
Shantung Christian University,  
Tsinan, China.

Dear Dr. Balme:-

This is to confirm our cable  
to you of January 20th :- translated reading  
as follows:-

"Married couple has been secured  
for your Normal Training. Fully  
qualified. When shall start?"

This is to supplement my letter  
to you of January 18th, 1922 which I think is  
going out in the same mail.

Yours very truly,

Geo. T. Scott

GTS/MJ

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JAN 27 1922

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SECRETARIES*re correction in minutes*

January 25, 1922.

Harold Balme, M. D., President,  
Shantung Christian University,  
Tsinan, China.

My dear Dr. Balme:-

Re. the Minutes of Informal Meeting of  
the North American Joint Board of Shantung Christian Uni-  
versity, which was held in Atlantic City, N. J. on January  
11th, - there was an error in paragraph "7" of these  
minutes. The word "increase" should be "assistance."

Therefore Paragraph 7 should read as follows:-

"It was voted to instruct the Secretary to extend to the  
China Medical Board an expression of appreciation of  
its continued substantial assistance in the support of  
the School of Medicine, and of earnest hope that its  
grant for the current calendar year of \$33,000. would  
be continued for a 5-year period."

Will you be so kind as to make this correction,  
or have same made in the minutes which were sent to you, <sup>on Jan. 18th</sup> and  
oblige

Yours very sincerely,

*Geo T. Scott*

Secy. of North American Joint Board

GTS/MJ

Corrected copy enclosed herewith.

0380

Harold Dalme

魯大 大學

SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, SHANTUNG  
CHINA

FILING DEPT  
248  
APR 23 1922  
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SECRETARIES

OFFICE OF THE PRESIDENT

January 31st, 1922.

SCOTT RECD  
Rev. G. T. Scott,  
Shantung Christian University,  
156 Fifth Avenue,  
NEW YORK.

MAR 3 1922

Ans'd 27 My dear Mr. Scott,

Since last I wrote you, another important event has taken place which is likely to lead to considerable developments in this University, and which, I believe, will meet with your warmest approval.

Proposed  
Amalgamation  
North C. U. Med  
College Women  
+  
Shantung

You have probably heard that the Field Board of Managers at its meeting last July asked the Senate and respective faculties of the University to consider carefully the question of co-education. As a result, not only did they each put themselves on record as being in favour of such a development, but the Medical faculty, who were quite unanimous on the subject, commissioned Dr. Cochran to go to Peking, there to discuss with the ladies of the North China Union Medical College for Women the whole question of the possibility of amalgamation of their school and ours on a co-educational basis. Dr. Cochran found that they were entirely ready to discuss the proposition, and as soon as they were sure that our whole faculty was unanimous in offering them a welcome, and that, in the event of their coming to Tsinan, their staff and students would be put on exactly the same footing as our own, their apprehensions and fears appear to have been dispelled, and, with the exception, ~~as I believe~~, of one, or possibly two votes, their staff expressed itself as ready to meet us and discuss the possible scheme of amalgamation. Last week three of the ladies came down here to see us, and spent two days in Tsinan. We did our best to place everything at their disposal and to show them all that we had got, at the same time appointing a committee to meet with them and to endeavour to convince them that we were prepared to welcome them down here on a basis of absolute equality. The result of the meeting is expressed in the draft scheme of amalgamation which I herewith enclose. That is necessarily a somewhat formal document, but I can assure you that beneath it there was a most gratifying spirit of harmony and mutual consideration. The financial proposals contained in the scheme were not of our drawing up. It was what the ladies themselves felt they should bring with them in order to ensure their side of the work being properly kept up, and giving them a feeling of real self-respect.

As the matter now stands, it will have, of course, to come to the respective missions and mission boards, and our Field Board, among others, will be considering it at its meeting on

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OFFICE OF THE PRESIDENT

Rev. G. T. Scott.,

- 2 -

31.1.22.

February 16th. I am anxious, however, that you should have early notice of what is being suggested. From all that you used to say on the subject when you were out here, I feel quite sure that we shall have your strong support at the home end, if the various Women's Boards show any disposition to question the wisdom of such a ~~subject~~ <sup>subject</sup>. I may add that this proposal was reported to the Educational Commission, who gave it their enthusiastic support. \*

*Peking Univ  
Amalgamation*

We had a fine visit from Dr. Leighton Stuart last week and he met us on the most friendly terms. He seems thoroughly committed to doing his utmost in the attempt to explore the possibility of carrying out the recommendations of the Educational Commission regarding union between ourselves and Peking, and has gone on to the capital with the determination to lay the whole facts before his faculty and endeavour to win their support. There will be obvious difficulties in the way, which will occur to you, but, so far as we are concerned in Tsinan, the sentiment of Chinese and foreigners alike is overwhelmingly in favour of the proposal.

*Chinese on  
Faculty*

*Why?  
salaries*

In view of the importance of these questions and the other matters affecting the internal organisation of the University, I am calling a meeting of the whole Field Board, instead of the Administrative Council, next month. We are to meet on Feb. 16th, and in <sup>addition to</sup> ~~view of~~ the large question involved in these two schemes above referred to, we shall have to face a somewhat thorny subject with regard to the salaries and status of our Chinese members of staff. We are somewhat on the horns of a dilemma. Professor Monroe and other members of the Educational Commission criticised us very frankly, and not, I think, without justification, for our lack of well-paid Chinese on our staff, and in administrative posts. They reminded us, although we needed no special reminder, that without such men in authority it would be difficult, if not impossible, to develop Chinese support for the institution. What they did not tell us is how we are to find the necessary finance for these enlarged salaries pending the time when, as we hope, local support will be developed. We cannot possibly at this present stage go to a community which knows but little of our institution and promise them that we will put Chinese into important positions if they will pay for them. Meantime the question has become an acute one for the present members of our staff soon heard of the criticisms and are restive under present conditions. Professor Wang Hsi En has sent in his resignation and is asking for a large increase in salary, and Mr. Frank Kwok is also very unsettled. There is no doubt whatever that this matter must be tackled at once, and on broad and generous lines.

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OFFICE OF THE PRESIDENT

Rev. G. T. Scott,

- 3 -

31.1.22.

*F. Kwoh*

You may probably have heard of the suggestion to make Mr. Frank Kwoh Dean of the School of Arts and Science, but before the new proposals regarding Peking, I think that suggestion might well have been acted upon, but in the event of our developing into a pure School of Education, it is doubtful whether Mr. Kwoh would be the man for the Deanship. I am therefore thinking of proposing that we definitely create a Deanship of the Junior College and put Mr. Kwoh into that post. Dr. Adolph, who would be the obvious nominee, is strongly in favour of it, and as the School of Education will become more and more of a complete entity, the affairs of the Junior College will certainly demand the attention of a separate Dean. I am making a strong effort to secure the attendance of most, if not all, of the Chinese members of the Field Board of Managers at our meeting next month, and if I am successful in this respect, I think it would be a very good plan to ask them to act as a special committee and go right into the whole matter of the status of the Chinese men on the staff, and the salaries, etc., which they should receive.

*new appointment*

I received from you on the 21st. your code telegram which, as we decoded it, read: "Have secured for you the services of a married couple, normal training, well qualified, when shall they start?" Under ordinary circumstances, we should have immediately sent back a cable of welcome and asked for them to come without delay to the Language School, but owing to the negotiations now taking place between ourselves and Peking, where there is a sufficient staff of educational experts, and, owing also to the fact that there is strong likelihood of Mr. Beach being invited to join us and devote his scientific abilities to research work in the study of Chinese phonetics and in the teaching of English, I felt it was better to delay any action with regard to the couple about whom you telegraphed. I am therefore cabling you to-day in the following terms:- "Concerning the appointments advise you to wait next autumn. Do not take any further action meantime, pending special meeting Board of Managers". I am sending it in code and hope it will have been quite clear.

I shall have much more to write about after the Field Board has met on Feb. 16th, but wish to give you as much information as possible at an early date.

With kind regards,  
Yours very sincerely,

*St. Harold Baker*

HB:MMS.

H. Balme

Copy

FILING DEPT.  
APR 11 1922  
248  
SECRETARIES

8th March, 1922.

Douglas M. Beach, Esq.,  
Kingsmead,  
Selly Oak,  
BIRMINGHAM.

My dear Mr. Beach,

I had fully expected by this time to be in a position to write on behalf of the Field Board and offer you a very warm welcome as a new appointee to the staff of this University, but instead of that you will be surprised to receive a letter from me in quite a different direction.

I have just returned from a visit to Peking, where amongst other things I had very important interviews with Mr. Lucius Porter, and Professor Hou Shih. They are both greatly troubled at your action in filing a petition against the Chinese Government University; for while both fully recognise that you have had a serious grievance in the matter of the University's default in its payment of teachers, they feel that any legal action at this time would be most prejudicial to the relations between Chinese and foreigners out here.

Professor Hou who came to see me on the subject is particularly worried about the matter, because, as he explained, he was personally responsible for recommending you for this post, and it was on his initiative that arrangements were made to enable you to return to England and secure special preparation. As he says, if the matter now falls through, and satisfactory arrangements are not made by which you fulfil the service out here for which you were originally appointed, not only will the University feel that they have sunk money in you for nothing, but it will seriously prejudice all similar appointments in future.

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MAR 8 1922

He frankly admitted that you had been very hardly dealt with in the matter of arrears on your salary, but as he pointed out, you were no worse off than the rest of them. It was the Government which defaulted, and they have all been passing through a very stiff time.

He is going to see your solicitors in Tientsin and try and make some workable arrangement with them by which any back pay which is due to you shall be made up, but he is very anxious for your own sake and for the sake of good relations between foreigners and Chinese that you should continue your preparation in England until the summer, and then come out to serve the University.

I cannot but feel that this is the right course for you to take, in spite of all the difficulties that you have gone through. In fact, in face of this appeal we should place ourselves entirely in the wrong if we went further in the matter of appointing you to our own University. I believe that Porter is writing you direct on the subject. He, I know, feels very anxious that you should return to the Government University, and make good there; and I am cabling Dr. Moorshead asking that all negotiations should be stopped meanwhile.

Professor Hou also referred to the fact that you were claiming compensation on the ground that you had been commissioned to prepare books and other material for the department of Phonetics. I saw the original letters which had passed between him and you on the matter of your appointment, and cannot help thinking that it would be rather unwise to press that point as a matter for compensation. I think if you make out a good case as to why the department should have certain books, etc. there would be a fair chance of securing a grant for that purpose. But I do not see anything in the original agreement which committed the University to spending any particular sum on this account.

I am very disappointed that we shall not have the chance of welcoming you here to our English Department; but I cannot help believing that you will in the long run do a greater service to China and to Christian work, by taking up your appointment again with the Government University, and going through with it, at any rate for the next two or three years.

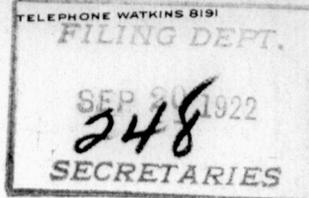
With warmest regards,  
Believe me,

Yours very sincerely,

Balme

HB / FHM

0385



The Board of Foreign Missions  
 of the  
 Presbyterian Church in the U.S.A.  
 156 Fifth Avenue  
 New York

OFFICE OF SECRETARY

COPY:

March 8, 1922

CONFIDENTIAL.

President Harold Balme,  
 Shantung Christian University,  
 Tsinanfu, Shantung, China.

The Rev. Paul Abbott,  
 Chefoo, Shantung, China.

Re: Mr. Cady:

My dear Dr. Balme and Mr. Abbott:

You are well aware that in the doctrinal discussion especially regarding Foreign Missions which is now rife in the home lands Union educational institutions receive a large share of criticism. The Presbyterian Board of Foreign Missions for instance for some time has been severely censured for its attitude on the question of Bible teaching and religious exercises in the Chosen Christian College. I presume you are also aware that there is quite a little feeling agitated to at least some extent from the field, that the School of Theology at Shantung University is not sufficiently safeguarded doctrinally. It has become increasingly clear within the last two or three days that this argument has its chief motive as well as point in the supposed laxity in belief of Mr. Cady. The entire issue on many of these related questions will probably be drawn at the General Assembly of the Presbyterian Church the middle of May. It is of course quite possible that there will be no reference whatever to the case of Mr. Cady, but if there should be, I as Secretary of the Shantung Board would wish to be able to furnish the Presbyterian Board with the facts regarding Mr. Cady especially as to the depth and propriety of his Christian belief and practice.

I venture to write to you jointly, thinking that Dr. Balme might wish to write me a statement on Mr. Cady, perhaps if Dr. Balme thinks advisable after a personal interview with him. I feel that probably Mr. Abbott as the Presbyterian member of the Field Board who interviewed Mr. Cady at the time of Mr. Cady's election to the teaching staff might wish to write me a brief statement. On several occasions I have quoted Mr. Abbott's remark after his conference with Mr. Cady: "Cady's all right."

Don't feel bound by my suggestions but if there is anything you believe you could do to help us clear the situation we should be only too happy to have your assistance. It is of course possible that Dr. Balme might think Mr. Cady would like to write a statement for himself. The situation is of course very delicate and embarrassing and one which is not at all to our liking. I know that you thoroughly appreciate the hesitancy with which I write this letter.

Very sincerely yours,

(Signed) George T. Scott.

GTS-R

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MAR 31 1922  
248-  
SECRETARIES

March 26th, 1922

President Harold Salme ✓  
Shantung Christian University  
Tsinan, China

Dr. H. Fletcher Moorshead  
19 Furnival Street  
London, S.W. 4, England

My dear Dr. Salme and Dr. Moorshead:

Just a brief word of comment to you jointly on a number of matters affecting Shantung Christian University.

1. Dr. Moorshead's letters of March 4th and March 8th, reached me in due time. (a) I notice that the British Joint Board is earnestly pursuing the hope of securing a satisfactory charter in England for the University. (b) I regret that there was such an apparent reversal of attitude on my part regarding Mr. Beach. From the testimonials of his acquaintances in England, one could have assumed his appointment as a matter-of-course, but not after receiving statements from those who knew and worked with him on the field. I trust that my early optimism regarding Mr. Beach's appointment was not the occasion of the advance of funds to him by the British Joint Board. (c) Inasmuch as the British societies "could not pledge themselves as to the number of members of the University staff for whose support they would be permanently responsible," perhaps the American Presbyterian Board should not be expected to continue its guarantee of a specified quota of thirteen missionary teachers. (d) If Chaplain Keyte should leave the University staff, I believe that Rev. Lloyd S. Kuland, formerly of Shantung now of Hanking, would be very strong successor. You may recall that we once considered Mr. Kuland for this position. Possibly, Mr. Kuland might qualify as the Presbyterian representative on the Theological Faculty. (e) We are happy to know that final arrangements have been made for the services of Dr. Maifland on the Medical Staff. (f) The questions raised by the visits of Dr. Paul Monroe and of the Educational Commission will be touched upon later, but, as you well know, will not be settled for a long time to come.

2. Dr. Salme's letters of January 24th, 31st, and February 23rd, the latter enclosing various documents including the Field Board minutes of February 16th, 1922, Summary of Budget 1922-1925, Proposed Amalgamation between Shantung and Peking Universities, etc., with Dr. Salme's letter of explanation to the Field.

(a) The Co-education in Medicine. I believe would be quite acceptable to the Northern American Joint Board, and, I believe, is the solution of part of the problem of missionary education in Mandarin. I imagine that the Presbyterian women's in North China in the Peking School are ready for the transfer, but I doubt very seriously if either of the Methodist boards (Men's or Women's) will come into Shantung University. If the Methodists should not come in with whole-hearted and substantial support, it is doubtful in my mind if the Medical School could carry the added burden of women's education. While quite ready to bring about co-education, we must be assured that it is founded upon justifiable reasons for hope in its success.

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(b) The status and salaries of Chinese is a question affecting practically all of our mission work in China and we are glad that Shantung is facing it with friendly purpose. High salaries, of course, will call for a larger local income and it is possible that the time has arrived when tuition and other fees can be largely advanced, and I am still inclined to believe that new sources of Chinese support could be found in the community for the raising of salaries and for the adding of more Chinese in places of influence on the staff.

(c) Mr. Frank Kwok, as Dean of Junior College will, I believe, be quite acceptable to the North American Joint Board. If so, I will cable as Dr. Salme requests after the board meeting.

(d) amalgamation of two Universities. There has been no formal discussion of this particular subject. The matter will be brought up two weeks hence when the Peking Trustees meet with Dr. Leighton Stuart present. It is possible that the Shantung Joint Board can meet with the Peking Trustees. As I hear the matter discussed, I gather that the general idea of coordination of the work of the two Universities will continue to work as separate organisms, but more directly related in common policy and programs than heretofore. Irrespective of what may finally be decided on the general question, Shantung should continue to strengthen its work in education. Can not the results, which the Educational Commission has in mind, be achieved by some policy of coordination through a joint advisory council on the field without attempting an absolute amalgamation which would mechanically (chemically) seem almost unworkable? Furthermore, it would seem to be impossible to put into operation as a training center, a boy's middle school and a primary school as early as the Fall of 1922. This whole problem will, unless I am much mistaken, call for much longer consideration than will make possible functioning of such large resultant processes five or six months hence.

(e) Mr. John R. Lyons has been notified that the invitation to the University is withdrawn.

(f) Mr. B. A. Garside has been appointed by the Northern Presbyterian Board to the University for work in education.

3. Appropriations by the Northern Presbyterian Board were made for the University recently and I am happy to report that the Presbyterian Board made an increase of Mexican \$2592. in its annual grant for the current work of the University, lifting its general appropriation to Mexican \$20,000. In addition to this there is the income from investments of Gold. \$1580.30 which has been appropriated, and in addition to these two items for the current work, the Presbyterian Board has appropriated for the support of its missionaries on the University staff Gold. \$25,096.50. All of these are for the fiscal year of the Board, beginning April 1st, 1922. This is obviously a heavy annual commitment to one institution, and I am sure the University will continue to deserve the large confidence and support of the membership of the Northern Presbyterian Church which makes this contribution. In these appropriations for Class 1 (Support of Missionaries on the Field) there is entered an item for rents for four Missionaries' Residences at, I believe, Mexican \$800. each. Rents for Residences for Missionaries are hereafter to be a direct charge upon the Presbyterian Board in Class 1 of the appropriations. This meets in full the difficulty which the Shantung University has experienced in this regard.

4. Name of Harkness Hall as requested by the North American Joint Board. Mr. Day took up with his friend, Mr. Edward S. Harkness, the question of retaining his name in connection with the Harkness Hall and Mr. Harkness has again replied, stating that he, while being appreciative of the desire to identify his name with his gift to the University "does not desire to have his name used in this connection." Mr. Harkness has been informed that his wish in this regard would be observed.

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MAR 26 1922

I had a letter from Mr. Cassat, dated February 19th, on this matter and am sending him a copy of this, my letter to you, which he will also please accept as notification regarding appropriations.

5. Dr. Balme's cablegram: RE - NURSES HOME was reported to me by Mrs. Roys. Mrs. Roys has taken up with the Pittsburgh women the question of \$5,000. additional appropriation, but she doubts very much whether this increase will become available.

6. China Medical Board. The following letter from Mr. Roger S. Greene, February 9th, 1922, to me is self-explanatory and should be perused on the Field.

"Your letter of January 23 addressed to Mr. Embree has been referred to me for reply. we find on referring to our files that we have had no really formal application from the Shantung Christian University for an appropriation to continue our present grant of \$33,000. for four years longer."

"I think it would be well to have Dr. Wheeler confer with Dr. Houghton and submit to us a detailed statement of the work that has been accomplished, of the plans for the future, and formal application."

7. Needs of Staff. Please keep me definitely informed as to what, if any, additions you desire to be on the Staff of the University, within the funds available. we are now in touch with Dr. S. T. Taylor, a Specialist in eye, ear, nose and throat, for which department, I understand that Dr. Reimberger was instructed to find a man.

8. A good many more matter crept into this letter than I foresaw when I began to dictate. I started this letter with the purpose of covering a few outstanding matters, principally to report the increased appropriations from the Presbyterian Board and to slow down a little what I fear may be overzeal on the part of the Field, in accepting as final, the proposals of the China Educational Commission, which proposals will undergo a great many modifications and a considerable elapse of time before they are put into operation in any complete or general way. In saying this, you are fully aware that my own personal reaction is almost entirely favorable to the Commission's report.

with warmest regards, I am

Very sincerely yours,

GIS/SWJ.

0389

齊魯大學

SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, SHANTUNG  
CHINA

Harold Balme

P4

FILING DEPT.

MAY 23 1922

242  
SCOTT

Sailes ✓

18th April, 1922.

OFFICE OF THE PRESIDENT

SCOTT REC'D

MAY 17 1922

Rev: G.T. Scott, M.A.,  
156, Fifth Avenue,  
NEW YORK CITY, U.S.A.

no Co-ed's  
No elementary

Ans'd

16 called

My dear Mr. Scott,

We received from you two days ago the cable which we have been long awaiting, and which as we decoded it appears to be as follows:-

"Minutes received. We heartily approve of the appointment everyone. Telegram and letter received and are having attention. Shantung Christian University Board approves of Commission's Report. Amalgamating proposal accepted providing that <sup>same</sup> Normal School remains. A Conference will be held. Peking University does not think well of the proposal Commission. There is a possibility of co-operation. (signed) Scott."

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One or two words in the code were not very clear, but I hope we are correct in interpreting the cablegram as I have given it above.

I take it to mean that whilst our own North American Joint Board has agreed to the scheme of amalgamation with Peking on condition that the senior School of Education remains in Tsinan, the Peking Board of Trustees is not yet prepared to concur in this proposal, but that a Conference will be held between the two Joint Boards, and that we shall receive a further cable from you, giving the results of that gathering. Under these circumstances, I presume that we should defer all action until we receive definite instructions.

Appo. Mr Kwok

We are also without information at present from London, for although I have just received a telegram from Dr. Moorshead heartily supporting the appointment of Mr. Kwok, he makes no allusion to the larger matters dealt with by our Field Board. Possibly you are already in communication with him on the subject.

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1922

*Middle Schools*

With this letter I am enclosing you a copy of the Minutes of our Conference last month with representatives of Middle Schools, and also of the Minutes of the Temporary Executive Committee which was then appointed for the organization of a Board of Christian Education for this province. You will notice that it was a unanimous feeling of the whole Conference that Middle Schools for boys and girls should be established in Tsinan in connection with this University, to serve both as laboratory schools for the Department of Education, and also as preparatory schools for the University itself. We had a long discussion on this question, both in the Conference, and also in our Executive Committee, and the latter body finally decided to appeal to the American Presbyterian Mission in Shantung to co-operate in the proposed Middle Schools by amalgamating their own East Suburb work (at any rate the Hamilton Academy) and contribute the services of Mr. Torrance for association with Dr. Galt and Mr. Li. Mr. Torrance himself appears quite ready to acquiesce in this proposal. In fact, if I understand him aright, he takes the position which I myself hold strongly, that in the event of a Middle School being established in connection with the University, it would be infinitely better for such an amalgamation to take place.

Dr. Johnson is laying the question before the Educational Department of the Shantung Mission, and I am told that the matter will come up before the Mission Council in June.

Should this proposal be approved, there is also a suggestion that the S.P.G. should co-operate in the suggested Middle School, instead of proceeding with their own plans for establishing such a school at Tai an; whilst the English Baptist Mission has addressed a strong appeal to London, asking that instead of building a new girls' Middle School at Chowtsun, as hitherto decided, the funds available should be transferred to the building up of a union girls Middle School here in Tsinan.

I am mentioning these matters merely for your information, to keep you au courant with recent happenings; but of course it is premature for any action to be taken upon them.

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APR 18

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*Mr Cassat*

I am very sorry to tell you that Mr. Cassat's health is causing me considerable concern. He has not been looking well for a long time, and Dr. Mosse, who is keeping a very careful watch on him just now, reports to me that it may be necessary for him to give up work entirely for a month or two. I am earnestly hoping that this may be avoided, if the pressure is released, and if arrangements are made for him to have a long and complete rest during the summer vacation. But he is such an invaluable and indefatigable worker, that we cannot afford to take any risks with his health.

*Edward Harkness*

In a previous letter you mentioned that you were taking up with Mr. Edward Harkness the question of our using his name in connection with the Chemistry Building. Will you kindly let me know how the matter stands? The name does not appear in any way on the building, but I am hoping that before long all these buildings may be suitably inscribed, and I should indeed be glad if we might use the name of Mr. Harkness in this connection.

*Checking account*

In that same letter you also referred to the question of a checking account. This will be brought up formally before the Field Board at their next meeting, and I have no doubt whatever that they will authorize the opening or retaining of such an account in New York. If suitable arrangements are made there should be no necessity for the double exchange, of which you naturally complain. At the same time it should be pointed out that the money which we wish to keep in New York for convenience of purchase, is not necessarily confined to actual sums contributed in North America. They may equally well be sums derived from other sources, but which are expended in America in the purchase of articles required for any department of the University.

? There is one point which you mention, about which I am not at all clear, and that is your suggestion that a part of such an account be reserved for the expenses of the North American Joint Board. I presume that what you really mean is that a certain sum of money be set aside for use of the Treasurer of the North American Joint Board,

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and not that such sum should be deposited in the same checking account from which we draw at this end. It would of course give rise to endless confusion if two Treasurers, one on the Field, and one in New York, were each entitled to draw sums on the same account.

You enquire about our procedure in the matter of the printed Bulletins. These are always sent direct from the Field to the Officers of the various co-operating Boards, but in order to avoid the possibility of any important officer being omitted, I should be grateful if you would give us a list of all to whom such Bulletins should go, so that we may <sup>take</sup> ~~take~~ it up with our own mailing list.

*Printed  
Bulletins*

Believe me,  
Yours sincerely,

*Maxwell*

HB/FHM.

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MAY 28 1922

SECRETARIES

MINUTES OF CONFERENCE OF MIDDLE SCHOOL REPRESENTATIVES  
IN SHANTUNG & HONAN, WITH MEMBERS OF SHANTUNG CHRISTIAN  
UNIVERSITY

TSINAN, MARCH 31-April 1, 1922

MEMBERS PRESENT

<u>A.P.M.N.</u>		<u>A.B.C.F.M.</u>
Mr. K.K. Thompson	of Ichowfu	Mr. F. MacEachron of Tehchow
Mr. A.A. Torrance	" Tsinan	Miss Huggins " "
Mr. R.C. Welis	" Weihsien	
Mrs. Johnson	" Tsinan	<u>L.U.M.</u>
Miss Rankin	" Weihsien	Mr. P.C. Anderson of Peking
Miss Rowley	" "	Mr. J.M. Bly " Sinyang
		Miss F. Nilsen " "
<u>S.B.M.</u>		<u>C.P.M.</u>
Mr. S.E. Ayers	of Pingtu	Miss E. McLennan of Weihwei
Mrs S.E. Ayers	" "	
<u>M.E.F.B.</u>		<u>B.M.S.</u>
Rev: H.G. Dildine	of Taian	Rev: A.J. Garnier of Tsingchowfu
		Miss M. Thomas " Chowtsun
<u>S.P.G.</u>		<u>Shantung Christian University</u>
Rev: R.D. Lord	of Taian	Dr. W.H. Adolph
Miss J.G. Porter	" "	Dr. H. Balme
<u>Visitors</u>		Rev: J.W. Hunter
Dr. T.F. Holgate	of	Mr. F. Kwch
	Northwestern University	Rev: J.D. MacRae
		Mr. G.D. Wang
Rev. Howard S. Galt, D.D., of		
Department of Education,		
Peking University.		
Rev: E.W. Wallace, D.D.,		
Secretary of West China		
Educational Union		

EVENING SESSION, 31st MARCH, 1921.

President Balme of the Shantung Christian University having called the Conference together, Rev: J.D. MacRae opened with prayer. Dr. Holgate of North-Western University, Dr. Howard Galt of Peking University, and Dr. Wallace, secretary of the West China Educational Union were then welcomed, and the various delegates introduced to the Conference.

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The following elections were made:-  
 Dr. Galt, Chairman, and Mr. R.C. Wells, Minute Secretary.

An address was given by Dr. Balme, welcoming the delegates and setting forth the conditions and circumstances which made a Conference between representatives of the University and Middle Schools desirable at this time.

MORNING SESSION, 1st APRIL, 1922.

The session opened with prayer led by Mr. Bly, and the Minutes of the previous session were approved.

Dr. Wallace gave an address on "THE RELATIONSHIP OF MIDDLE SCHOOLS TO THE UNIVERSITY IN WEST CHINA". This opened up a discussion, and information was given concerning details of the work in West China.

NEW CLASSIFICATION OF SCHOOLS.

Dr. Galt then introduced the subject of THE NEW CLASSIFICATION OF SCHOOLS ACCORDING TO THE 6-6-4 YEAR DIVISION, as recommended by the National Educational Association, and the Christian Educational Commission, illustrating the new and old classifications, and giving reasons for the proposed change in method. Discussion followed, and suggestions were made as to possible ways of dealing with the new classification.

The following Resolution was placed before the Conference and carried unanimously:-

VOTED:- That this Conference recommends to the various Missions that the 6-6-4 classification of schools, as recommended by the Educational Commission, be put into effect in their Schools as soon as possible.

EDUCATIONAL OFFICER

The Conference then discussed the matter of the appointment of a Field Officer for Educational service, and appointed a committee of five members - Dr. Dildine, Mr. Garnier, Mr. Thompson, Miss Nilsen and Miss Thomas - to bring before the Conference definite recommendations regarding an Educational Secretary and a Board of Education.

After prayer led by Mr. Ayers, the Conference was adjourned.

AFTERNOON SESSION, 1st APRIL, 1922.

The Meeting opened with prayer led by Mr. Wills.

BOARD OF CHRISTIAN EDUCATION, and EDUCATIONAL SECRETARY

The following report of the Committee appointed to consider recommendations regarding an Educational Secretary and a Board of Christian Education, was presented, and carried unanimously.

1. "We recommend that in accordance with the proposals of the Educational Commission (Section 108, etc.) a Christian Educational Board be formed for Shantung, such Board to be composed of two elected representatives from the University and from each of the Missionary Societies and the Christian Ecclesiastical bodies doing educational work in this area, and to include ex officio the educational secretaries and the Dean of the School of Education.
  2. We recommend that Honan form a Board under similar conditions as far as possible, to act in that Province.
  3. We recommend that this present conference elect a temporary executive Committee, whose duty shall be to call a meeting of the Board at such time as representatives shall have been elected, and that pending such meeting, this executive committee shall prepare a constitution, to be presented to the first meeting of the Board for approval and adoption.
  4. We request the Shantung Christian University (N. China Christian University) to undertake to find the support of and house for the Educational Secretary for Shantung, who shall be selected by the University authorities, in consultation with the executive committee as above elected; the current expenses of the office of the Educational Secretary and his travel to be provided for from contributions by the participating bodies.
  5. We recommend that an Educational Association for Shantung be organized for the purpose of periodic meetings, and discussion of educational problems; and we request the above elected executive committee of the Board to take steps towards the formation of such an association, to call the first meeting of the same, and to prepare a constitution to be presented at this meeting, for approval and adoption."
- TOTAL:- To appoint a Nominating Committee of Mr. MacEachron, Miss Rowley and Dr. Dalme, to present names for the Executive Committee, as requested in the previous report.

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## UNIVERSITY MIDDLE SCHOOLS

The following Resolution was placed before the Conference and adopted:-

"This meeting of representatives of Mission Middle Schools and of the University, has heard with great satisfaction of the proposal to establish a School of Education in connection with the University, and approves of the suggestion that Middle Schools for Boys and Girls, respectively, be established in Tsinan in connection with the University, to serve as a laboratory school for the Department of Education.

We would also recommend that these same schools should serve as a preparatory school for the University."

## SCHOOL OF EDUCATION.

The topic of correlation and co-ordination of Middle Schools and the University was discussed, and the following Resolution was passed:-

RESOLVED:- That this Conference endorses the action of the Field Board of Managers regarding the need for a complete School of Education being located in Tsinan, and recommends that questions raised at this meeting by the S.C.U. Examining Board with regard to Entrance Examinations, be left to the Shantung Christian Education Board to discuss.

## TRAINING OF ELEMENTARY TEACHERS.

The following Resolution regarding the training of elementary teachers, was presented and approved.

RESOLVED:- This Conference would express its conviction that the training of elementary teachers should be mainly conducted in such Mission Normal Schools or Normal Departments of Middle Schools, as can be equipped with adequate staff and resources, and that the course for primary teachers in the University School of Education should be restricted to a comparatively limited number of students, and regarded mainly as a laboratory model for those University students who are training to become teachers of such Normal Schools.

Mr. Torrance having led in prayer, the meeting then adjourned until the evening.

EVENING SESSION, 1st APRIL, 1922.

The Minutes of the two previous sessions were read, corrected and approved.

The Nomination Committee made their report, and the following Temporary Executive Committee was elected:-

Dr. Balme (Chairman)  
 Dr. Dildine  
 Rev. A. J. Garnier  
 Mr. R. S. Wells  
 Miss Frame  
 " Porter  
 " Thomas

To this Committee was entrusted the drafting of a Constitution for the new Board of Christian Education for Shantung, and the summoning of that Board's first meeting.

It was agreed to refer to the Temporary Executive Committee the selection of a member of the Shantung constituency to co-operate in the teacher-training work, if established in Tsinar.

An interesting discussion ensued, in which Dr. Galt, Dr. Wallace, Dr. Balme, and others took part, concerning the problem of Senior College work in connection with the Shantung Christian University.

SUMMER SCHOOLS.

VOTED:- THAT it is the sense of the Conference that the University can make a very real contribution toward the upgrading of Middle School teachers in service by conducting Summer Schools for these teachers at the University.

MINUTES.

VOTED:- THAT the Minutes be deuplicated and sent to the Schools interested, and a resume be sent to the Educational Review.

SUBSCRIPTIONS.

VOTED:- THAT subscriptions be solicited for funds to meet the expenses of the Executive Committee in the preliminary work of organizing the Board of Education, and the Educational Association.

Votes of thanks were conveyed to Dr. Galt, for acting as Chairman of the Conference, and to Dr. Balme, for so kindly inviting and arranging it.

MINUTES of the Evening Session were passed, and the Conference closed with prayer, led by Mr. MacEachron.

FILING DEPT.

MAY 28 1922

SECRETARIES

MEETING OF TEMPORARY EXECUTIVE COMMITTEE  
FOR THE ORGANIZATION OF A BOARD OF  
CHRISTIAN EDUCATION FOR SHANTUNG

A Meeting was called by the Chairman, Dr. Balme, on Monday morning, 3rd April, at the Shantung Christian University.

PRESENT:

Dr. H. Balme.  
Rev: H.G. Dildine, Ph.D.  
Rev: E.W. Wallace, D.D.  
Mr. R C. Wells  
Miss Porter  
Miss Rowley  
Miss Thomas.

I. MISSIONARY EDUCATIONALIST FOR SCHOOL OF EDUCATION.

The first topic discussed was the securing of a missionary educationalist from the Shantung constituency to assist Dr. Galt and Mr. Li in commencing to establish a School of Education in the University.

The following action was unanimously passed:-

"Whereas the building up of a School of Education and associate Middle Schools in connection with the the Shantung Christian University has met with the unanimous approval of the Field Board of Managers and co-operating Missions, and whereas the offer of service from Dr. Galt and Mr. Li is conditional upon the securing of a missionary educationalist from the Shantung constituency to co-operate in this effort,

VOTED: that in the event of the new amalgamation being endorsed at home, a request be addressed to the American Presbyterian Mission, Shantung, inviting them to co-operate in the proposed Boys' Middle School at Tsinan by merging the Hamilton Academy in the new union institution, and by contributing the services of Mr. Terrance. Should the Shantung Mission decide to retain the Hamilton Academy in Tsinan as a Middle School, that a request be addressed to them to transfer Mr. Harold Smith to this new department of Education in the University."

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II. EDUCATIONAL SECRETARY FOR SHANTUNG.

VOTED:- In view of the serious need of securing the services of a whole time missionary educationalist to act as Educational Secretary in co-operation with the proposed Board of Christian Education for Shantung, and in accordance with the unanimous request of the recent conference between representatives of Middle Schools urging the appointment of such an officer, this Committee would appeal to the Methodist Episcopal Mission to release the Rev: H.G. Dildine, Ph.D., for transfer to this office.

III. REPRESENTATIVES ON ADVISORY COUNCIL OF CHINA CHRISTIAN EDUCATIONAL ASSOCIATION.

VOTED:- That we approve of the action of the Executive Secretary of the China Christian Educational Association in co-opting Mr. Wells and Dr. Dildine as representatives of Shantung at the next meeting of the Advisory Council, and that we nominate Mr. Frank Kwoh as the Chinese representative at the same meeting.

IV. BOARD OF CHRISTIAN EDUCATION FOR SHANTUNG.

VOTED:- That the Chairman of this Executive Committee be asked to communicate with the Missions and Churches interested in Christian Education in this province, requesting them to lay before their members a proposal to form a Board of Christian Education for Shantung on the lines recommended by the China Educational Commission in their recent report, and to elect representatives to the same.

VOTED:- The Committee suggest the following tentative proposals for such a Board of Christian Education:-

- A. Functions. "The governing principle of the unified system of Christian education must be voluntary co-operation. There is no overhead power which can legislate for all and compel obedience. Yet ~~the~~ acting voluntarily each missionary organization and Chinese church body may enter into co-operative agreements by which they will thereafter loyally abide. The union will then be not a rope of sand, but an effective co-operative organization". (China Educational Commission's Report).

In accordance with the above, the functions of the Board would include the following:-

(1) To foster Christian Education in all its branches, to correlate all Christian educational agencies, and to represent Christian Education in Shantung as a whole.

(2) To establish minimum standards in buildings and equipment, curricula, qualifications of teachers, and other similar matters, and to suggest methods for the attainment of such standards.

(3) To advise and administer, in co-operation with individual schools or educational units, adequate methods for testing the results of teaching, as for example, by the adoption of standard tests, uniform examinations, or such other means as may meet with general approval.

(4) To initiate and foster measures for the furtherance of teacher-training, for the supervision of schools and for the improvement of teaching methods.

(5) To make a continuous study of the problems of the Schools, and advise methods by which the results of such study may be available for individual teachers.

(6) To undertake such other activities as may from time to time be delegated to it by the Educational units in the province.

B. Representation. That membership of the Board of Christian Education should be composed of two representatives from each Mission Board engaged in educational work in the province, two representatives from each ecclesiastical body; two representatives from the Shantung Christian University; and also ex officio the Educational Secretary, or secretaries, for the province; the Dean of the School of Education. That in appointing members for the Board, women's work should be adequately represented.

C. Financial Support. That each Mission undertaking educational work in the Province be asked to furnish the sum of Mex. \$50 towards the expenses of the Board of Christian Education during its first year.

**Shantung Christian University**

TSINAN, SHANTUNG PROVINCE  
CHINA

SHANTUNG  
New York Office  
156 FIFTH AVENUE  
ROOM 802

**TRANSFER**

April 22, 1922.

No. J-106

President Harold Balme,  
Secretary, Field Board of Managers,  
Shantung Christian University,  
Tsinan, China.

My dear Dr. Balme:

My unnumbered letter to you of April 17th was personal; I now write as Secretary of the North American Joint Board to the Field Board of Managers through you.

I. I have before me the following communications and records: (a) Minutes of the Field Board Meeting, February 16, 1922. (b) Your letters of January 24, January 31, February 23, March 9 and March 16th. (c) The Statement on the Proposed Amalgamation with Peking University "laid before Peking Representatives by H. Balme." (d) Typewritten Statement on Proposed Amalgamation, covering Meeting in Tsinan of February 6th. (e) Your printed statement on the "Proposed Scheme of Amalgamation." (f) Copy of Mr. Paul R. Abbott's letter of March 15th to the members of the Shantung Mission. (g) Your cablegram received April 4th, presumably sent about April 1st, giving the opinion of the Shantung Mission (s) and the Alumni on the Amalgamation. (h) Dr. Moorshead's telegram received April 12th. (i) Dr. Samuel Cochran's letter of February 4th on the Proposed Union of the Peking Woman's Medical School with the School of Medicine of the University. (j) Mr. Paul C. Cassat's letter of March 15th, largely on Treasury matters.

II. The two Cablegrams, referred to above, read in translation as follows:

(a) "SHANTUNG MISSION(S) AND ALUMNI RECOMMEND AMALGAMATING WITH PEKING UNIVERSITY CONDITIONAL UPON COMPLETE SCHOOL EDUCATION ESTABLISHED TSINAN-FU ALUMNI ALSO URGE SCIENCES MUST BE RETAINED STANDARD THEOLOGICAL SEMINARIES PEKING TSINAN-FU MADE EQUAL. BALME."

(b) "BRITISH JOINT BOARD FAVORABLY CONSIDERING UNION PEKING TSINAN FEELS SEPARATE FINANCE ESSENTIAL URGES WORD CHRISTIAN IN TITLE AWAITS ESTIMATES SCHOOL OF EDUCATION WOULD WELCOME VISIT FROM STUART IF YOU THINK IT DESIRABLE WOULD PEKING SHARE COST JOURNEY. MOORSHEAD."

III. Two copies of the Minutes of the North American Joint Board of April 12th, 1922, are enclosed herewith and twenty to thirty copies are being sent to you in quantity under separate cover. Many of these Minutes will be referred to in this letter, mostly in connection with Minutes of the Field Board of Managers.

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IV. Minutes of the Field Board of Managers, February 16, 1922. In writing I will try to follow the order of these Minutes, using the Field Board Numerals:

298. Proposed Amalgamation with Peking University. This question has given the North American Joint Board a great problem for study and attempted solution. There are varying degrees of surprise and embarrassment here at Home because of the fact that the two Institutions on the Field acted upon the China Education Commission's Report before that Report had been made to the Home body for which the Commission was acting; there are a few persons that would make out of this situation more than embarrassment, but I believe that nearly every one appreciates something of the awkwardness of this circumstance.

The action of the North American Joint Board is meant to be frank and clear. As far as I can interpret the feeling of the Board, it is friendly to the general idea of the proposed amalgamation, and though conscious of its difficulties, would be willing to unite and to endeavor sincerely to make the Union successful. In this willingness the Board feels that the entire Senior School of Arts and Science should not be moved away from Tsinan but that, at least, there should be retained a strong Normal Training Department, that is, a School of Education for the training of teachers in Mandarin, (perhaps largely in the Sciences for which Shantung seems so well equipped and adapted) inasmuch as the teachers of Shantung University have spread farther over China than of any other University and as the training of strong Christian teachers seems to be the largest opportunity for broad service by a Christian University in China today, - to say nothing of China's tremendous need for such leadership in its growing realm of education. The Shantung Board accepts in general the Commission's proposals on this matter, and does not at this time believe it wise to waive the question of the location of Senior College work in education; it now seems to us necessary that such a department be assured to Shantung, quite irrespective of future developments in Normal Training at Peking University. Our Shantung Board believes that Shantung should train teachers in at least its Junior College and Senior College, waiving the question of training the very highest grade of educational leaders in Post-graduate departments, and it has no zeal for developing teachers for elementary schools; we look to a future of strong work in Junior and Senior Colleges of Education to train competent Christian teachers for the lower and higher Middle Schools. As you read the action of the Joint Board on this matter, you may not find explicit statement of this position, but it is clearly implied in the Proposal for the reorganization of the Senior School of Arts and Science into a School of Education. It is, however, possible that the Shantung Board might modify this position, if the Peking Trustees were to accept in principle the Proposal of Amalgamation and be willing to come part way in making the structural readjustments demanded for the functioning of the new, enlarged organism. The five points outlined by the Shantung Board were referred with full power to its Executive Committee in possible negotiations with the Peking Trustees; the Board itself might, upon report back by its Committee after conference with the Peking Trustees, be willing to make further concessions. However, it is not clear to me at this time how

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the Board can go further without surrendering the entire Senior School of Arts and Science; and not to have some kind of a Christian College, at least for the training of teachers, in the midst of what is probably the strongest and largest Christian community of all China seems unwise for the missions and unfair to the churches.

You may think that we have missed entirely the essence of this matter, namely, that the location of the Department of Senior College work in Education is only temporarily waived and that, by building up strong, lower grade work and a model Middle School, Shantung would, ipso facto, compel the future decision to be made in its favor. But it appears evident that Peking would not surrender its School of Education to Tsinan, and that if in the proposed new University there was to be but one School of Education, the Peking group would not be content to have it in Shantung. Therefore, if Tsinan is to have Senior work in Education, such courses will probably parallel similar (and also higher) work in education at Peking. Intimation may be made that this Shantung stand for Senior College work in Education makes consideration of Amalgamation impossible, but this could not be offered as an important cause of Peking's probable negative action. I stated to the Peking Executive Committee two days ago that Mandarin Senior College work in Education in Tsinan, and English Senior College and Higher Work in Education in Peking are entirely compatible with, if not practically necessary, in a Union Institution operating in two distant centers in different languages.

I am the only one that happens to be a member of the Executive Committee of each Board, and as you may imagine, it is difficult to discover the wisest course of action. The Shantung Board is quite willing to consider Amalgamation, in harmony with its constituent Mission Boards and with the apparent desire of its Field Board of Managers, its action being what it now believes the best in view of all phases of the problem as far as it knows them. The Peking Board, however, represents largely a constituency that has no interest in developing Shantung University and that has long desired the broadest and highest possible development of Peking University; therefore, as a member of the Peking Trustees, it does not at present seem to me wise to press unduly the proposed Amalgamation, as this would obviously impair, if not seriously injure, the institution at the Home Base. Nevertheless, the Peking Board may suggest a basis on which it could consider Amalgamation and direct its Executive Committee to confer with the Shantung Executive Committee to discover if any harmonization of the two Universities can be worked out; it is doubtful if the Peking Trustees will go even this far, as the program of Amalgamation makes little appeal to many of them; they will probably not take final action for some time, but meanwhile will presumably not delay the program of the University. It seems at present that the wisest course for the two institutions would probably be to maintain their organic integrity, with an affiliated relationship by which they would mutually agree on their respective academic spheres and mechanical modes of operation. We know that you have discussed this matter on the Field and that you discarded the plan of affiliation under a Joint Council for the plan of complete Amalgamation. I hope that I am more than fair to the middle position of the Peking Trustees, though the medial line is difficult to gauge.

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In an attempt to sum up this situation to you and to report approval of the appointments recommended by the Managers, I cabled to you on April 15th, as follows:

"NERSBARSIG IGOCLUCHEC ALEANAWCUN EERYXUKETS AMYFJT00CH VEBATUXUGC  
UGPUMEKAAR ALCYSTOJUB EERYXSVOYD ENOMGOACIP."

"Minutes received We heartily approve of the appointment everyone telegram and letter received Shantung Christian University Board approves Commission report amalgamating proposal accepted, provided that Senior Normal Training School remain a conference will be held Peking University does not think well of the proposal Commission there is a possibility of cooperation. Scott."

Now what for Shantung? Certainly (1) the focussing of Arts and Science courses upon the training of Christian teachers in a much more direct, thorough and comprehensive way than ever before; with the reorganization of the School of Arts and Science into as strong a School of Education as it can be made; and (2) for this work in Education, a model Middle School will have to be developed on or near the present Campus. Could not the Presbyterian Mission move its Boys' Middle School from the East Suburb, perhaps surrendering it entirely to the University? Is there another Mission Middle School in Tsinan? If so, could not all Mission Middle Schools in the City unite into the model Middle School of the University? On the other hand, it would seem unwise at this time to develop an Elementary School for training Middle School students as teachers for the Elementary School because (1) the University could probably not carry the extra additional burdens of various kinds which such an Elementary School and such training of teachers for Elementary Schools would entail and (2) a University in its college courses in education needs a Middle School to train its University students, but a University does not need an Elementary School to train Middle School students as primary teachers, as this is naturally the work of a Middle School and not of a University. Eventually these further developments may come, but just now it would seem that Shantung must focus its meager resources to develop power, to regain its reputation as a teacher training center, and to have enough real vitality to maintain a self-respecting life amid the new and tremendous growth of education in China. This Junior and Senior College work in Education will probably have to be developed without assistance from Peking.

You will take no offense at my frank words, for you know they are said out of a deep devotion to and desire for the success of Shantung University. I venture to believe that I am as good a friend as Shantung has in this neighborhood. We thoroughly believe in and ~~am~~ greatly gratified with the fine spirit with which it attempts its difficult and indispensable task of educating Christian leaders in Mandarin, and we deeply deplore the misunderstanding of the University which exists in many quarters. If Shantung is to train teachers and preachers it must vigorously apply itself to these primary tasks of Christian Missions and accomplish them worthily for the Churches which it represents. This

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is not an easy program, especially in Mandarin, but it is an eminently proper and creditably God-given objective. Your North American Joint Board, although it is representative of but few Boards, will do everything it can to support the Institution in such progress in Christian service. The University must narrow its front to what it can support in Force and then carry on at a rate of advance equal to that of the Institutions to the right and to the left.

EDUCATION STAFF: Mr. and Mrs. Garside will arrive at the Language School in the Fall of 1922, will be at Shantung one year later, but I suppose will not be able to undertake Mandarin work for some time after that. They are both highly qualified for educational work. Mr. Drake of whom you write will also be on the Field in the Fall of 1923 for work in education. It has been suggested that it would be wise if Mr. Drake could take at least part of his year of study at Teachers' College, Columbia University. Not only is Dr. Paul Monroe an advisor to the Chinese Government in Education but under him are being trained scores of Chinese Educational leaders and also Mr. and Mrs. Garside. It would seem that those who are to staff the School of Education should have as far as possible a similar educational background and purpose for the harmonious working of the department and for gearing it into the Chinese policy and system. One wishes that those who are to train teachers at Tsinan might all have had their education both in America and Great Britain. Mr. and Mrs. Garside have already spent so many years of added preparation that they could hardly at this time be expected to spend a further year in Great Britain, but it might be quite possible for Mr. Drake to arrange for at least a Semester at Teachers' College, at the same time studying American School and College programs. In addition to these and other future members of a foreign staff in education, there should be strong Chinese leaders, especially as the work is in Mandarin. There are doubtless foreigners now on the Faculty of the University that know more or less about pedagogical science and practice and so could assist in the direct Educational training. We will do everything we can to help you develop strong work of Education in both Junior and Senior College. Shantung should start as soon as possible to organize its Senior Arts and Science College into this teacher training program, and in doing this will confine its expenditures within the funds definitely available for University purposes. If competent teachers are trained, they will be in demand at good salaries, and the School of Education should therefore be able to charge fees which will make it more largely self-supporting than is the present School of Arts and Science, which makes an extremely poor showing on this key question of student and local support.

You will note no reference to the Education of Women and Girls in the above, as such education would seem to place too great an added burden and strain at this time of necessary remodelling. The development of a School of Education and of a good Boys' Middle School of full six years is all that should be loaded upon that part of the University at this time. There probably would be no American resources available for Woman's education (except Medical) beyond what is now being given. We are prepared for coeducation in principle but cannot provide for its added costs now. The education of Women in connection with the School of Medicine is of course a different proposition and one which may be supported by

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Force and Funds from Women's Boards interested in Medical Education.

Whether President Stuart will deem it wise to accept the British invitation to London is to my mind quite doubtful, as it does not now appear that the future relationship between the two Institutions will be so extended and vital as to justify such a journey.

298.ff. All of the details worked out by the Board of Managers on the assumption of Amalgamation have been carefully studied and of course will be considered in so far as they may be called for in a possible proposal of Amalgamation or coordination of the two Institutions.

315.ff. Union with the North China Union Medical College for Women is being left in abeyance for the present inasmuch as Mrs. Avann, Miss Hodge and other leading women interested in this question are now in or en route to China and will study this problem at first hand to report back to the home base. There is strong hope and desire in some quarters of moving the Peking Woman's Medical School down to Shanghai, but there are still many who desire to maintain Mandarin education in Medicine and some arrangement will probably be proposed by which women can receive such training at Shantung. The finances and staff requested of the women by the Managers present a pretty heavy budget for them to undertake, but I believe they will wish to do whatever is necessary if they join in the Institution; we trust that the request for the sum of \$500,000. gold, plus \$16,000. per annum, plus fifteen foreign members of the staff will not frighten them away from Tsinan.

318: 322: The votes of the North American Board in electing, jointly with the British Board, Dr. Cochran, Mr. Kwoh, Dr. Kiang, Dr. Mosse, Dr. Ingle, Dr. Ellis and Mr. Drake to the various offices and positions named was unanimous and exceedingly cordial. The University is highly felicitated upon these important and commendable appointments.

325. I have conveyed to the Canadian Presbyterian Board the request regarding the Library Maintenance Fund and Mr. Parker; any adjustments I presume will be made through the Canadian Presbyterian Mission on the Field.

329. The Board is not entirely clear on the intimations of this Minute regarding the Peking Bible Institute but cordially approves of the election of the Rev. Mr. Mather as proposed. No action was taken on Mr. Loa Hsi-chen, as we did not understand that nomination was to a Professorship or Associate Professorship; if so, we would be glad to know a little about him and would no doubt be happy to approve.

330: 331: Annual Budget, 1922-1923. The Board is greatly gratified with the thorough, clear, business-like way in which this is presented, and believes the idea of the Primary budget within the limits of the assured income, and a Supplementary budget of proposed increases is a very wise and satisfactory arrange-

ment. The Primary budget is approved without financial commitment by the Joint Board.

332. The Salaries of the Chinese members of the staff is of course a matter for the Field Board to adjust; the Joint Board believes that strong Chinese should be on the staff, and such men require higher salaries. A question was raised as to the salaries of "Administrative Officers;" an Assistant Registrar is an "administrative" officer, but should probably not be paid \$200. a month. Possibly the figure "\$300." appearing in print might incite undesired ambition; it may be well to state the highest limit, yet I offer merely as a suggestion the thought that the salaries of administrative officers might be left unstated or might read "\$100. and upward."

335. The Fees of Arts and Theology students must, in the mind of the North American Joint Board, be greatly increased. An unbelievably low percentage of income is from the students. We realize that education in Mandarin in the courses given at Shantung is not as financially attractive as would be a course in Business Administration given in English, nevertheless, the Board is a unit in its desire to have the income from students from a much larger proportion of the Annual Income of the Institution. As ~~the majority~~ of the Board has ~~no~~ relation to the Mission Boards that are paying the Institution's bills, you can see that it is not any personal or Mission Board viewpoint that gives the Joint Board its vigorous unanimity on this matter.

336. Application to the China Medical Board for the continuance of its \$33,000. grant has been made. Mr. Greene replies that he has been expecting certain detailed information that has not reached him as yet, but which you are probably planning to send him later. We sent him a summary of the Budget, stating that we would gladly copy for him in detail any or all of the Budget that he might desire. The printed Budget may be here soon, and we will then send him a copy, or he may receive it directly from you with the information that he has been expecting from the Field.

338. Promotional Work in China is about the most encouraging news that the Joint Board has received, and if the Campaign is consistently pursued it will greatly enhance the Institution's expectation for the vigorous and eminently useful longevity which all of its friends desire.

343. Residences for Mission Representatives. (a) Number 1 has regularly been the policy of the Presbyterian Board and I believe of the other Co-operating Boards. With the Northern Presbyterian Board this rent has always been, up to April 1, 1922, incorporated within its general grant to the Institution just as to one of its Missions. Now it is separated and given as a special grant in addition to the general grant for current work. As you know \$3200. Mexican was added to the University for possible need of rent of four residences for North Presbyterian staff members. (b) I believe the principle of administration is the proper one and is a matter largely for adjustment with a denomina-

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tional Mission on the Field. (c) This matter of a special grant for maintenance is being taken up with the three Mission Boards in America. Personally, I am not sure that the University in receiving the gift of the building should not itself keep that building in repair, but of course I see the other side of the question as well. The Presbyterian Board wishes the University to provide for the maintenance of its residences out of the general increase in undesignated current grant which it made to the Shantung University April 1, 1922.

346. A Conference of Middle School Principals would seem a very proper thing, not only in connection with the present proposals, but as a recurrent annual affair, creating one medium through which the University will project itself into the life of the people and Missions that it is established to serve.

A Joint Administrative Office in New York City for Shantung, Nanking and Peking Universities appears quite probable in the near future. The Boards of Trustees of all of the three institutions have adopted the proposal as it appears on pp. 3 and 4 of the Joint Board Minutes. It now remains to be seen if the Mission Boards concerned will provide, in the initial stages, the larger part of the cost of maintenance. In the office as proposed, the Administrative Secretary and the Accountant and stenographer are expected to do the work now ~~carried~~ carried by the Secretaries and Treasurers of the Boards of the three institutions. In connection with this Joint Administrative Office, it is suggested that any promotional activities of these three institutions also be centered; Dr. Luce and Mr. Caskey head up the Peking University promotional work, and just now Dr. Williams and Mr. Reisner are working on the campaign of Nanking University. If the promotional work is to be conducted separately by each institution, then Shantung should, I believe, have at least one representative dividing his time between North America and England, or preferably, one Promotional Secretary at each of the two home bases. It is possible that a joint promotional plan will be worked out, with Secretaries employed for the united promotion of the programs of the three institutions. The great financial need of Shantung University seems to be increased current income which could probably best be secured and insured for the future, as far as the Home Base portion of it is concerned, with the establishment of an endowment fund. This Joint Administrative Office will probably be located in the Methodist Building at 150 Fifth Ave., where two or three floors of good, light space have become available by the removal of the manufacturing plant of the Methodist Book Concern.

The Bank Deposits of University Funds: Mr. Cassat in his letter to me of March 15, 1922, goes fully into the subject of his need, as Field Treasurer of the University, for a checking account in New York City. He requests that interest on certain endowments amounting to \$1580.00 gold be placed to the credit of his account with the Bankers' Trust Co., stating: "This will be at the 2 for 1 rate. We will use it as need arises for gold funds." Inasmuch as this interest on endowment had been appropriated and reported to the Field prior to the receipt of Mr. Cassat's letter, and inasmuch as it cannot be "at the 2 for 1 rate," since it is simply gold interest on a gold investment, we are not transferring this

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Pres. Harold Balme:

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amount to the University's New York account, but are allowing it this year to follow again its customary channel to the Field and presumably back again to your account in New York City. If I, as Treasurer of the Joint Board, place this gold appropriation to your Bank account in New York City, it seems to me that the University would be saved a double charge in buying and selling exchange; if you wish me to make such deposit for you next year, please advise me several months in advance of April 1st. If the Field Treasurer has considerable funds on deposit at any one time, it is only fair that he be supported by the Finance Committee of the Managers in his choice of banks for deposit; a recent bank failure in China has cost Mission Boards many thousands of dollars; a certain Mission Treasurer in Shanghai submits every month to his Finance Committee for approval a list of several banks in which he proposes to deposit his Board's money. Our Boards of Trustees at home make the bank of deposit a matter of formal vote and record and thus remove the burden of responsibility from their Treasurers. The financial methods and reports of the University Treasurer commend themselves highly to the North American Joint Board; I wish every institution had an equally competent chancellor of the Exchequer.

This letter is long, but I believe not longer than the importance of the subjects discussed requires. Shantung University has a bright future of increasing usefulness in the service of the Kingdom of Christ, but the way thereto does not appear to be broad, easy and bordered with primroses. If the University concentrates its effort on the few vital departments of education by missions, it should be entirely able to achieve its accepted objective of extensive and enduring Christian influence.

With earnest prayer for the highest success of the University and for the welfare of everyone connected with it, I beg to remain

Sincerely yours,

GEORGE T. SCOTT,

GTS-KC.

Secretary, North American Joint Board.

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Shantung Christian University

TSINAN, SHANTUNG PROVINCE  
CHINA

SHANTUNG

New York Office  
156 FIFTH AVENUE  
ROOM 802

No. J-107

May 16, 1922

TRANSFER

President Harold Balme, Secretary,  
Field Board of Managers,  
Shantung Christian University,  
Tsinan, Shantung, China.

Re: Proposed Amalgamation.  
Re: Miscellaneous Matters.

My dear Dr. Balme:

Amalgamation.

1. The Amalgamation of the Shantung Christian University and Peking University as recommended by the China Educational Commission has become impracticable by the vote of the Trustees of Peking University on May 10, 1922, "that the proposed organic union of Peking University and Shantung Christian University is inadvisable."

2. In order that you might be informed at once that amalgamation is not to result, I sent you the following Cablegram on May 11, 1922:

"AGIZCGUBET AMYFJENOMG ELOAJALEAN TELMNUXUGC VAASRCYGEK AGIZCOACIP"

"PEKING UNIVERSITY TRUSTEES POSITIVELY DECLINE AMALGAMATING COOPERATION WILL BE CONSIDERED SHANTUNG CHRISTIAN UNIVERSITY PROCEED AS OPPORTUNITY OFFERS NORMAL TRAINING SCHOOL KINDLY SEE WITHOUT DELAY CABLEGRAM PEKING UNIVERSITY TRUSTEES SCOTT "

3. The Trustees of Peking University had individually and in Executive Committee given careful and detailed consideration to the proposed amalgamation. At the meeting of the Trustees on May 10, 1922, the entire matter was thoroughly reconsidered.

(a) The point of view of the North American Joint Board of Shantung Christian University was seen in the letter which I, as Chairman of the Executive Committee and as Secretary of the North American Joint Board, had written under date of May 8, 1922, to Mr. Franklin H. Warner, Chairman of the Executive Committee, and to Dr. Eric M. North, Secretary of the Board of Trustees of Peking University, which letter was read in full to the Peking Trustees. A copy is enclosed herewith.

(b) The action of the Peking Trustees on the Proposed Amalgamation, at this meeting on May 10, 1922, quoted from the Minutes of the meeting, is as follows:

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"VOTED: That the Trustees of Peking University adopt the following statement concerning the proposed amalgamation of Peking University and Shantung Christian University.

1. The Trustees of Peking University have received the report of the China Educational Commission and the Resolutions of the Board of Managers of Peking University, passed on February 18th and March 4th, 1922, and the Proposals for the Amalgamation of Peking University and Shantung Christian University thereto attached.

2. President J. Leighton Stuart has stated fully to the Trustees the negotiations leading up to the report of the Commission and the Proposals adopted by the Board of Managers, and has explained the intent of these Proposals and their probable effect. The Trustees have also received and noted the resolutions of the North American Joint Board of Shantung Christian University, passed on April 12, 1922, with reference to the proposed amalgamation.

3. The Trustees desire hereby to extend to the Board of Managers their hearty appreciation of the care and attention which the Managers and others related to Peking University have given to the recommendation of the China Educational Commission and their high regard for the judgments which they have expressed.

4. It is the judgment of the Trustees, before whom the Proposals, with President Stuart's comments, have been for less than five weeks, that so important a step as the amalgamation of two Universities, three hundred miles apart, operating under different auspices and in diverse environments, each having its own constituency, its own alumni body, its own history, its own conceptions of its functions and methods of work, should not be undertaken without prolonged consideration of the probable consequences, and the development of a thoroughly harmonious ideal and plan of operation.

5. The Trustees, recognizing the responsibility which any missionary organization or institution bears toward the success of the missionary enterprise as a whole, desire to record their hearty agreement to the principle, expressed by the Educational Commission, of studying mission educational work in North China as a unit and of planning such measures as will bring the largest success to the whole enterprise. In such study of the needs of the field, the Trustees of Peking University will at all times be ready to join.

6. The Trustees desire further to express their conviction that financial limitations should not be made a ground for determining the broad policies of development, believing that ultimately, if not instantly, essential factors in the missionary enterprise cannot fail of adequate support. But they agree that the immediate carrying forward of such policies should be gauged by financial resources available and that

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every care should be taken to avoid ineffective use of funds by the operation of inefficient or duplicating units, and that limited work should be done thoroughly well before extensions are made. The securing of staffs with adequate technical training and with earnest missionary spirit and the comparatively small number of students yet available are two additional problems which make the cautions named still the more desirable.

7. While desiring such relationships of affiliation and conference with Shantung Christian University and with the secondary schools in North China as will promote the effectiveness of education under mission auspices in that area, it is the judgment of the Trustees that the proposed organic union of Peking University and Shantung Christian University is inadvisable.

8. The grounds for this decision lie in many factors. There is a genuine question whether a regional university, under the conditions of distance and environment obtaining in North China will be an educationally effective institution. Furthermore, the establishment of organic union would involve exceedingly intricate problems in the organization of the governing Board, the adjustment of incorporation, the settlement of problems of financial trust, and other important questions.

9. With reference to the types of work recommended to be done at Tsinan and at Peking, there are even more serious difficulties encountered. The Trustees note, with much appreciation, the readiness of the North American Joint Board of Shantung Christian University, in looking forward to amalgamation to strengthen their courses in English and to approve the development at Peking rather than in Tsinan, of vocational Senior College Courses other than education, theology and medicine, and heartily recognize the importance of the maintenance of the School of Medicine at full strength. The Trustees further recognize that it is most vital that higher education in North China do its entire duty in the provision of trained teachers for primary and middle schools. Further study of the problem and such measures of cooperation in meeting the needs for teacher-training as may seem practicable without organic union may at a later time develop a satisfactory policy. The development of theological education of high standard at Peking, as generally endorsed, will be promoted by the Trustees.

10. With a view to the further study of the higher educational needs of North China and of the closer cooperation of the Universities with each other and with mission secondary schools in North China, the Trustees of Peking University instruct their Executive Committee to join with a similar committee of the Shantung Joint Board in such study and in consideration of such recommendations for cooperation as may come from the field.

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Arthur J. Brown and G. T. Scott asked to be excused from voting on the preceding resolution.

VOTED: That copies of the resolution be sent to the Secretary of the North American Joint Board and to the Chairman of the China Educational Commission, and that the Secretary be instructed to cable the essential items in the action to the Board of Managers."

Dr. Brown and I explained to the Peking Trustees that, as representatives of the Presbyterian Board which cooperated in both institutions, we were quite prepared to approve of the Proposed Amalgamation and that we had so voted in the Shantung North American Joint Board. We also stated that it was evident from the general attitude of the Peking Trustees that amalgamation was not desired and was impracticable, and that therefore we did not press for it against the obvious and expressed opinion and purpose of the majority of the Board. Not wishing to have a divided vote on this vital matter, we asked to be excused from voting. The wording of the action (which was drafted prior to the meeting) in my judgment does not fully reveal how positive is the opinion of the Trustees against the proposed organic unity, both in general and in particular. There was an intimation that this negative action might be considered as partly caused by the action of the Shantung Joint Board, but the Chairman ignored this and declared: "The Peking action shall stand on its own bottom."

The Peking Trustees, although definitely disinclined to amalgamation, nevertheless plan to consider ways and means of some correlation of the fields and functions of the two institutions. No radical steps are contemplated but possibly something constructive may ultimately eventuate. The assumption is that proposals for such coordination will be worked out on the field and sent back to the Home Boards for consideration and action.

The Peking Trustees have cabled to the Peking University reporting on the situation. It would be well for you to confer as soon as possible with Peking University. Developments at Peking will continue, I presume, as planned prior to the proposed amalgamation.

On the following day, May 11, 1922, I attempted to convey the situation to you briefly by cablegram as indicated above.

(c) The attitude of the Canadian Presbyterian Board, with which the Northern Presbyterian Board are the two American organizations cooperating in the School of Arts and Science, is reported in Dr. R. P. Mackay's letter to me of May 11, 1922;

"Your letter of April 19th, enclosing Minutes of the Annual meeting of the North American Joint Board of the Shantung Christian University received, and submitted to our Executive today. I have also read with interest your own exposition of the situation of April 22nd,

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The Executive still feels that the position taken by yourself and friends in Shantung is the correct one, that the educational system undertaken as our special department should be complete, and in order to do that the Senior College work in education should be retained as indispensable to the purpose in view.

I hope it will be possible in some way to reach an agreement as an example to other centers, for no doubt the action taken by such great institutions as the Shantung and Peking Universities will have influence elsewhere."

(d) Dr. Paul Monroe, as Chairman of the North American Joint Board, on April 10, 1922, wrote to me a brief letter on this matter, which you will wish to see, as follows:

"Since our conference Friday I have read the pamphlet issued by Dr. Balme on the proposed union of Shantung University and Peking University. Also the recommendations of the Educational Commission dealing with these two institutions. There is nothing in either to which I cannot most heartily subscribe. Both in China and here in this country I have received interpretations of the recommendations for the Colleges which were different from those actually embodied in their report, but I find nothing in the report which does not meet my heartiest approval.

It would seem well for us to act favorably upon these recommendations provided they meet the approval of your Mission Board."

(e) In a way it is regrettable that the first recommendation of the China Educational Commission to be considered in particular by Boards in the home land has been deemed inadvisable and is therefore declined. The incident is especially noticeable because the two institutions concerned are so conspicuously well known throughout China. As indicated in my previous letter, there has been no little embarrassment felt at home from the apparently precipitous action of the two Universities' Field Boards of Managers in China upon recommendations of the Commission which had not yet reported to the body which constituted it and sent it out to investigate. I am blaming no one but the post mortem seems to show that the initial operation was performed at the wrong place. However, had the first operation been performed here in New York, I believe that it would have been equally fatal! You rejoin: "If eventually, why not now?"

4. Your letter of April 3rd covering your cablegram of that date reached me on May 8th. The doubts and questions of the Shantung Missions and Alumni have now been answered and all that the Alumni and Missions now have to do is to get behind their own institution with adequate support. The University has a fine cause, a strong leader, a good staff, a wonderful equipment and fairly good support; if it limits its objectives, is absolutely united in its

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campaign, has the cordial good will of the local missions and population and restricts its front to what it can cover with some degree of strength, it cannot fail to reach its God-given objectives with satisfying success.

5. School of Education: Inasmuch as Peking University will doubtless proceed with the development of its own Department of Education, Shantung University probably cannot expect from Peking University assistance in the development at Shantung of such work, although temporary help from Dr. Galt and Mr. Li would be very valuable and fully appreciated. Shantung University will need to proceed in the development of courses in teacher-training within the resources that it may have available at any given time, including such assistance as may be available from outside. It was this general idea that I endeavored to convey by the sentence in the cablegram: "Shantung Christian University proceed as opportunity offers Normal Training School." As you know the two Joint Boards of the University earnestly desire to have the Senior School of Arts and Science reorganized into what will practically be a School of Education as quickly, as thoroughly and as efficiently as possible. In this School, as in all departments of the University, Chinese leadership and support should be given the very largest possible opportunity. The Institution must gear in with China. The training of Christian teachers seems to the many friends of Shantung to be an outstanding, inevitable and eminently desirable objective of the University, and the Home Boards will do everything they consistently can to support your progress in this direction. The North American Joint Board, while cordially indorsing vigorous teacher-training work of Junior College and of Senior College grade, does not at this time approve of post-graduate work in education, feeling that the undergraduate work is now by far the most important and is all that Shantung can probably handle for some time to come, and that possibly Peking or some other center may eventually prove to be a better place for the training of the few high-class supervisors and educational specialists. The Board approves of such Boys' Middle School (Lower and Higher) as the University can provide within its resources. But the Board does not approve of an elementary, laboratory school, nor of any provision at present for girls and women, except in Medicine. This position is solely one of expediency and not of policy.

6. Action by the Northern Presbyterian Board was taken at its meeting, May 15th, in the following self-explanatory minute:

"On the question of amalgamation of Shantung University and Peking University as proposed by the China Education Commission, the Board learned with interest, that, while the North American Joint Board of the Shantung Christian University had given general approval to the plan, the Peking University Trustees had voted that amalgamation was inadvisable, proposing instead a correlation of the work of the two separate universities. Although amalgamation is therefore impracticable, the Board expressed the hope that the two institutions may nevertheless be related by mutual agreement or affiliation so as to cooperate for the largest usefulness of the higher educational program of North China."

5/16/22

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7. Conference of Middle School Representatives. Since writing the above I have received your letter of April 18th reporting the receipt of my first cablegram on the amalgamation proposal and enclosing the minutes of the Conference of Middle School representatives in Tsinan, March 31st and April 1st, 1922, with your covering comments. (a) The proposal for a Shantung Board of Education with a full-time Secretary operating from the University as a base impresses me as worthy of very cordial support. Inasmuch as the program was apparently drafted in anticipation of having the single and complete School of Education of North China located at Shantung University, it will doubtless have to be revamped to some extent in view of the changed prospect. It is obvious that the success of the movement will very largely depend upon the competence and general acceptability of the Secretary. I note that provision is made for his office and travel. From what source does his salary come? (b) As Yenching College will presumably not move any of its departments to Tsinan, Normal training work for girls will have to be postponed along with a Middle School for girls. (c) As indicated in my previous letter, the Board endorses the position taken by the Conference that the training of teachers for elementary schools should not be conducted at the University, believing that this work should be done elsewhere. (d) The proposal for a University Summer School for Teachers is sure to meet with hearty support from every quarter. (e) As voted by the Executive Committee it seems advisable that all Mission Middle School work for boys in Tsinanfu should be merged into the University Middle School. It is very heartening to see the University thus planning to link itself very closely and vitally in common service with the rest of the missionary educational program of Shantung and Honan.

Miscellaneous.

8. A complete Copy of the University Budget for 1922-23 was received from Mr. Cassat the middle of April. At the request of Mr. Roger Greene, we struck off for him copies of the detailed budget of the School of Medicine. Our hope is that the China Medical Board with these figures at hand may feel free to take favorable action on the request for a continuation of their annual grant of \$33,000. Mexican. Your letter of April 18th brings the extremely unwelcome news of Mr. Cassat's illness and we trust that he will have a speedy recovery.

9. Staff of School of Medicine: I do not know exactly what new men are desired on the staff of the School of Medicine. Dr. Heimbürger is in touch with one or two dentists and Dr. Shields with an eye man, and another man for eye, ear, nose and throat. There is also a highly qualified Laboratory man, Dr. Des Brisay, whom Dr. Mackay of Toronto highly recommends. Will you kindly keep us informed frequently and definitely as to just what new men are desired on the University staff and how it is proposed to support them?

10. The Canadian Presbyterian Board reports as follows regarding maintenance of the Library and maintenance of Missionary Residences: (Letter from Dr. R. P. Mackay to me, May 11, 1922):

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"Our Executive regret to find itself unable to undertake the responsibility of the maintenance of the Library, much as we would like to do so. Having provided the building, which all speak of as the finest on the campus, it would be a privilege to maintain it. Whether that will be possible sometime in the future I do not know, but in the meantime our financial condition is almost desperate.

The Executive is willing to make a grant of \$80. Mex. annually toward the maintenance of residences for our missionary representatives. We have three such buildings, and shall accordingly be responsible for an annual grant of \$120. gold."

11. Bulletin Number 24 arrived a few days ago. I will mail a copy to each member of the Board along with a copy of this letter and enclosure. Please send each Bulletin to Dr. Monroe, several copies to Dr. Mackay and Dr. Chester, and about 20 copies to me as Secretary; I will furnish Board members not mentioned above.

I am fully aware how unsatisfactory are this letter and my previous letters on the very important and intricate matter of amalgamation. I have endeavored to represent faithfully and fairly the various issues involved and trust that I have given you a clear and just impression of conditions at this end of the line. Under separate cover I am mailing you 30 copies of this letter and of the enclosure.

With every good wish for the welfare of the University and with warmest personal regards, I am

Very sincerely yours,

GEORGE T. SCOTT,

Secretary of the North American Joint Board.

GTS-KC.

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FILING DEPT.

MAY 17 1922  
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SECRETARIES

re. bill against F. Harmon

Dr. Harold Balme

May 16, 1922

Mr. Frank H. B. Harmon  
Shantung Christian University  
Tsinan, China

Dear Mr. Harmon:

Enclosed please find a duplicate invoice from K. Leitz, Inc. 60 East 10th Street, New York City of your order of October 20, 1920 for a colorimeter and graduated tubes, total invoice with postage and registration \$25.58 gold.

The Leitz Company has sent to the office of the Presbyterian Board inquiring how they can secure the payment of this amount and has submitted your original order as stated above along with copies of some ten or twelve letters which they have written you since that date to which letters they report that they have never received a reply. As the letters seem to be properly addressed I cannot understand the situation except that possibly you may be off the field on furlough and your mail may not have been forwarded and I am therefore sending copies of this letter to Dr. Balme and Mr. Cassat. I am taking no steps to pay this invoice as it is doubtless your intention to clear it from the field.

With kindest regards, I am,

Sincerely yours,

Geo. T. Scott

GTS-KMF  
Enc.

Copy to Dr. Harold Balme  
" " Mr. Paul C. Cassat

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Harold Babine

SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, SHANTUNG  
CHINA

齊魯大學

OFFICE OF THE PRESIDENT

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1922  
SECRETARIES  
13th June, 1922

Rev: G.T. Scott, M.A.,  
156, Fifth Avenue,  
NEW YORK CITY, U.S.A.

June 13 / 1922

JUL 19 1922

Ans'd 02 Dear Mr. Scott,

I have to acknowledge to-day the receipt of your letter of April 22 to the Field Board of Managers, enclosing a copy of Minutes of April 12, and also personal letters of April 17 and 27, and a copy of your letter to Dr. Moorshead, also dated April 27. I am most grateful for all these papers and for the long and careful statement which you have sent us with reference to the action of the Joint Board regarding the proposed scheme of amalgamation with Peking. Since that time we have received the cablegram of May 14, which I acknowledged in my letter of May 23.

LETTER FROM DR. PAUL MONROE.

The same mail which brought your letters also carried with it a most valuable letter from Dr. Paul Monroe, dated May 2. I expect you have already seen a copy of it. Dr. Monroe makes it quite clear that in stating his views on the subject he is not necessarily following the opinion of the N.American Joint Board, but I doubt if we have received any letter with reference to this whole question which has been so striking or so influential as this letter of Dr. Monroe.

I find it a little difficult at this present stage to write you clearly with reference to the situation that has been created by the action of the Boards in New York, and it will probably be better to postpone any detailed consideration of that subject until the Field Board has had an opportunity of expressing themselves upon it at their forthcoming meeting on June 29. I will therefore content myself for the present with a brief reference to one or two points which you yourself raise.

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SCHOOL OF EDUCATION.

I think we are all thoroughly agreed that in spite of the failure in the Amalgamation Scheme, we should now go forward to convert our School of Arts & Science, so far as is possible, into a School of Education. I note that your own feeling is specially in favour of the training of Middle School teachers, and whilst Dr. Monroe considers it would also be thoroughly proper and valuable for us to develop the training of elementary teachers (a course which you yourself deprecate) he too would be prepared to see us concentrate for the most part on the middle-school teachers' training.

My own feeling with regard to elementary-teacher training, as I mentioned before, is that ~~is that~~ not we ourselves should ever attempt to do such work on any large scale, but that we should have just sufficient in order to provide model training ground for normal teachers. If this kind of work is to be cut out, where are normal schools which the Missions are so anxious to develop themselves - and which you yourself consider it is their function to develop - to secure their own trained teachers? A man who has received special preparation for teaching in a Middle-Schools is not the man who ought to go into a Mission Normal School, where his general function will be the training of elementary teachers. If this work of elementary teacher training is as important as Professor Monroe and the Educational Commission insist, it seems to me essential that the Universities should take a hand in the preparation of the necessary staff.

Yes | I believe that you yourself, as I read your letter, would agree with this, but would advise our concentrating for the present our very meagre resources on the attempt to do one piece of work well. That policy I need hardly say, has my most hearty support, and it was for that reason that I was entirely prepared to see us commence to build up the School of Education in the lower grades, and only expanding into the more advanced work as staff and funds permit it. I still think myself that that was the right order, though such a plan would have been entirely inadequate until we had at least reached the stage of preparing firstclass middle-school teachers, for which there is such a demand, and in the training of which the University is essential.

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REV. F.S. DRAKE.

You raise the question as to the work of Mr. Drake will be likely to do during his furlough and the possibility of his spending part of the time at Columbia.

Were it possible for us to allow him a furlough of two years I think this suggestion should certainly be pushed. I doubt whether it would be a wise use of his time to split a twelve-months furlough between two institutions in two different countries with somewhat different teacher-training methods. I am therefore advising that he plan to spend at least 12 months in England, and if it should happen at the end of that time that it were found possible to extend his furlough longer, it would be, I think, of the greatest possible advantage for him to return via America and spend at least six months at Columbia. In this connection it must of course be remembered that Mr. Drake has hitherto had no training whatever in normal work, and therefore needs as full a course as can be given him.

STUDENTS' FEES .

You refer more than once in your letter to the question of students' tuition fees, and suggest that these should be very considerably raised. I cannot but wonder whether in doing so you are quite aware of the strenuous opposition which your Mission raises on this point. Every increase of tuition fees (and there has been a steady development during the last five years) has raised an outcry from the Shantung Church, and in particular from the Shantung Presbyterian Mission, and we are constantly receiving protests on this point. Our present scale of fees was raised in September last, and is to be again raised in September 1923, by which time the Arts & Science course will be paying \$40 annually for tuition, in addition, of course, to board and other expenses.

On this point, as I mentioned in a previous letter, we are continually finding ourselves in a strait between two policies which the home Board continually stress, and which from the financial standpoint are almost mutually incompatible.

Although I have referred to it more than once, I feel it is necessary once again to lay this clearly before you. If an institution of this kind is to regard itself as catering for the needs of a whole community, Christian and non-Christian, and is

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to give the best possible training for many walks in life, most of which will provide lucrative employment, there is no question whatever about the possibility and the correctness of its charging high fees, and expecting a large measure of support from its alumni, and other interested Chinese friends. That, as I need hardly remind you, is what is being done by most of the Christian colleges in this country. Their graduates to a large extent, become men of business, employers of labour, or the holders of official positions, and because of that fact they are able in large measure to help the institution which trained them.

If on the other hand, as has clearly been the policy advocated by the North American and British Joint Boards, this institution is to confine itself strictly to the training of men for the work of the Christian community, and to limit its Arts & Science School to the preparation of teachers, there is but little use ~~but expecting to~~ obtain large tuition fees or any considerable measure of local support until either the teaching profession is far better paid than it is at present, or on the other hand, the Christian Church is in a much stronger financial position than it is just now. It is not as if the Government were making large use of our graduates for well-paid teaching posts. Whatever may be said as to the advisability of their doing so, and however clearly one may prove, as of course one can, that a well-trained Christian student has a special contribution to make in a Government system of education, the plain fact that we have to face is that owing to the nationalistic or other causes, the Chinese Government at the present time is not making very large use of men trained elsewhere than in its own colleges.

The Mission Schools, as you must know, are likewise not in a financial position to offer their teachers large salaries, and a School which does not provide outlet in other professions, cannot therefore expect to charge heavy tuition fees, or to secure large gifts from the Chinese.

I would ask you to lay these facts clearly before the members of your Board, lest they should feel that we are unduly hesitant in the securing of a larger measure of Chinese support. I think all of us who are on the staff of this University are very

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deeply concerned on this whole subject, and we could hardly fail to be otherwise; for at present the limitations of the budget of the School of Arts & Science, in spite of the most generous appropriations which your own Board make to it, constitute one of the most serious handicaps with which we are confronted. This is particularly the case when we come to the question of securing highly qualified members of staff. I believe I am right in saying that anyone of us would consent to any kind of sacrifice if we could see this institution securing <sup>more</sup> some of the right kind of Chinese leaders. But the whole question is a financial one.

We are, as you know, undertaking in faith a considerable promotion campaign in this country during the next 12 months. If it should be successful, the proceeds of it will certainly be devoted to the addition of Chinese members on our staff, but if it should fail to secure a large measure of sympathy, we are again thrown back to the unfortunate position that we have occupied during these past years. You can certainly rely upon our straining every nerve at this end, but the more I think about it, the more it seems obvious to me that if the policy of the institution is to be strictly limited along the lines of preparing men for the Christian community, we shall need to do an increasing amount of promotion work at the home base as well as in China.

S. There is one clause in your letter which I find it a little difficult to understand and that is where you speak of "deeply deploring the misunderstanding of the University which exists in many quarters." I am very sorry to hear this suggestion, and do not know to what it refers. You did mention in a previous letter that the theological tendencies of the University had been challenged in some quarters, and I hoped that that challenge had been taken up and the apprehensions allayed. Are there any other misunderstandings which are also working against us, and if so, is there anything which you would advise us to do from this end to help the situation? I shall be most grateful for any advice that you can give us in the matter.

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OPENING OF THE AUGUSTINE LIBRARY .

We had a delightful little ceremony here last Wednesday, when our new Canadian unit was opened by the Rev: A.E. Armstrong. The Governor, ~~came~~ the Commissioner of Education, and various other important officials and friends were present, and the whole ceremony passed off most happily. The Library had been very nicely laid out and arranged by Dr. Heeren, who has rendered invaluable service in this direction, and everybody who inspected it after the opening, congratulated us on this delightful addition to our plant.

The one source of apprehension arose from the news which we had just received, that the Canadian Presbyterian Mission Board did not see its way to making any grant at present towards the maintenance of the Library. This meant that we were faced with the possibility of having to return to temporary quarters and close down the Library until the necessary funds were available.

Mr. Armstrong, however, after meeting us the following day, made suggestions which I hope will render this unnecessary, though we are still in a rather anxious situation about it.

GRADUATION CEREMONY.

Our Graduation Exercises took place on the same days as the opening of the Library, nine Arts students in all receiving their diplomas. This ceremony was also a very happy one, and passed off very well indeed. Practically all of the new graduates are going out into teaching work, and we could easily have filled double the number of places with the applications that we had received.

PEKING WOMEN'S MEDICAL COLLEGE.

1497 We have just had a delightful visit from Miss Hodge and Mrs Avann, Dr. Leonard, and Dr. Heath, and spent the greater part of yesterday in conference with them, on the subject of the Women's Medical College. Whilst being unable to commit their boards to any definite action, I think I can say without hesitation that both Miss Hodge and Mrs Avann are entirely committed to the necessity of conserving a School

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of Mandarin Medical Education for Women, and that at the same time they both feel that such a School can no longer be maintained in Peking, and that probably the only alternative location is Tsinan. We went carefully into the question of finance with them, and were able to shew that by effecting economies and limiting in the first place the number of dormitories and staff residences and the amount of extra ward accommodation contemplated, the original sum that had been suggested could be materially reduced.

I am personally hoping that it may be found possible to provide all that may be necessary in the way of additional land, dormitories, residences, extension of out-patient department, women's hospital and private pavillion, for a sum of \$100,000 to \$150,000 Gold. If this could be done, and if only we could secure a grant from the China Medical Board to supplement such donations as come direct from subscribers, it seems to me that the matter ought not to be a difficult one to arrange.

I enclose a copy of a Memorandum which I prepared for our Conference yesterday, in which I have attempted to marshal the chief facts, pointing to the advisability of such a step. I was sorry to hear that Mrs Avann does not expect to be back in New York until next April, for naturally it will be most regrettable if this important question has to be held up until then. It would, however, be better to defer it until her arrival in the States than risk having the whole matter turned down by her Board. \*

JOINT ADMINISTRATION OFFICE IN NEW YORK.

II I am very gratified to hear of the steps that have been taken looking to the establishment of a joint administrative office for Shantung, Nanking and Peking Universities. If this step materialises, the need for our securing our own promotional agent will be all the more clamant, and in this connection I should perhaps mention

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S | to you in confidence that during these last few weeks my thoughts have been increasingly been turned towards the suggestion that Mr. Cassat should return to America for this purpose. I must confess that I shrink from the very suggestion of it; I value so highly his executive ability his energy and ~~his~~ <sup>his</sup> insight and his splendid driving power, ~~but~~ <sup>that</sup> I hate to think of what it would mean to us all, and particularly to ~~himself~~ <sup>myself</sup> personally if he were to be off the field for any length of time. I know, of no-one however who could do this work as effectively at home, and I am quite sure that we shall have to face the possibility of it seriously. I wonder what you would think of such a suggestion? ~~?~~

CABLEGRAM RE C.M.B.FUNDS .

Your welcome cablegram announcing that the China Medical Board had agreed to continue their appropriation for a further four years, arrived in a somewhat mutilated condition, but after some delay we had it repeated and were delighted to receive this information. We are expecting a visit from Dr. Houghton and Mr. Embree some time to-day, and I hope to be able to thank them in person. You have doubtless communicated direct with Mr. Greene on the subject.

I will not add more to-day, but with kind regards and all good wishes,

Yours very sincerely,

*Howard Palmer*

HB/FHM.

1 Enclosure. Statement re N. China Union Medical College for Women. ? 6H

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JUN 29 1922

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SECRETARIES

June 27th, 1922.

Dr. Harold Balme  
Shantung Christian University  
Tsinan, Shantung, China

Dear Dr. Balme:

We are indebted to you for your fine letter of May 23rd, which I have studied through twice with great interest and which I am now passing on to Dr. Brown.

We will be waiting with keen anticipation the action and reports of the meeting of the Field Board of Managers the latter part of June.

We hope sincerely that some method of mutually agreeable cooperation can be worked out between the institutions on the Field which will be acceptable to the Home Boards concerned.

We also await with interest the report of the visit of Miss Hodge and Mrs. Avam. I am glad that you have been fully aware of the influential leadership of both of these women, and will therefore recognize the importance of their recommendations on women's medical education in China.

Will you be good enough to write me quite frankly your opinion on the entire matter of Charter and Incorporation of the University, which question is now thrown open again by the failure of the Amalgamation proposals.

With kindest regards, I am

Very sincerely yours

*Geo. T. Scott.*

GTS/JJ

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齊魯大學

SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, SHANTUNG  
CHINA

*Harold Balme*

*Moorshead  
& Bruce. 8/10*

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JUL 6 1922  
濟南山東  
SECRETARIES

OFFICE OF THE PRESIDENT

July 3rd, 1922.

Dr. R. Fletcher Moorshead,  
Secretary British Joint Board,  
19 Furnival Street,  
LONDON. E.C.4

SCOTT REC'D

AUG 7 1922

and

Rev. G. T. Scott, ✓  
156 Fifth Avenue,  
NEW YORK.

Ans'd Q2

My dear Dr. Moorshead and Mr. Scott,

The Field Board of Managers met in session from June 29th until the morning of July 1st, and I am now enclosing you typed copies of the minutes then passed. We were sorry to have neither our Chairman nor Vice-Chairman with us, Mr. Sparham being prevented by urgent business, while Dr. Lowrie has been obliged to resign from ill-health. We are, however, glad indeed that we have such excellent successors in the persons of our new Chairman and Vice-Chairman, Dr. Chang Po Ling and Bishop Arnold Scott, both of whom were with us at this meeting. We had an excellent attendance of the Board, including all our Chinese members, with the exception of Dr. Fong Sec who is on a visit in America, and the proceedings were marked with the greatest unity and harmony.

In commenting upon the actions taken, I will follow the usual precedent and number my paragraphs in accordance with the numbers of the minutes.

No. 348. REPRESENTATION OF LUTHERAN UNITED MISSION.

The Lutheran Mission in China, as in America, has never accepted full responsibility for membership on the Board, and a letter was received from Professor Wold suggesting that his name should in consequence be withdrawn. In the same letter Prof. Wold also suggested that, on Dr. Braafladt's return to China, he would probably be invited to take up work in one of their vacant mission hospitals rather than return to Tsinan as they are faced with a present emergency in maintaining their Medical Mission staff. We are doing our utmost to urge that not only should Prof. Wold continue his membership of our Board, but that Dr. Braafladt should also be permitted to return to that sphere of work for which he so peculiarly fitted, and in which he will be able to take a share in the training of well-qualified Chinese

*See should be  
letter re  
Mr. Scott, Ad*

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JUL 3 1922

Dr. R. F. Moorshead,  
Rev. G. T. Scott,

- 2 -

3.7.22.

doctors to whose services all mission hospitals must surely look more and more for their future staffs.

No. 352. REPORTS OF ADMINISTRATIVE OFFICERS.

cc d 4/1  
I am enclosing with this letter a copy of all the reports presented at the meeting of the Field Board and which, I am sure, you will wish to see. The most serious of all was necessarily the report of the Treasurer. I confess it was a very unpleasant surprise to us all to learn that the accounts of the School of Medicine and the Hospital showed so large a deficit. There are many reasons to account for this deficit for which you will be hearing from Mr. Cassat and Dr. Cochran, and steps are already on foot to reduce it and to ensure, as far as possible, that any such adverse balance be avoided in the future. I will not therefore express any further comment on the matter except to say that I regard the balancing of our accounts as one of the greatest possible importance and a matter to which every attention must be given.

No. 355. POLICY OF SCHOOL OF ARTS & SCIENCE.

(b) Vocational Direction. A long discussion took place with reference to the proposal that the Senior College be reorganised so as to concentrate its vocational direction upon Teacher-training, and it is only fair to state that this proposal, whilst commending itself to the majority of those of us who are members of the staff of the University, does not meet with unanimous approval, either in the Faculty of the School of Arts nor amongst the co-operating missions, whilst the attitude of the Chinese in general and of the alumni in particular could almost be described as hostile.

The position which is adopted by the minority of the Arts Faculty and in the Shantung Mission of the American Presbyterian Mission is one of sincere regret that the objective of the School should be so strictly limited as to leave no place for the Shantung man who wants to train himself for any other vocation than that of becoming a teacher. The attitude of the Chinese goes much further than this. They argue that too much emphasis is being placed upon the fact that so large a percentage of former graduates have become teachers: that this choice of vocation on their part has not been deliberate, but has been due to the fact that the training which they received did not really fit them for anything else; and that if the School is to succeed in securing the financial support of the alumni and of the Chinese constituency in general it must fit men for other and better-paid walks in life than that of the teaching profession.

I have already alluded to this attitude on the part of the Chinese in previous correspondence. It certainly came out very strongly on the Board, particularly when the question of the financial support of the School of Arts & Science was debated. I made

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JUL 3 1922

Dr.R.F.Moorshead,  
Rev.G.T.Scott,

- 3 -

3.7.22.

a strong appeal for greater Chinese support, referring to what you and others had written on the subject and what we ourselves felt very keenly in the matter. The answer which I received amounted to this: that, if the members of the University were anxious to develop Chinese support they must provide an education such as appealed to all types of the Chinese constituency. I am sure you would have been a little startled, in view of what you wrote recently on the lowness of the students' fees, to hear Dr.Chang Po Ling make a strong appeal for the abolition of fees altogether in a new reorganisation, using as his argument the acknowledged fact that in the first class teachers' training colleges in Nanking and Peking the Government not merely provide their students' tuition but actually board and lodging in addition. I believe that we are doing the correct thing in concentrating our limited resources at present upon one definite vocation, but we shall be living in a fool's paradise if we imagine that such a policy will also bring us much local support. It is with that in view that, as you will notice, we have avoided changing the name of the School of Arts & Science or slamming the door against the development of other vocational courses in the future. I cannot over-emphasise the importance of the Chinese attitude on this matter; in fact, I may say that there are two items which we have regarded as of fundamental importance in our general policy to which our Chinese graduates and friends are becoming increasingly opposed, the one being this decision to concentrate our vocational work in the School of Arts & Science upon Teacher-training, and the other our time-honoured policy of using Mandarin and Mandarin alone as the medium of instruction. I feel that the members of the home Boards should be asked to face both these questions seriously for we fear that it is not possible to have it both ways. If we insist on these two points then we must be prepared to continue to finance the Arts School from western funds. If, on the other hand, the home Boards find it impossible to contemplate such a programme and wish the Chinese to assume a far larger financial responsibility, either by means of increased students' fees or by a general subscription, the Boards must be prepared for a liberal re-interpretation of their policy on both these matters.

(c) Teacher-training and Middle School. You will notice that the action simply states that for the present the main emphasis of the proposed Teacher-training should be directed towards the preparation of well-qualified Middle School teachers. The position taken up by the Field Board is in line with that recommended by the China Educational Commission and recently endorsed in a letter by Professor Monroe, namely, that the preparation of Elementary and of Middle School teachers should be set within our scope. With regard to the former, the University thinks that its main work should not be the preparation of Elementary teachers, which, in our opinion, is

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JUL 3 1922

Dr. R. F. Moorshead,  
Rev. G. T. Scott,

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essentially the function of the Mission Normal Schools. On the other hand, we fail to see how these Mission Normal Schools can be properly staffed unless the University undertakes to train their teachers, nor do we see how these teachers can ever learn to train Elementary teachers unless they see such men being trained under model conditions. You will understand, therefore, that in suggesting the limitation of Teacher-training work in the first instance to the preparation of Middle School teachers, the Field Board does not close the door to the possibility of doing something for Primary teachers in the future should the way open.

This whole question of Teacher-training, however, is closely linked with what is, in my mind, one of the outstanding difficulties of the whole scheme, namely, the financing of the Model Middle School. Our Chinese friends say that once such a school is established close to the University there ought to be no difficulty in filling it with students from the better class families in the city who should be able to pay thoroughly good fees and who should, in that way, afford an invaluable link between the University and the city community. That, however, in their opinion, is conditional on two things:- in the first place, we must be in a position to work and equip a suitable school and to have it quite close to the University (they are emphatic in their opinion that the East Suburb premises would not suit us even if they were available) and they also deprecate the use of any of the University buildings for this purpose); in the second place they maintain that such a school will need to maintain a high standard of English if it is to attract this particular class and secure high fees. This throws us back on the primary question as to how such a school is to be erected, in the first place, and how it is to be supported for the first few years until it becomes well-rooted in the confidence of the well-to-do families of Tsinan. We shall make vigorous inquiries as to the possibility of securing local gifts but I do not pretend to be very sanguine. It is one thing to secure gifts for the rebuilding on modern lines of a school which has already dug itself in amongst these people; but it is an entirely different question when one is starting a new project which has yet to win its way. In this connection I am anxious to know what help you can hold out from home. Whilst this matter is from one point of view essential to the University if we are to develop Teacher-training work, on the other hand it is primarily a problem of providing secondary education for one of the largest cities in North China. As such, it seems to me that it is a matter of proper appeal to the Boards interested in secondary education in this area. One at least of the British Boards would, I believe, be prepared to consider the question of co-operating, both in the matter of providing capital and essential buildings and also in the matter of maintenance. Can you hold out any hope of similar co-operation on the part of North America? If not, I am afraid our Teacher-training work and Middle School may become rather remote.

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(d) Standard of English. We were subjected to quite an onslaught from our alumni representatives on the question of our low standard of English in the University; in fact, both of them said very emphatically that they considered that this was the chief cause of the failure of our graduates to render financial assistance to the University. The representatives of the missions upon the Board, without exception, brought the same story from their respective constituencies, while Dr. Chang Po Ling and Dr. Cheng Ching Yi told us very plainly that, in our praiseworthy efforts to maintain Mandarin as the medium of instruction, we were risking the infliction of a positive injustice upon our students and graduates. It is certainly a very serious question; the problem as I see it is how to ~~maintain~~ <sup>combine</sup> the use of Mandarin as the general medium of instruction with the objective of considerably raised standards in the use of English. I certainly hope the day will never come that we regard English as our medium of instruction, and staff our University with men and women who cannot explain themselves in their own particular subject through Chinese. At the same time we must give very careful heed to this complaint which has been levelled against our present system. Difficult as it is, I do not think it is impossible to preserve the place of Mandarin whilst greatly increasing the English standard. At the same time, I do not pretend it is an easy matter in its practical working.

(e) Girls' Middle School and Women's Dormitories. You will notice that, in addition to the American Presbyterian Mission which brought forward an appeal to us to open our doors to women students a year ago, the Baptist Mission has now taken similar action, urging the building of a girls' middle school and of women's dormitories as soon as the necessary funds can be secured. Although this is a serious problem, I do not regard it as a hopeless one. I believe the Baptist Mission in England which, for some time past, has been considering the building of a girls' middle school in Chowtsun, is prepared to consider sympathetically the unanimous recommendation which has gone to it from its Shantung mission that such a school be located in Tsinan. If therefore other missions would co-operate in this effort I feel hopeful that the Baptist Mission would throw into such a scheme such financial support as they would otherwise have put into their girls' middle school. I feel hopeful also that, before long, we shall see the Women's Medical College coming to Tsinan, and, in that case, the building of dormitories and other suitable rooms for women students, and the providing of the necessary chaperonage should be easily solved. I confess that I feel increasingly concerned about this matter. As one thinks of the opportunity which to-day awaits well-qualified Christian women in China, I blush to think that a province with such a wonderful missionary history as Shantung should still have no provision for the higher education of women.

No. 356. INVITATION TO MR. HAROLD SMITH.

You will be receiving from the American Presbyterian Mission,

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as well as from the Minutes of the Field Board the various suggestions with regard to the future of Mr. Harold Smith. The Board felt that for such a middle school as is contemplated in Tsinan, a school with a strong English department and one that would make a fine appeal to the gentry of this city, Mr. Harold Smith's experience in Chefoo would be simply invaluable: in fact, I do not know of anyone who could make a success of our proposed school in the way that he could. One cannot help but feel also that there may be a strange providence in the fact that just at the very time when we shall be needing, or, at least, we hope we shall be needing, such a man to organise the school, Mr. Smith himself will be at liberty. I feel therefore, in view of these facts, a greater boldness in pressing this appeal upon your attention. We shall, of course, be corresponding with Mr. Smith on the matter and he will be hearing of the similar appeal that he should take up Elementary Normal work in Weihsien. The choice of location will, I presume, rest largely upon himself, but, in the event of his considering this call to Tsinan, I do earnestly trust that the means may be found to forward it. You will, of course, notice from the Minutes that an attempt is to be made to see if a competent Chinese principal can be secured. Even if we succeed in finding such a man, I believe Mr. Smith will be essential to the success of the school.

No. 359. RESIGNATION OF MR. FRANK KWON.

You will, I know, share the keen disappointment which we have all felt in the resignation of Mr. Kwon just two months after cables were received from New York and London endorsing his nomination. It is one of those sad cases which still occur from time to time in which a popular and well-loved Chinese colleague seems to crumple up in face of the constant pin-pricks of criticism, on the one hand, and of a more or less attractive way out, on the other. Before Mr. Kwon's name was seriously considered (I understand it was Prof. Monroe who first suggested him as possible Dean) the fact that he would be elevated above other Chinese members of Faculty with whom he had previously been on a level was seriously debated and the question arose as to whether he would be able to stand the possible jealousy and criticism which such elevation might provoke. Those who had watched him closely during the last two years felt hopeful that this would be the case. I am, however, told by some of his intimate friends that he never quite realised the extent to which he would be subjected to this form of criticism. When, therefore, an old friend of his was appointed the new Minister of Communications and, as I am informed, made Mr. Kwon a tempting offer of a post in connection with the Peking-Hankow Railway, the temptation to find an easy way out of his difficulties was too much for him. I must confess that to me personally it is one of the keenest disappointments which I have had here and I feel a deep sense of loss at the departure from this in-

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stitution of one who has been my closest and best Chinese friend. I feel, however, that at all costs this failure must not be allowed to put back the clock. The committee which has been formed to look for a new dean will certainly not look for one amongst the western forces until we have explored every possibility of securing a competent Chinese and I am quite confident that we shall get one. Meanwhile, I trust that the action of the Board in asking me to assume the duties of the Acting Deanship will evoke your sincere sympathy, both for the unfortunate individual who is entirely inexperienced and unqualified for such a post and the still more unfortunate Faculty who will suffer from his blunders!

No. 362. RESIGNATION OF MR. DAVID YANG.

Mr. Yang's resignation is another disappointment to us although we have seen it coming for some weeks past. He, as you may know, was Mr. Harkness' chief assistant and a man who, before then, had done excellent work with Mr. Corbett. Unfortunately his methods of teaching have rendered him extremely unpopular with the students, and, although possessing an excellent knowledge of Physics, he has not succeeded in eliciting their interest in the subject, nor their confidence in him as a teacher. This resulted in a very unhappy state of things which has been going on throughout the term and which has now had this unfortunate outcome. Although Mr. Yang is leaving us he will not, I trust, be lost to the service of Christian education.

Nos. 366, 367, 368. INVITATIONS TO THEOLOGICAL TEACHERS.

The Departmental Committee of the School of Theology has issued three invitations to possible new members of the School of Theology. Mr. Ruland is, of course, well known to you, and I am told that we have good hope of securing his services. I do not know him personally although I hear good accounts of the work he has hitherto been doing. I am hoping that we shall find that not only is he an earnest Christian worker and good teacher but that he also possesses thoroughly good scholarship. We have, of course, lost out very heavily in this direction by losing Dr. Hayes and Dr. Bruce from the Theological School and I feel that that School is seriously needing the addition of more men who can add weight in that direction.

Of the two Chinese who have been invited, Mr. Pao was trained in England and is doing a remarkable piece of work in one of the independent churches in Peking, whilst Mr. Yeh, who received his education in America, is at present working with Mr. Fitch in Hangchow.

Mr. MacRae is in touch with the Scotch and Irish Missions in Manchuria in the hope that they also may co-operate in our Theological School and appoint representatives to the staff. At present, as you probably know, they run a school in Mukden on the staff of which, however, there are only two missionaries, both of them very senior in years.

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I believe that the Manchurian Missions would welcome some large expansion of their educational policy and, although Tsinan is in one respect further from Manchuria than Peking, in all other respects we are far more closely allied, Manchuria being to a great extent populated by the surplus from this province.

No. 370. NAMING OF UNIVERSITY BUILDINGS.

I am sure that our unanimous proposal to perpetuate the honoured name of Dr. Calvin Mateer in connection with one of our Science buildings will commend itself to you. Directly I heard from Mr. Cassat that no individual donor had given more than one-third of the cost of erecting the Physics Building, I felt that we ought to name that after Dr. Mateer. The Field Board heartily took up the proposal and we are now waiting for Mrs. Mateer's permission. The committee is to make similar recommendations for the Chemistry Building since Mr. Edward Harkness, to our great regret, has refused to allow his name to be associated with it.

No. 371(b). TRANSFER OF ENDOWMENT FUND.

The recommendation of the Finance & Property Committee that we should ask the North American Joint Board to transfer the sum of G. \$15,000 to Tsinan for the purchase of land will strike you as something quite unprecedented and, on the surface, unjustified. There are, however, some very serious questions connected with the matter which I should like to lay before you and would ask you to be so good as to present to the Joint Board.

We are, at the present time, facing a critical situation in the matter of land purchase. Apart from those portions of the University campus which are set aside for general University buildings (dormitories, Y.M.C.A., etc.,) we now only possess three vacant lots for residences or other necessary extensions and each of the three is ear-marked by one of the co-operating missions for the erection of a house. Meanwhile the inevitable thing has happened: the value of land is increasing by leaps and bounds. We used to purchase on the University campus at \$600 Mex. an English acre. Our last plot, that for the University chapel, had to be purchased at the price of \$3600. It is true that we must necessarily launch a financial campaign in the near future and that one of the first charges of such a campaign will have to be the question of land, but if we are to wait until that time not only will houses, etc., which we are urgently needing at the present time be held up, but we shall emphatically have to pay an even steeper price than we would now. It is these facts which, in the opinion of the Board, justify us in taking so unprecedented a step as to ask the North American Joint Board to consider the possibility of transferring part of their endowment fund from New York to Tsinan and investing it in land which would, of course, be

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held in the name of the American Joint Board or of the American Presbyterian Mission. Such land could be bought from time to time, as it comes into the market, at a moderately reasonable figure and it would, of course, be sold to the co-operating missions or to the funds sevedred for the erection of such further buildings as may be needed from time to time. Meanwhile it would actually pay us to forego that proportion of the interest which we are now receiving from this endowment should the land be unproductive for two or three years.

No.371(c). FUNDS FOR BUILDING A.P.M.RESIDENCES.

This action also you may regard as somewhat revolutionary but here again I think the facts upon which this recommendation is based are deserving of very serious consideration.

I do not need to remind you again of the extreme embarassment in which the representatives of the American Presbyterian Mission on our University staff are at present placed owing to the fact that the American Presbyterian Mission only possesses six houses for a quota of thirteenth men or women, at least ten of whom will be on the field this autumn. A recent action of your Board has made generous provision for those who are houseless, so far as rental allowance is concerned, but, alas, it does not entirely relieve us of the embarassment, the fact being that suitable Chinese houses are almost impossible to rent and that even when they can be procured they need a large and almost unjustifiable outlay before they can be made habitable. Under these circumstances the question has arisen as to whether it would not be far sounder finance for us to endeavour to secure a loan from one of the big banks with which we do business and utilise it for the purpose of erecting new houses, the interest on such a loan to be paid from the rent allowance made by your Board and the capital to be refunded immediately you are in a position to make appropriations for residences. Of course such a scheme is dependent upon a condition which may prove impossible of realisation, namely that we should find the bank willing to lend us money at such a rate of interest as would be covered by the rental allowance for the particular individual who would occupy the house. The only action therefore which the Field Board has taken is to instruct Mr. Cassat to make full inquiries in this direction, and, in the event of being offered such terms, to communicate with the Presbyterian Mission Board on the subject.

Moorshead  
Cassat  
Scott  
9/24/22

No.373. BOARD OF CHRISTIAN EDUCATION.

In a letter recently to hand from you, whilst approving of the proposal to establish a Board of Christian Education for Shantung, you raise the question as to the salary of the suggested Educational Secretary. I should say, in replying to that question, that had we secured the man who was being thought of it was hoped that the Board to which he belonged would be willing to lend him to this wider ser-

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vice and support him in that capacity. Nothing will, however, be done in this matter until the Board of Christian Education is organised as I hope it may find it possible to be during the coming autumn. I feel sure that there is a very large scope for such a Board in this province though I am equally sure that it will never function effectively without the presence of a whole-time secretary who is able to keep constant contact with the schools all over the province.

No. 375. PROMOTIONAL CAMPAIGN.

I have now come to the last action which was taken by the Field Board and which, you will recognise is a very serious one. It was with a keen sense of what it would mean to Mr. and Mrs. Cassat themselves and to the institution of which he is so indispensable a member that the Field Board placed itself on record in asking the Presbyterian Mission Board to release Mr. Cassat for Promotion Work in North America. I find it difficult to write on this subject myself for, although I felt bound to propose it in the Field Board, I do not mind confessing that I shrink from all that it involves. Mr. Cassat's remarkable executive ability, financial acumen and tireless energy render him simply invaluable and, were it not for the deep conviction which I hold as to the utter necessity of our having such a man for promotion work in North America, I do not think I could face the sacrifice which it will mean to us at this end. We have, as you will notice, left open any question of date. That was done for two reasons: in the first place, we need to find out your own opinion and that of the Presbyterian Mission Board, and to ascertain whether the Joint Board would be willing to provide the necessary guarantee fund for initial expenses: in the second place, we felt that some latitude must be left to the administrative officers to decide when they could spare Mr. Cassat. Viewing the matter at this distance and with the possibility of a reconsideration of the question at a later date, it has seemed to me that if he is to undertake this campaign we ought to be prepared to release him by about November, with a prospect of his being engaged on this special work for at least two years, possibly three.

The matter of Dr. Bruce does not, of course, present the same difficulties at this end but, as we see it, it is equally urgent from the point of view of pushing forward our Promotion Campaign in England. The sad events which led up to Dr. Bruce's severance with the University have not in the slightest degree damped his enthusiasm and love for this University, and although many attractive offers have already been made to him, he still cherishes the thought of serving the University in the home land. His forceful personality and driving power, coupled with the new prestige which his recent honour has given him should make him invaluable for this purpose, and I do earnestly hope that the British Joint Board may see their way to make it possible for him to engage in this work.

*British  
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This letter is already sufficiently long and I will not therefore go into other matters but will confine them to a separate sheet.

With warmest regards,  
Believe me,  
Yours very sincerely,

*Stewart Dalmeida*

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SCOTT REC'D

AUG 23 1922

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July 18th 1922. SECRETARIES

Ans'd \_\_\_\_\_

The Joint Financial Committee,  
Methodist Episcopal Mission,  
Shanghai.

Gentlemen:

On various occasions during the past five years I have taken the liberty of addressing your Mission on the question of co-operation in the School of Medicine of this University, and as I understand that a joint meeting of the financial committees of your China Conferences is to be held in Shanghai on the 26th instant, I am again venturing to ask your serious consideration of this question.

Ever since the actions of the Council on Medical Education and of the Executive Committee of the China Medical Missionary Association in 1915-16, urging all missions interested in the development of high-grade Mandarin medical education in North, Central and East China (apart from Manchuria) to concentrate their forces in the building up of the Union School at Tsinan, we have made repeated approaches to your Mission, and have invariably met with a kind and sympathetic response. Not only has your Shantung Mission strongly recommended co-operation for several years past, but I understand that your North China Conference, and the special Quadrennial Conference held in Peking in 1919-20, have also endorsed the recommendation. This proposition has been still further strengthened by the following facts:

1. That our School of Medicine is now amalgamated with the Medical Department of the University of Nanking, in which your Mission previously co-operated;
2. That our School of Medicine is the only institution offering modern medical instruction in Mandarin, under missionary auspices, in a huge territory, in which your Mission is carrying on most important educational and medical work;
3. That students from your schools already attend our University, and graduates of our School of Medicine have gone as assistants to your hospitals in Taian, Kiukiang, Changli etc, in some instances carrying

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have gone as assistants to your hospitals in Faian, Kiukiang, Changli etc, in some instances carrying on the whole work of such hospitals during the absence of a foreign physician;

4. That the School of Medicine is receiving repeated requests for further assistance of this same nature from the physicians attached to your hospitals.

Meanwhile, in spite of large developments and valuable co-operation, the position of our School of Medicine today is in some respects more precarious than it has been at any time during the past six years. The China Medical Board, to whose generous financial grants we owe much of our extension, has now reduced the amount of our annual subsidy to Mex.\$33,000, and has given us notice that even this grant is made conditionally upon our securing, from interested missions, the support of those foreign members of staff hitherto maintained from the C.M.B.grant. Their subsidy is only made for four years, after which it will either automatically cease or be annually diminished. Thus, at the very time when the work of our Medical School is becoming increasingly recognised by missions all over China; when an increasing number of well-prepared students are seeking admission; when the dearth of foreign physicians, and the urgent need for trained Chinese leaders, alike point to the necessity of securing a large number of Christian Chinese physicians; and when the Educational Commission, in their recent report, give emphatic endorsement to the paramount need of strengthening, and ensuring the success, of the School of Medicine; - just at such a time as that we find ourselves in serious danger of being compelled to retrench, owing to lack of the necessary support.

These facts embolden me to appeal to your Committee to take definite action, in order to translate into some concrete act of co-operation the kind resolutions already passed by your various conferences and missions during the last three or four years.

The proposals which I would beg to lay before you are two-fold:

In the first place I want to ask your Committee to consider the possibility of assuming financial responsibility for two highly-trained and well-qualified nurses, the Misses Berth and Effie Dinkelacked, both of whom are members of your own Methodist Church, and both of whom have hitherto been supported on the staff of our School of Medicine and

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hospital out of the China Medical Board funds. As I have mentioned above, the terms of the continuance of the C.M.B. subsidy (even at the reduced scale) demand that we secure mission support for those foreign members hitherto paid out of C.M.B. money. We cannot secure their support from the two large missions co-operating in this University (the American Presbyterian North and English Baptist), for they are already supporting respectively thirteen and twelve members of the staff of the University. May we not appeal to your Committee to take this practical step, thereby ensuring your own representation in the Institution, and at the same time helping us in a serious crisis?

In the second place, I would appeal to you to include in your budget the support and residence of at least one medical professor on the staff of our school, together with a sum of not less than Mex.\$2,000 towards the annual upkeep of the school.

In laying these requests before you may I assure you that we are not unmindful of the serious financial position in which your mission, with others, is now placed, and of the essential importance of regarding with closest scrutiny all new appeals for financial assistance. At the same time I would remind you that in a sense this is no new appeal, but is rather in the nature of a request that you would continue at Tsinan the co-operation in medical education which you have already previously taken at Nanking, and the need for which is even more urgent today than then, owing to the increased demands for well trained Chinese leaders.

Believe me to remain, Gentlemen,

Yours sincerely,

President, S.C.U.

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Harold Balme

SCOTT REGD

SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, SHANTUNG  
CHINA

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SECRETARIES

OFFICE OF THE PRESIDENT

Ans'd 29

July 28th 1922.

Encl: Letter to Joint Financial  
Committee, Meth.Epis.Mission.

Rev. George T. Scott,  
156 Fifth Avenue,  
New York, U.S.A.

My dear Mr Scott:

Yesterday's mail brought me your kind letter of June 27th, and also a copy of your letter of June 29th to Mr Donald Parker, the latter reminding me that I have not sent you the details for which you will naturally be looking in explanation of our action in cabling Mr Parker to proceed to China and take up his three-years contract as Librarian. There are one or two other matters also upon which you will probably be anxious for recent information.

I. Augustine Library. In my letter of June 13th, a copy of which was sent to Dr Moorshead, I intimated that at the time of the opening of the new Augustine Library we greatly feared that the inability of the Canadian Presbyterian Board to grant us the expected appropriation towards the Library would compel us to cancel the proposed contract with Mr Parker, and postpone all use of the new building until the necessary funds were forthcoming. This step would have been most regrettable, not merely from the standpoint of the University but also from that of the Church and congregation who had made us this generous gift, and the Rev. A.E. Armstrong, who was with us at the time of the Opening, felt that any such inaction must, if possible, be prevented. We spent a morning in conference with him on the subject, and he authorized the sending of a special appeal to the congregation of the Augustine Presbyterian Church, Winnepeg, asking them to be responsible for the minimum sum required during the next eighteen months for the travel and support of Mr Parker and the maintenance of the Library. Should this appeal fail, Mr Armstrong advised us that we might meet these expenses temporarily out of the balance remaining on the Library Building Fund, and promised that in that event the repayment

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of this advance should be included in an appeal for capital expenditure which his Board expect to launch within the next two or three years. With this understanding, which was incorporated in a Memorandum which I prepared after the Conference, I cabled to Mr Parker to proceed to China, his travel both ways, and salary at the rate of Mex.\$110 per month, being met from our Library fund.

Mr Armstrong did not wish any official action taken in this matter, beyond such steps as I have indicated above, and I have therefore not referred to this matter in my official correspondence. It is only right, however, that you and Dr Moorshead should be in possession of this information, and should know how these liabilities are to be covered.

Mr MacRae returns to Canada next year, and Mr Armstrong is quite confident that the Board will be able to take over this yearly charge from 1924,- in fact there is every reason to believe that the congregation of the Augustine Church will make itself responsible for this annual sum. I hope therefore that should we be compelled to follow Mr Armstrong's suggestion, and utilise part of the balance on the Building Fund for the present, such necessity will cease after eighteen months at most, in which case the sum advanced will not be a large one.

2. Medical School Deficit. I am glad to be able to report to you that the deficit on last year's account for the Medical School and Hospital has already been reduced from \$9,075.72 to a sum less than \$2,000. This excellent result has been due to the prompt and energetic action taken by Dr Cochran and his faculty, and has been brought about partly by the recovery of overdue medical bills and subscriptions (including \$3,000 from the Provincial Assembly), partly by a transfer to the Medical School Property Account of certain items wrongly included on the Current Account, and partly by a financial drive amongst officials and gentry and the foreign firms. This drive is still going on, and those engaged in it are hoping that by this means the deficit will gradually be entirely extinguished. I shall cable you and Dr Moorshead within the next fortnight, to inform you as to the exact state of the finances.

Whilst I am sure you will agree that the Medical Faculty are to be warmly commended on the way in which they have dealt with this situation, it is only fair to point out that the existence of such a shortage reveals very clearly the inadequacy of the present budget, now that the C.M.B. grant has been so much reduced. The whole budget for next year has had to be overhauled by a special Finance Committee, in the light of the facts ~~ma~~ exposed by last year's statement of accounts, and this revision shows that in spite of the most unsparing use of the Economy Axe, we shall probably have an

Medical  
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excess of expenditure over receipts in our Medical School and Hospital accounts of some \$7,000. Part of this will, it is confidently hoped, be met by a similar financial drive next spring, but we have been obliged, very regretfully, to cover the remainder by putting up our whole scale of patients' fees in the out-patient dispensary and hospital. I am personally very sorry for this, as our fees were fairly high already, and seeing that our hospital exists largely for the sake of the Medical School, I do not feel that we are justified in making heavy charges. There is however no option for us, unless we secure wider support, both from the missions and from the local constituency.

In this connection you may be interested to see a copy of a letter which I have just addressed to the joint financial committees of the various Methodist Conferences, which have just been meeting in Shanghai. Bishop Birney has kindly promised to give his support to my appeal, though in view of the serious "cuts" with which the Methodist Mission is threatened, I do not know whether anything will be done at present.

It is however increasingly plain to me that if this Medical School (and the Hospital which forms an essential, but by no means inexpensive, portion of it) is to be successful, the Missions which co-operate in it and which believe in it ought to be prepared to shift from that unfortunate "minimum datum line" upon which so many of them are still resting. The excellent financial report which Mr Cassat has just got out shows very clearly that apart altogether from foreign salaries, the Medical School and Hospital are costing us some \$90,000 Mex to run annually. (This includes \$5,000 for foreign salaries unpaid by the missions to which they belong). Towards that \$90,000 we raise something like \$30,000 in China, - not a bad proportion, I think. That still leaves \$60,000 to be found, towards which a minimum-basis contribution of \$1,000 goes a very little way. The Education Commission's Report makes this abundantly clear, just as they stress the urgent need of placing this School on a solid foundation before attempting to launch others. I should indeed be grateful for anything you could do to strengthen our financial position, and relieve us of a very heavy burden.

Deanship  
Arts & Science  
School

Dr Li Tien-lu

3. Deanship of Arts & Science School. The Nominating Committee appointed by the last Field Board meeting, to select a suitable Dean for the Arts & Science School, has unanimously recommended Dr Li Tien-lu of Peking. Dr Li is a Shantung man, a Methodist, who after taking his ordinary education at Peking University, was sent to America, where he took a course in Education at Columbia, and secured the Ph.D degree. Since



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in the event of their wishing to withdraw from union. A University of this character is too big to be treated on any such lines. Somehow or other, we must get beyond the federal idea, and develop a corporate mind, if these big union enterprises are to succeed, and for that purpose I see nothing suitable short of incorporation. Anything less than that tends to emphasize the separatist origin of the component elements; as Schultz used wittily to remark, it savours too much of "matrimony with a view to the possibility of divorce," and is for that reason all the more likely to lead to ultimate separation.

I appreciate that this is a delicate matter, and one upon which we must be careful not to make the co-operating missions apprehensive or nervous. At the same time, union effort in mission work has had so long and successful a history by this time that we surely ought to be able by now to carry it to its logical issue in a matter of this kind. Cannot we look to the co-operating missions to show such confidence in one another, and in their individual representatives, as to justify the incorporating of an institution of this kind under a Board of Trustees? And I should like to see that Board comprise not merely American, Canadian and English trustees, but also some representatives of this great Chinese nation whose co-operation and support we are more and more seeking to cultivate.]

With kind regards,

Yours very sincerely,

*Harold Saline*

0447

FILING DEPT.

AUG 11 1922

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SECRETARIES

*special campaign*

*Dr. Balme*

August 10, 1922

Dr. R. Fletcher Moorhead  
19 Furnival Street  
London E.C. 4

My dear Dr. Moorhead:

Just a brief word regarding a matter concerning which you have been hearing from the Shantung University and on which I have been asked to reply as soon as possible.

The Field Board of Managers has, as you know, asked that Dr. Bruce and Mr. Cassat be released for full time promotional work on behalf of the University in Great Britain and America respectively, each, I understand, to have his allowances continued by his denominational Mission Board and the initial expenses of the campaign to be underwritten by the respective Joint Boards. The decision of the Presbyterian Board regarding Mr. Cassat's return to America will probably be similar to the decision of your Board regarding Dr. Bruce. The Presbyterian Board is not at all keen on having its missionaries on special furloughs raising money for colleges. Two are doing it now with anything but warm encouragement from the Board. However, if our sister British Board releases a missionary in Britain for work on behalf of our Joint University, the Presbyterian Board would, I am sure, feel that it has a certain responsibility to do likewise.

Moreover, (and you will understand the spirit in which I refer to a matter which is often brought up by those not especially friendly to Shantung University) the disparity between the financial investments in the Institution by the American Boards and by the British Boards might seem for the time being to relieve our American societies of the heavier burden of responsibility for increasing these investments. I venture to speak of this question frankly as I believe the American Boards would be reluctant to carry on an intensive financial campaign on the western sector without a similar advance being made on your eastern sector. Also the Presbyterian Board has placed such large sums at the disposal of this one Institution that the Board has been planning in the next year or two to present to its constituency the growing needs of a score of other institutions which are pitiful and almost homeless paupers compared to Shantung.

As soon as I hear from you regarding your action on Dr. Bruce I will immediately put the proposition up to the Boards here in America and will cable our decision to the field.

The telephone just calls me out of the office for a conference with Mr. Stevens recently returned from Peking, so I must close. With warmest regards, I am,

GTS-MMF

Copy to Dr. B

Very sincerely yours,

0448

FILING DEPT.

AUG 28 1922

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SECRETARIES

August 18, 1922.

President Harold Balme,  
Mr. Paul C. Cassat,

Shantung Christian University,  
Tsinan, Shantung, China.

Dear Dr. Balme and Mr. Cassat:

Just a brief note to acknowledge the receipt of your fully appreciated letters as follows: Dr. Balme's letters (1) of June 13th with enclosed memorandum regarding North China Union Medical School for Women and (2) of July 3rd with the Minutes of the Annual Meeting of the Board of Managers and (3) of July 7th; and Mr. Cassat's (1) of July 6th and (2) July 10th with Treasurer's reports and summarized statement.

I have studied these letters and documents through carefully and the various general matters will have to be taken up for consideration at a meeting of the Joint Board in the fall.

Regarding Mr. Cassat's proposed promotional work in the States while Dr. Bruce carries on similar work in Britain, I wrote to Dr. Moorhead on August 10th, sending a copy of my letter to Dr. Balme. It is stated in that letter that the Boards in America concerned will be anything but enthusiastic over a campaign like that proposed, but would perhaps feel that they ought to join with the British Boards, if the latter are conducting a campaign and American cooperation seems desirable. I presume the situation in Britain is more difficult than it is in America, but I certainly feel that the intensive cultivation done by Dr. Balme should be consistently and thoroughly followed out, and that British interest in Mission University education in China should be productively centered on Shantung. We American Boards have so many irons in the fire that Shantung University has a privileged position in Great Britain.

With warmest regards, I am

Very sincerely yours,

GTS-KU

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AUG 30 1922  
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 SECRETARIES

August 29th, 1922.

Dr. Harold Balme  
 Shantung Christian University  
 Tsinan, Shantung, China

Dear Dr. Balme:

On August 19th, I received your cablegram stating (1) that the Board of Managers unanimously nominated Dr. Li Tien Lu as Dean of the School of Arts and Science, asking for reply by cablegram, and (2) that the deficit of the Medical School has been cleared off.

We immediately sent a circular letter to the members of the North American Joint Board, who were too scattered to be called for a meeting, asking for their replies by mail. Very few replies have as yet reached me, but such as have come have been entirely favorable, and in view of the fact that there will doubtless be no question as to Dr. Li's entire suitability for this important post, and in view of the need of sending word immediately to the Field before the opening of the Fall Term, I am today cabling the cordial indorsement of the North American Joint Board as follows:

BALME  
 TSINAN

AMHYDARSIG GHEKOEKWEH GUORFOACIP

"Shantung Christian University, Advisory Committee, heartily approves the appointment of Dean. Congratulate you on your success concerning deficit.

Scott."

Needless to say, we are very happy to know that the Field Board of Managers has discovered such an acceptable and evidently competent person for the Dean of the Arts College and we pray for his full success in every way. I am writing him a personal note of welcome as he undertakes his task. I understand that you had the assurance of his willingness to accept the post if it were offered him.

0450

To, Dr. Harold Balme

2.

August 29th, 1922.

We are very happy to learn that the Medical School deficit has been defrayed and rejoice with you in this happy event. We are fully aware of the great difficulty in trying to carry forward the great work you are doing with such a meager budget and are glad that the campaign for funds on the Field has been so largely fruitful. The Home Boards are gratified that the Field Administrators are determined to conduct the institutions without deficits. The restrictions of such a course are much less to be feared than are the grave dangers resulting from over-expenditure.

Yesterday, I received your letter of July 28th, enclosing a copy of your letter to the Joint Financial Committee of the Methodist Episcopal Mission. I trust that the financial support of the Library becomes available in the way which you have outlined. On the matter of Charter and Incorporation, we will doubtless be hearing in the not distant future from the British Joint Board. Thank you for expressing so frankly and clearly your point of view on this very important matter.

This morning, we received thirty copies of the University eulletin No. 28 which we are at once sending out to the members of the North American Joint Board.

Without doubt there will be a meeting of the North American Joint Board in the early Fall, after which I shall be writing to you and Dr. Moorshead in full. From the last of June until the middle of September, it is practically impossible to hold a satisfactory meeting of any representative Board in New York City.

Special Appropriation for the support of Miss Margaret Wilson; On August 16th, 1922, the Presbyterian Board made a special appropriation in the following self-explanatory action.

"A special appropriation of \$250.00 was made toward the support of Miss Margaret Wilson, Shantung Christian University, Shantung Mission, this sum having been received for this purpose as a second payment on a three year subscription from the Estate of Samuel P. Harbison, Pittsburgh, Pa."

With warmest regards, I am

Very sincerely yours

*Geo. T. Scott*

GTS/JJ

Copy to Dr. R. Fletcher Moorshead  
Copy to Mr. Paul Cassat.

0451