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Harold Balme

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SHANTUNG CHRISTIAN UNIVERSITY
SCOTT REC'D TSINAN, CHINA

British Joint Board

F. H. Hawkins, LL.B., Chairman
R. Fletcher Moorshead, F.R.C.S., Secretary

North American Joint Board

Paul Monroe, Ph.D., LL.D., Chairman
George T. Scott, M.A., Secretary

Field Board of Managers

Chang Po-ling, Litt. D., Chairman
Harold Balme, F.R.C.S., Secretary

JUL 9 1923

British Office

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JOHN D. MACRAE, B.A., B.D.

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Dean, School of Medicine

J. S. WHITEWRIGHT

Director, Extension Department

J. WALTER HUNTER

Registrar

PAUL C. CASSAT

Treasurer

TSINAN 11th June, 1923.

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

and Dr. R. Fletcher Moorshead,
19, Farnival Street,
LONDON, E.C.4., ENGLAND.

My dear Mr. Scott and Dr. Moorshead,

We have just completed the Annual Meeting of the Field Board of Managers together with the Opening of our New University Church and Graduation of Theological Students, and I could only wish with all my heart that you could both have been present with us during these days. The splendid spirit of unity and good-will which characterized these various meetings has been most inspiring, and I am sure that none of us who were present will ever forget last Friday morning's ceremony, when our beautiful Kumler Memorial Chapel was publicly dedicated for the service of God. The academic procession was formed up at McCormick Hall (which lends itself most admirably for such occasions) and included the University choir, the graduating class, specially appointed representatives of the Alumni Association (decked for the first time in cap and gown) and the University staff and faculties. We marched together up the central path of the campus, entering the Church at the further end. As we entered, the whole congregation joined us in the singing of "All people that on earth do dwell", and in this fashion the procession slowly walked up the Church and took its appointed seats. The order of service is given in the special booklets prepared for the occasion, one of which I am enclosing you. Careful instructions had been given in Chinese in this booklet with regard to such questions as the observance of silence, etc., and the whole ceremony passed off in a most devotional and reverent spirit. The University Choir, which our new British Consul has most kindly been training for us (up till the time when he had to go down to the seat of the bandit outrage), and which has since been in the hands of Mr. Hunter, acquitted itself superbly, and their rendering of Jackson's "Te Deum", which was given in English, was quite thrilling.

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Dr. Chang Po-ling gave a beautiful address on the place of religious-educative religion in education, and the whole service has left a deep impression upon students and staff alike. We followed it up yesterday, Sunday morning, by a united Communion Service for the faculty and students, also conducted in Chinese. This also was a most impressive and beautiful service, and what has perhaps struck us more than anything else is the new atmosphere of devotion which has already been felt in these two meetings. Hitherto, as you know, we have always met in the Medical School Assembly Room, and though we can look back upon most happy and helpful services there, it was always difficult to cultivate a devotional spirit. We are making a very deliberate effort in our new Church to add this important side to the religious education of our students, and certainly the start has been a most promising one. I love to see the students going into the Church and sitting quietly in the pews, as they have done on various occasions recently. If we can develop this habit during the coming months it should mean a great deal to the religious life of the University.

I was particularly glad to see the interest which the Alumni took in the ceremony. We had several letters from Alumni branches, and some important representatives of the Alumni Association attended as delegates. One of these, Elder Yü of Chefoo, took part in the service by offering the dedicatory prayer. Before separating, the Alumni Association had a special meeting in McCormick Hall, which Dr. Chang Po-ling and I had the opportunity of addressing, and in which we talked freely about the position and needs of the University. I am hoping that this will result in further financial support.

I must, however, now refer to the meeting of the Field Board of Managers, and will give you some information with reference to the various Minutes that have been passed. The Field Board had before them, as they met, the Minutes of the British Joint Board of March 9, and of the American Joint Board of 10th April, together with the covering letters which you both wrote and forwarded with the Minutes. Unfortunately the British Joint Board Minutes of their meeting on May 4, and Dr. Moorhead's letters of May 8 and 10, did not reach us until the conclusion of our sessions. As usual I will number my paragraphs according to the numbers of the individual minutes:-

426. Reports of Administrative Officers.

Separate copies of these reports will be included in this budget, and it is possible that our Publicity Committee will be printing my own report, which, as you will notice, is more comprehensive than usual, and is an attempt to include the salient features with reference to all departments of the University's work. There was, as you will see, no report

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from the Treasurer, but a verbal statement was made to the effect that so far as could be judged at the time there was great hope that we would get through the year without a deficit, if the British Joint Board were able to appropriate the full \$4000 which Dr. Moorshead has been striving to secure for us. Since then Dr. Moorshead's letter shows that only \$3000 can be granted this year, so that I cannot speak dogmatically on this point at present.

427. Amendments to Constitution.

The motion^{of} which I gave notice of a year ago, extending the privilege of the floor to other administrative officers, was debated at great length, but did not carry. I think the Board were fearful that they would possibly be overwhelmed by the presence of so many internal workers of the University, and that the value of the Board as a neutral body might be jeopardized. Personally I am sorry that the motion did not go through, as I am feeling increasingly the heavy burden of trying to represent with fairness the many-sided issues which now come before the Field Board, and in particular, to exercise good judgment as to how these issues may effect the individual departments of the University. I have felt for some time that if the Administrative Officers could be present and 'listen in' during the discussions, they would be at hand to supply information when it was needed, or to offer advice as to how proposed action would be likely to react upon the School or Department which they severally represent.

You will notice that we have proposed a change in the number of members of the Administrative Council, leaving it elastic instead of confining it to seven members. The fact is that we are now finding it practically impossible to call together the Field Board more than once a year, owing to the great expense (this year's meeting will cost between \$400 and \$500 for travelling expenses), and are therefore needing to place more responsibility upon the Administrative Council. For that purpose it seems wise to make it a larger body, and as you will notice from Minute 452, it is suggested that for the present it should consist of nine members instead of seven. The other proposed amendments of constitution regularize the admission of women members.

428 Charter and Incorporation.

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The question of securing a Canadian Charter was fully discussed, and the Resolution of approval was unanimous. None of the Chinese members nor other Chinese whom I have consulted feel that there will be any drawback in the fact of the Charter, if obtainable, being Canadian instead of American. Mr. MacRae has raised an important point with

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reference to the steps that should be taken in the attempt to this Charter, and I am asking him to write to you both his opinions on the matter. He is in such close touch with Toronto University that I feel that his opinion should be given considerable weight.

429. Boxer Indemnity.

The opinion of the Field Board with regard to the Boxer Indemnity, so far as it was expressed at our meeting, was that the first and most essential step should be the securing of Chinese opinion with reference to the best use that could be made of the funds. This, I notice, is in line with the action taken by the British Joint Board at their meeting in May. Dr. Chang Po-ling and I have been asked to see if anything can be done to bring about the conference of Chinese and foreign (mainly, but not necessarily wholly British) educators, with a view to the frank discussion of this whole question. We have already had some conference on the subject together, and our thought is that at the end of August when the National Society for the Advancement of Education holds its annual conference in Peking, we should seek to arrange some such meeting as that suggested. Of course the great difficulty is as to who will finance the expense of the British educators asked to attend such a meeting. On this subject I believe that Mr. Sparham has already written to Mr. Hawkins. If as a result of his letter the Conference of Missionary Societies, or any other body, is prepared to authorize the expenditure, which would probably range between £50 and £100, it should not be difficult to get a conference together, and their opinion would doubtless have considerable weight with the Commission, or Commissions that might be set up.

430 and 451. Alumni.

You will notice that both these actions are important steps with a view to securing a closer link with our own alumni. The former is an attempt to regularize the position of the men who graduated from the Colleges out of which this University has grown. Those Colleges have ceased to exist, so far as their names are concerned, and the result is that these men feel a hesitation to call themselves graduates of Shantung Christian University, although they have always been recognized on the Alumni Association. I feel strongly, and the Field Board have shared the opinion, that we should definitely recognize them and should give them, not our ordinary diploma, but a specially prepared diploma, the cost of which would be defrayed by the fees which we would charge for these certificates. Of course I need hardly add that in the event of our securing a Charter with the right to grant degrees, such degrees naturally could not be retro-active.

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At the same time this present action should go a great way to winning the confidence and allegiance of the alumni body. Already they are busily collecting funds for the gateway which they are hoping to put up at the entrance to the University, and you will notice from Minute No:432 that we are trying to secure from them the money necessary for the retention of Senior College work in Science.

The request which they have made for a piece of land on our present campus, will, we trust, receive the cordial support of the Joint Boards. The proposal of the Association is to erect an Alumni Building on this land, where they would have the office of the Association, rooms for social and other purposes, and also guest rooms where alumni could stay when visiting Tsinan. We should of course have to work out with some care the question of the relationship of such a body ^{to} and the rest of the University, but the Field Board is thoroughly alive to that need. I sincerely hope that the Joint Boards will be able not only to endorse this recommendation, but to leave the matter with the Field Board of Managers to work out in detail. It would certainly be unfortunate if anything were done to throw cold water upon their new enthusiasm for linking themselves up more closely with the institution. We are needing them keenly, and it has taken a great deal of cultivation to get them thus far.

431. Policy of the School of Arts and Science.

A considerable amount of time was given to the important question of the Policy of the School of Arts and Science, with regard to which I have already prepared a confidential memorandum, and which I herewith enclose. There is no question that we are here facing one of the largest problems that has yet been before us, and one in which a great deal could be said on either side. It is difficult to write about it, for I cannot help fearing that the whole problem may be prejudiced by the natural inference that the alumni are simply desirous of seeing the University include a large number of money-making courses. It must be admitted that this is possibly the dominant motive in the minds of some, but it does not for a moment represent all. There are many men who are greatly concerned about the lack of provision for the training of strong Christian business men, and they ask us whether it is right for us to close our doors to those of their sons who are anxious to get business training of college rank, and who would rather get it in a Christian institution. They remind us very pertinently that the support of the Christian Churches in all our big centres such as Shanghai, Tientsin, Hong Kong, etc., comes mainly from Christian business men, and they suggest that the same is probably true not only of the Churches in the West, but also of the very Missionary Societies which send us out. Why then, they add, should the Church of N. China be deprived of the possibility of building up a strong Christian laity of similar men and women?

This is certainly a very forcible argument, and in view of the development of commerce and industry in China, and of the very serious risk of these new movements being permeated with non-Christian or anti-Christian principles, I feel personally with that the Field Board have done rightly in taking the action referred to in the present Minute.

You will notice that their consent is conditional upon the financing of such commercial courses as are asked for being secured without drawing upon the already inadequate budget of the School of Arts and Science. This means that if the Joint Boards are prepared to endorse this action, as I trust they will be, I shall be free to go to the Alumni and tell them that if they can find the necessary funds for equipping and running a Department of Commerce, we shall be quite prepared to see it included in the Arts School.

Of course the other alternative would be to refer them to some other University which is already offering Commercial Courses. If we do that, however, we are again thrown back on the need of financing our School of Arts and Science almost or wholly from the West. Is that a wise policy? or should we not rather seek to enlist as much support as possible from the Alumni and Chinese friends, whilst at the same time conserving the main objective of the school?

432. Senior College Work in Science

The kind action of the British Joint Board in guaranteeing the sum necessary for the retention of Senior College work in Science next year, did not reach us until the Field Board had already passed Minute 432. I think we should still proceed with the effort to secure from the Alumni the promise of part, if not all, of the needed funds, as they always profess great concern about the maintenance of our full Senior College course. In the event of their being unable to offer financial help we shall be only too thankful to fall back on the British Joint Board's promise, but we will first see what can be done with our own graduates. In any case we shall of course not give up this important Department.

433. University Middle School.

I have written so much in previous correspondence on the subject of the University Middle School that I do not know that it is necessary for me to comment upon this Minute which was specially drawn up by a member of the Board at the request of those present, and subsequently passed unanimously by the Board itself. In reading the Minute over again, it occurs to me that it may possibly be open to misinterpretation. May I explain that the points which it is intended to cover are as follows:-

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1. That a University Middle School is needed here to fulfil three separate and important functions:-
As
 - (a) A practice school for the Department of Education.
 - (b) As a feeder to the University.
 - (c) As a means of contact with influential classes in the community, and a means of evangelistic work among them.
2. That such a School cannot possibly be self-supporting from the outset, although large tuition fees can reasonably be asked, as it would be necessary for the first few years to secure the confidence of people in the city and district whose sons might attend the school.
3. That if the School is to be started on a small and experimental line, as the British Joint Board recommends, the possibility of being self-supporting is even more remote, as approximately the same number of different classes and courses would have to be offered for a far smaller return from tuition fees.
4. That without a special grant from Western sources both for initial capital expenditure and for annual subsidy for the first few years, it will be difficult for anything to be initiated along these lines.

434. Chinese Members of Staff.

S. The Field Board were greatly impressed with the action of the Executive Committee of the Presbyterian Board in agreeing to supply a financial equivalent (or partial equivalent) for any unfilled portion of their guaranteed quota. This, to my mind, is one of the most important and valuable steps yet taken in enabling the University to face the possibility of replacing foreign members of staff by Chinese. It could only of course be put into effect when vacancies occur, or when there are obvious reasons why a particular foreign member of the staff should change his sphere of activity. We are anxious to know how far other Boards would be willing to take a similar attitude to what the Presbyterian Mission Board have taken.

435. Support of Chinese Members of Staff.

I sincerely hope that the Minute passed under this heading will not prove a disappointment to the British Joint Board, but it was felt by all, and particularly by Mr. Sparham, who was responsible for the drawing up of this Minute, that there was some danger of the situation being misunderstood, owing to the prominence which has been given of late years to the important question of Chinese leadership. It is entirely true that Chinese leadership is rapidly coming to the front and is becoming an increasing and even essential importance in the conduct of all forms of Christian work. At the same time it has to be recognized that the Christian Church of China is at present hard put to it to attain any measure of self-support,

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apart from the four or five large and wealthy centres where foreign trade is predominant. In a province like Shantung, for example, the very success which has attended the splendid efforts of the past in the development of self-supporting Churches, makes it exceedingly difficult to secure any large financial help from those Churches for anything other than the support of their pastors.

We are thus faced with a somewhat anomalous position. Well-trained Christian leaders are needed for a University like this, and are gradually appearing on the horizon, but the Chinese Church which produces them is in no position whatever at present to support them in such a position as that of a professor on a staff like ours. There is, therefore, a choice of two alternatives for these men, either they must accept positions in Government non-Christian Colleges, or else we must be prepared, for some few years to come, to find their support from the West. You will notice at once the intimate bearing that this question has upon the one which I have already discussed under the policy of the School of Arts and Science. The fact is that in North China, particularly in Shantung, we have not got a strong Christian laity who should be able financially to guarantee and support men of this calibre. For this very reason the Field Board would deprecate the instituting of any system which would give the Chinese Church the direct appeal to the Home Missionary Societies, as suggested in the Minute of the British Joint Board, as that would inevitably ^{pp} delay the day when the Chinese Church itself would begin ^{to} ~~to~~ ^{feel a} fall in responsibility for undertaking their support. x

It seems to us that it would be far better, as I explained in a previous letter to Dr. Moorshead, for the Board to devolve that responsibility upon the Field Board and for all financial grants from the West to be made direct to the University as has recently been done in the case of special contributions from the N.M.S.

436. Admission of Women Students.

The action which has been taken by the Field Board with reference to the admission of women students to our ordinary classes in the Theological School needs some explanation, for I should be sorry if the Joint Boards considered that such an action was taken without due regard to the attitude which they have both adopted towards the education of women in other departments than that of Medicine.

In so far as the admission of women students would involve new expenses which could not be met within our present budget, the Field Board will take a similar attitude. In the present instance, however, we have been faced with an entirely different situation. Several of the Churches

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and Missions have been asking us to extend the privilege of our Theological classes to educated women students who, without taking the full theological course, are anxious to secure one or more years of special training of an educational standard higher than that which is offered by the various Women's Bible Schools. We are peculiarly situated to respond to that appeal, and all the more so in view of the important additions to our staff in the person of Dr. Luella Miner. She is enthusiastic for this type of work, and has offered to take full surveillance of such students. They cannot be very many in number at present, as of course theological students, either male or female, are distinctly limited all over China just now, and we should not admit any who do not come up to our entrance requirements. Seeing however that our theological classes can easily make room for the women students who are likely to apply, that Dr. Miner will take full responsibility for them, and live with them until the time when the new women's dormitory is completed, the expense involved is a trivial one, and can easily be covered within the present theological budget.

If there had been time to submit this matter to the Joint Boards and secure their reply before the opening of term, that practice would have been followed; but in view of the fact that a reply must be sent at once to those who are asking to come in next September, the Field Board have instructed the Administrative Officers to take steps for the admission of these special students next term.

437. Courses in Theological School for Arts Graduates.

The Field Board gave careful attention to the action of the N. American Joint Board with reference to the recommendations of the Departmental Committee of the School of Theology in the matter of theological courses. It was the opinion of the Board that that action was possibly based upon some misapprehension of the actual facts of the case, particularly as the Minute of the N. American Joint Board speaks of "Post Graduate Courses" whilst both that Minute and Mr. Scott's covering letter appear to take it for granted that if we do not make provision of this nature in Tsinan, it will merely be necessary for such students to go to Peking or Nanking. To make the matter as clear as possible, may I be allowed to emphasise the following points:-

- (1) In addition to the ordinary students who at present take two years of Junior College work before entering theology, there are several who complete the full Arts course before applying for admission to the Theological School.

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- (2) With a certain few notable exceptions, the man who has taken the full Arts course before studying theology usually proves to be the more distinguished and able pastor at the end of his studies.
- (3) The Chinese Church of this province, poor as it is, is very anxious that we should do all that we can to encourage men thus to complete their Arts course before entering theology.
- (4) If these men are to take exactly the same theological course as those who have only done one or two years in Arts, there is little or no encouragement to them to become Arts graduates. Furthermore it has been found repeatedly that such men are fitted for a fuller theological course than the ordinary under-graduate, and are kept back by having to share the same classes.
- (5) As theological teaching in Peking and Nanking for graduate students is conducted in English, it is impossible for these men to be transferred there.
- (6) What has been urged by the Departmental Committee, and has gained the strong endorsement of our Field Board, is not that we should start a completely different course for these men, but that as soon as our theological staff is completed we should so arrange the curriculum that while sharing some classes with those who are undergraduates, some extra classes should also be arranged which would be more suited to the educational background of these full Arts Graduates.

438. Teaching of English.

The attention of the Field Board was drawn to the letter of Mr. Scott with reference to the possibility of effecting a saving in the School of Arts and Science by not utilizing the \$2000 budgeted for teachers of English. I see that Dr. Moorshead has also referred to this same proposition in his last letter, and that it has been commented upon favourably by the British Joint Board. Once again I am afraid that there has been some misapprehension of the facts of the case.

It may sound strange to say such a thing, but I think a few minutes' reflection will convince you that the teaching of English in a University like this, which prides itself on its Mandarin, is a considerably harder and bigger thing to accomplish than in a University where every subject is taught in English, and where as a consequence comparatively less time need be given to the teaching of English itself.

In the University of Nanking and or Canton Christian College, students are admitted at a stage where their English is sufficiently proficient for them to be able to take a college

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course in the English language. It is therefore not necessary to add a great deal in the way of English courses. With us, the reverse is the case. During this last term we have had to cover as many as 70 periods a week in the School of Arts and Science, in order to maintain a comparatively low average of English teaching. When I remind you that those periods are all an hour each, you will realize that the voluntary principle, - by which I mean the securing of voluntary help from the wives of professors, - does not carry one very far. Many of the ladies have helped us, but their help is far from regular owing to the pressure of domestic claims, nor can they possibly cover the ground. The \$2000 to which exception has been taken, is really not a new item at all. It represents what used to be spent for Mr. Kwoh and other Chinese teachers. Last year it was dropped out because we could find no-one to take Mr. Kwoh's place, and Mr. Parker, who has been acting Head of the Department, has had the back-breaking task to keep up his staff of teachers. We feel that not only is it necessary to get help in the way suggested, in addition to all the assistance that we can secure from the ladies, but that we must also appeal for a qualified head of this Department. Mr. Parker's own Department is making increasing demands upon him, and he cannot long do justice to both. The whole subject of English is so important in our present stage of development in the University, that we shall lose out seriously unless it is handled in a different manner. This is one instance where only a foreigner can supply the need.

439. 6-6-4. System

You will notice that it is proposed to institute this new system from September 1924. This is really only a matter of adjusted curriculum, for although theoretically this will reduce our Arts course to four years instead of five, we shall be obliged, for the first few years, to maintain a sub-freshmen year, in order to accommodate such Mission Middle Schools as cannot at present arrange for a full six-year course.

440 and 441.

These Minutes with reference to the Co-operation of the American Board Mission, and the Women's Board Mission of the Interior need no comment. We at this end will do our utmost to retain Mr. Cady, and I earnestly hope that the American Board will permit him to stay with us. We are all greatly delighted at the prospect of welcoming Dr. Luella Miner who should be an immense strength to our staff.

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442. DR. BRAFFLADT.

We had the pleasure of Professor Wold's presence with us as the representative of the Norwegian Lutheran Mission. According to the present attitude of that Mission he did not feel free to sit as a voting member. It was, however a privilege to have him with us and be assured of his sympathy and support.

443. Dr. Han Chung-hsin.

We shall await the reply of the British Joint Board to the action of the Field Board with regard to Chinese members of staff (Minute 435), before suggesting to the Chinese Presbyterian Church that they address any application for Dr. Han's support to the British Joint Board.

444. Staff Appointments.

Both Mr. Lair and Mr. Barkness have been ^{and} are such valued members of our staff, that I feel sure the Joint Boards will endorse the recommendation that they be now made full professors.

445. Vice-Presidency.

In connection with the suggestion that the British Joint Board might be willing to undertake the support of Chinese members of staff for a limited period, there is probably no greater service that it can render than by making itself responsible for the support of a Chinese Vice-President to this University. Such a step will be invaluable to the Institution, and if we could secure the consent of Dr. Cheng Ching Yi to join us, on his return from America, I feel that it would be an immense gain to every department of this University. My only hesitation in pressing the matter is that the British Joint Board has already undertaken such large new responsibilities during these last two years. I need hardly say that we should be equally happy if the American Joint Board could see its way to undertake Dr. Cheng's support! I am not, of course, approaching him in the matter at present, as it is impossible to do so until we see where his salary etc. would come from.

446. Pre-Medical Department.

I have been making a careful calculation during the past month in order to ascertain what our Pre-Medical Department is costing us, and I find that it varies from \$24,000 to \$25,000. This sum of course includes a proportion of the salary of those foreign and Chinese members of staff who are assisting in the carrying on of this Department, and if we were to take so drastic a step (which of course we could not contemplate) of closing the department, the saving

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effected would not be anything like this sum. It would, however, be close upon \$10,000. At present this whole expense has to be borne by the School of Arts and Science, although really this department might equally well be linked on to the School of Medicine, of which it forms an essential preparatory department. With this in view, the Field Board have felt that we ought to try and secure from every Mission co-operating in the School of Medicine not merely an annual contribution towards the Medical School itself, but also to the Pre-Medical Department. It might, of course, be urged that the one contribution should cover both, and that the Medical School should divert some of its funds in order to maintain Pre-Medicine. As a matter of fact the School of Medicine has made an annual grant of \$4000 for these last few years in order to help on the Pre-Medical Department, though it is under no obligation to do so, and is finding it increasingly difficult to keep up this contribution, in view of the fact that the sum received from the C.M.B. is only two-thirds as large as it was when this \$4000 grant was first started. Apart from the E.B.M. and A.P.M., almost every Mission co-operating in the University is staying on the minimum basis line, so far as financial contributions are concerned. The only exception has been the Lutheran Mission, which in addition to its minimum contribution to the School of Medicine, has in former years made a grant towards the Pre-Medical Department. These minimum contributions, whilst sufficient for the upkeep of a relatively inexpensive school such as the School of Theology, are entirely inadequate for the School of Medicine, and School of Arts. It should not, therefore, be asking too much for the Missions who co-operate in the School of Medicine to make an additional grant for the Pre-Medical Department. I hope the Joint Boards may see their way to endorse this recommendation, and lay it before the co-operating Mission Boards.

.....

I do not think any of the other Minutes require any comment, which is just as well, considering the inordinate length of this letter and its enclosures.

I am writing this at the close of term, and tomorrow the students will be separating to their homes. We expect to have a well attended Summer School here at the end of this month, which will keep most people busy again, but which, I believe, will prove to be a most valuable service to the Christian constituency of N.China.

With warm regards,
Believe me,

Yours very sincerely,

HB/FHM.

Stuart Dalme

Harold Balme

SHANTUNG CHRISTIAN UNIVERSITY

SCOTT REC'D TSINAN, CHINA

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Dean, School of Theology
SAMUEL COCHRAN, M.D.
Dean, School of Medicine
J. S. WHITEWRIGHT
Director, Extension Department
J. WALTER HUNTER
Registrar
PAUL C. CASSAT
Treasurer

TSINAN, 16th June, 1923.

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

My dear Mr Scott,

When writing to you at length a few days ago I omitted to reply in any detail to your letter of 7th May, regarding which there are one or two points which I ought perhaps to comment on.

1. Action of Presbyterian Board Executive Council.

May I ask you, as secretary of the Presbyterian Mission Board to convey to the Executive Council our warm appreciation of the action which they have taken with regard to the vacancies in their quota, as expressed in the Minute of that the Field Board which I sent you a few days ago. I am grateful to you for having passed on to me the letter from Mr. Armstrong regarding the attitude of the Canadian Board. I think it would be as well for us to have similar records with reference to all Boards co-operating in the University, and particularly those which will now be coming in on the women's side. This will enable us to know how to act when the opportunity occurs for securing suitable Chinese members of staff. I will also ask Dr. Moorshead, to whom I am sending a copy of this letter, to be so good as to ascertain from the British Missionary Societies also what their attitude would be.

2. United Financial Campaign.

You will notice that in the Minute which the Field Board passed with reference to the United Financial Campaign, the suggestion was made that if this project materializes a representative of Shantung Christian University should be set aside for co-operation in the effort. Unless that is done, one cannot help fearing

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that our recent experience in the N.China Union Medical College for Women, and the Women's Drive will be repeated. From your letter I presume that no immediate steps are likely to be taken.

3. American Board Co-operation.

I am sorry to see that the American Board do not see their way to definite co-operation on the N.American Joint Board. They are appointing a representative on our Field Board, and it would certainly strengthen the position if they could commit themselves to co-operation at both ends. I am finding it a little difficult to know what is holding them back, for in China there is a very strong feeling on the part of their missionaries, that Mr. Cady ought to be left in Tsinan.

4. Letter from American Teacher.

The personal letter from an American teacher in Tsenching, which you tell me is being circulated amongst the members of the Peking Trustees, is certainly amusing, though, if I may venture to remark, I am not entirely clear as to the propriety of circulating *letters* casting criticisms on a sister University amongst a Board of Trustees; however no-one would have any quarrel with the main thesis, namely that all such Universities need adequate endowment; whilst the delicious remark "Tsinanfu reminds me of the pauper family giving birth to the 10th starving mouth" is a bon mot that it would have been quite sacrilegious not to preserve!

I imagine the writer cannot have been very long in China, or else he (or she) would hardly have attempted to build up any case from a comparison of pro rata costs. Whether it be the \$1000 per capita at Tsinan, or the \$5000 to \$10,000 per capita in the Peking Union Medical College. I need hardly remind you that we could reduce that cost tomorrow by 50 or 60% by the simple method of lowering our entrance standards, and letting in a large number of non-residential non-Christian students who would jump at the opportunity. This, however, is clearly ^{not} the policy to be recommended in days like these, when quality means everything in missionary effort, and financial statistics need very careful scrutiny of all facts.

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You may remember that enquiry which I conducted three or four years ago into the Scientific Efficiency of Mission Hospitals. It was rather illuminating to find on that occasion that, with a few notable exceptions, the lowness of cost per bed, and the large percentage of self-support varied in direct relationship to the scientific efficiency of the particular hospital. Of course this does not mean to say that self-support and economy do not need our constant striving after. I merely mention it to remark upon the care with which such a statement as you quote should be regarded.

Something ^{similar} can be said about the criticisms of the Library building. The writer appears to be oblivious of the fact that the main function of a library in China in our present development is not to find a place for crowds of readers, but rather to teach students to read. Already we are noticing the difference in this respect since we had a proper building to house our books, and to attract our students. Whereas previously the inevitable tendency was for men to content themselves by concentrating merely upon their text-books, to-day we are seeing an increasing number of them learning to use the library as it should be used, as a place of reference and research.

I am not quite sure from the extract which you give, whether the six students in the Library, to whom the writer refers, were at Tsinan or at Peking. If this is a reference to Tsinan, it is very plain that the writer was not visiting the Library in the evening. During these winter months it has been no uncommon thing to see 100 or 150 students working at one time in the Library. In fact I regard it as one of the most encouraging and promising sides of our recent developments. However this is merely by way of general comment, for as I mentioned before, we are all of us absolutely at one on the main point, namely, the ~~raising~~ and putting up of these big buildings without sufficient endowment for annual subsidy. You know how much we stressed that point with regard to the coming of the Women's Medical School.

5. Amendments to Constitution.

In my letter of last week, covering the Minutes, I ought perhaps to have explained that the emission motion which I proposed with regard to the presence of Administrative Officers at Field Board meetings,

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and which the Field Board did not see their way to approve, was not in the terms that I suggested a year ago, but followed the form suggested by the N.American Joint Board. The Field Board, however, did not see their way to go that far.

I read to the Board the extract of your letter suggesting the possibility of a change in our constitution along the lines now being followed by the N.American Joint Board. No action was, however, taken. If at any time the Missions concerned press for larger representation I am sure that it would be very favourably considered by the Field Board; but in the case of the E.B.M. (and I think possibly of your own Mission also) the present feeling is that the representation is sufficient, and that the Board should not be allowed to grow too large. Already with the coming of the Women's representatives we shall have a Board of 20, and one which is, unfortunately, preponderatingly Western in personnel. If therefore additions are made, most of us feel that they should be Chinese rather than Western.

With kind regards,

Yours very sincerely,

Waldo L. Linn

HB/FHM.

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SCOTT REC'D

H. Balme

齊魯大學

JUL 14 1923

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

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SECRETARIES

Ans'd
OFFICE OF THE PRESIDENT

Copy for Rev G. T. Scott

, 18th June, 1923.

Dr. R. Fletcher Moorshead, F.R.C.S.,
19, Furnival Street,
LONDON, E.C.4., ENGLAND.

My dear Moorshead,

Your letters of May 8 & 10 enclosing the Minutes of the British Joint Board have all come safely to hand. The copies sent by Siberia arriving on 8th June, just at the close of our meeting of the Field Board. It was unfortunate that they could not have made the journey a few days more rapidly, as in that case we should have been able to consider them at the meeting of the Board. They must now, however, be circulated in due course, and any actions which may arise from them must be postponed until the meeting of our Administrative Council in the Autumn.

Meanwhile there are a few points in the Minutes and in your letters to which I should refer.

212. Middle School.

The letter which I have written jointly to Mr. Scott and yourself, and the Minutes of our recent Field Board meeting, will, I hope form an adequate answer to this Minute, both with regard to the impossibility of commencing the new Middle School on a self-supporting basis, and also with reference to the budgeted sum of \$2000 for English teachers. It is very unfortunately that it does not yet seem possible to make any progress with the establishment of the Middle School, but I know the difficulties that you are meeting at the home end in the raising of the initial sum, and I hope I have made our difficulties at this end equally clear. Although

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it has proved impossible for us to make a start this coming autumn. I feel that we ought to strain every nerve to be ready for a start in September 1924. Two reasons make that date particularly important. In the first place, we shall by that time have Smith, Garside and Drake all ready to take active part in teacher-training work, and therefore needing some practice school at hand. In the second place the Field Board has decided that the 6-6-4 system shall come into vogue then, and that means that at least we shall have to plan for a sub-freshmen year which will really be the top of our Middle School.

213. N.A.J.B. Minutes.

The only Minutes of the N.American Joint Board that calls for any comment is with regard to the question of the Boxer Indemnity. Here you will notice that the Field Board has acted in exactly the same manner as the British Joint Board, and I am sure that both you and Mr. Scott will agree with our decision to secure the best Chinese opinion before committing ourselves to any definite line of action. I am in communication with Mr. Sparham on this subject, and if only we can find a way to get through the financial difficulty, we shall certainly plan for a conference of British and Chinese educators during the coming autumn.

214. Re-appointment of Members of Staff (0133).

I notice that the British Joint Board does not see its way to endorse the recommendation of the Faculties and of the Field Board with reference to the requiring of a vote before members return from furlough, and that only in the case of the first time of service does the British Joint Board see its way to agree to this practice. In your letter of May 10 you make it plain that the reason for this attitude on the part of the British Joint Board is an uncertainty as to what would be done with any members of staff who were not invited back.

I doubt if we shall escape this difficulty by avoiding such a line of action as the Field Board and Faculties have proposed. After all, cases like this are bound to occur. Some men will prove to be unsuitable on the grounds of their spiritual influence, or moral character, their inability to work in a team, or similar causes; whilst others again will be found to lack the necessary gifts for teaching, either because of their inability to obtain a good working knowledge of Chinese, or because of their failure to keep thoroughly abreast of their subject. These disabilities will not necessarily appear during the first term of service; in fact some of

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them, e.g. unwillingness to work well with others, failure to keep abreast of their subjects, etc., are conditions which appear later on in a missionary's life. Neither of these disabilities should necessarily mean that the man in question is unfit for the Mission Field. They do, however, render him unsuited for such an institution as this. Unless the matter comes up automatically at stated periods, we are driven to the painful necessity of taking each case separately whenever it occurs. In either instance the Missionary Society is liable to have its representative thrown back on its hands, unless it wishes us to force us to retain on our staff a man who is proving unsuitable for his work. In either case, also, individual members of staff cannot fail to escape that element of uncertainty of which you write.

It is in view of these facts, and because of the unanimous feeling that the efficiency of the workers, from both spiritual and educational standpoints, must be maintained at all costs, that the Faculties themselves suggested this line of action which the British Joint Board finds it difficult to agree upon.

There is another side of the subject which is also important, and which the recent action of the N.American Board has emphasized, and that is the question of the possible replacing of foreign missionaries by Chinese. If the B.J.B. Minute is to be interpreted as meaning that every man who has already completed one term of service upon our staff is to be retained here for the rest of his life, if he wished to stay, I am not quite clear as to where the possibility of putting the Presbyterian Mission Board's proposals into action would come in.

In any case, however, I ought to make it quite clear that we have no idea whatever of suggesting drastic changes in our foreign staff. We have a splendid staff of men and women here, and they are doing very fine service; nor do I know at the present time of a single one of them whom we would wish to replace. We do need, however, to have some kind of machinery which has the confidence of the men themselves, which can be put into operation in the event of its being necessary or desirable to suggest a different sphere of action of any of our staff members, and the same is equally true of the Chinese.

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Possibly you know that at least one Mission in N. China has for several years past followed this practice with regard to its missionaries. That Mission claims that it has proved a far happier and more effective means of dealing with an admittedly delicate situation, than the other alternative, namely, taking ad hoc measures whenever men prove unsuitable or incompatible.

214. Departmental Committee of the School of Theology. (0134)

This Minute has also, I trust, received an adequate answer in the recent action of our Field Board of Managers. It seems to me quite certain that the strong action taken by the N. American Joint Board, was founded upon a misapprehension of the full facts of the case. I sincerely hope that the Field Board Minute will have made the position clear, and that the Joint Boards will see their way to endorse the attitude taken by the Departmental Committee of the School of Theology. That Committee, you will remember, was set up in order to enable the Chinese Church to give full expression to its opinions and desires with reference to the training of the men who will afterwards be its pastors. I cannot help, therefore, feeling a little nervous whenever the Joint Boards find it necessary to act in strong opposition to the recommendations of that Committee, particularly if their action gives any appearance of having been taken without full knowledge of all the facts of the case.

214. Annual Budget (0141)

It is with much gratitude that I have noted the willingness of the British Joint Board to undertake the responsibility for the sum of \$1000 necessary for the retaining of the Senior College work in Science during the ensuing year. As mentioned in my letter of last week, I am not at present making this offer public, as we are doing our utmost to get our own alumni to raise this sum.

With regard to other items mentioned, may I again say how earnestly I hope that the Joint Board will be able to provide the full \$4000 asked for. Our situation is going to be a serious one if this money is not forthcoming, particularly as I notice from the same Minute that the B.M.S. do not see their way to make their previous donation of \$1000 towards general expenses an annual grant. Evidently there has been some misunderstanding on this point, as our Treasurer was under the impression that this sum had been voted by the B.M.S. as an annual contribution to General University expenses in the same way that the American Presbyterian Mission have voted \$4000 to that same cause.

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If as your Minute makes clear, the B.M.S. have not so regarded their former contribution and do not see the way to continue it, our General University Budget for next year will be short \$2000 in the event of the B.J.B. only being able to provide \$3000. This is a very serious matter, for it of course means that we shall have to cut down on such matters as publicity work, printing of University Bulletins, entertaining of Chinese guests, etc., these being the only items which are at all flexible. These, however, are the very items which I have looked upon in the nature of investment. I have been most anxious, for example, to get a useful University Magazine started, which would be printed partly in English and partly in Chinese, and would go on the one hand to our graduates and other possible Chinese supporters, and on the other hand could be largely utilized in eliciting and maintaining interest in Gt. Britain or N.America. Such an investment would, I believe, bring us in valuable returns in the way of financial support, but if our budget is to be cut down in the way indicated, I am afraid all hope of such a thing will be frustrated. Is it possible that as a result of the special effort to secure annual subscriptions from the various centres, of which you speak in your Minutes, something can be done to help us out. Has the British Joint Board's action in limiting themselves to \$300,000 been influenced by the fact that Mr. Holdsworth's annual contribution of \$50 has now been withdrawn in order to provide a capital sum for the X-ray department? I am sure that you will think sympathetically over this question, and I do appeal to you to do anything that is possible to help us out.

215. Future Support of University.

I have already dealt with this question in my joint letter to yourself and Mr. Scott, and you will notice the action of the Field Board with regard to it. It is very good news to hear that you are hoping to secure 50 co-operative centres, each to undertake the responsibility of providing £100 yearly for 5 years. It will be a great thing for us all if that materialised. It is quite clear, however, that we must do everything possible to secure greater support from our alumni and Chinese friends, and that any action which we may take at this end must be carefully scrutinized from that point of view.

.....

With this letter I am enclosing a copy of a letter which I have just written to Mr. Scott in reply to one which he wrote on May 7, and which I understand he has already forwarded to you. You will notice that in my reply I have gone into some details with reference to the criticisms of this institution which seem to have

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been passed by some member of the Yenching staff, and which, as Mr. Scott explains, are being circulated amongst the Board of Trustees of Peking University. As I suggested in my letter to Mr. Scott, it seems a little hard for criticisms of a sister University to be circulated in this fashion amongst those who as a rule have not first-hand information at their disposal with which to investigate the assertions and deductions so offered, and for that reason I have taken up the two points in more detail than I would otherwise have done. Of course it is inevitable for a University like this to come in for a large measure of criticism, particularly in the matter of expense. It is always a matter of surprise to visitors that we should have so large a plant and staff for so small a student body. What is not so easily appreciated is the fact that the size of our student body is at present restricted by our high entrance standards, our limited dormitory accommodation, and our refusal for the present to admit non-residential students. The day may come when it is better for us to open the doors more widely, and let in the floods, but I think you will agree that for the present it is better for us to concentrate upon a comparatively small number of students on whom we can hope to have a real spiritual influence.

I must now close. With warmest wishes, and hoping that you are going to have a good holiday,

Ever yours affectionately,

H. Salve

HB/FHM.

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Harold Balme

SCOTT SHANTUNG CHRISTIAN UNIVERSITY

TSINAN, CHINA

British Joint Board

F. H. Hawkins, LL.B., Chairman
R. Fletcher Moorshead, F.R.C.S., Secretary

North American Joint Board

Paul Monroe, Ph.D., LL.D., Chairman
George T. Scott, M.A., Secretary

Field Board of Managers

Chang Po-ling, Litt. D., Chairman
Harold Balme, F.R.C.S., Secretary

British Office

19, Furnival St., London, E.C. 4

North American Office

156 Fifth Avenue, New York City

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Dean Elect, School of Arts and Science
JOHN D. MacRAE, B.A., B.D.
Dean, School of Theology
SAMUEL COCHRAN, M.D.
Dean, School of Medicine
J. S. WHITEWRIGHT
Director, Extension Department
J. WALTER HUNTER
Registrar
PAUL C. CASSAT
Treasurer

TSINAN, 4th July, 1923.

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

and Dr. R. Fletcher Moorshead, F.R.C.S.,
19, Furnival Street,
LONDON, E.C.4., ENGLAND.

My dear Mr. Scott and Dr. Moorshead,

When writing to you at length three weeks ago enclosing the Minutes of the Field Board and the Reports of the Administrative Officers, I was unable to give you any definite information with regard to our financial position, about which, as you know, I have been very anxious throughout the whole year. Although the Treasurer's Report is not yet made up, by Hunter and Cassat have succeeded within the last few days in balancing our books, so that I can now give you a preliminary statement as to how we have come out.

The Theological School, School of Medicine, Hospital and Extension Department have all closed the year with a small working balance. This in the case of the Medical School and Hospital is, to my mind, a peculiarly creditable performance, for as you will remember they opened the year with a deficit of some \$9000. The whole of this deficit has been wiped out, as a result of the splendid work which Dr. Cochran, *Mr. Cheng*, Dr. Shields and Mr. Frank Harmon put in last summer, and by dint of great economy and carefulness they have also succeeded in keeping the whole year's expenditure within the income and of putting aside a small sum for necessary repairs etc. The balance on the Extension Department is in the main due to the fact that Mr. Tang En-liang has not drawn his salary since resignation. Mr. Whitewright will doubtless be in communication with Dr. Moorshead and Mr. Wilson with reference to that sum.

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JUL 4 1923

I am sorry that I cannot conclude this encouraging account with a similar statement with regard to General University expenditure, and the budget of the School of Arts and Science. Both of these have closed with a small deficit, but I am thankful to say that the amount overdrawn is very much less than at one time seemed inevitable. The overdraft in the case of the General University Fund amounts to \$236 whilst that on the Arts budget is approximately \$400. I had hoped that in spite of the great difficulties under which we have been operating in the School of Arts and Science during these past 12 months, we might just have come out even. We should have done, but for two facts; the first being that a large sum of money has had to be spent this year on overdue repairs to the dormitories and science halls, and the second being due to an unlooked for expenditure for new dormitory locks. We have, I am sorry to say, been the victims of a series of serious robberies during these last few months, and many of our students have had money and other valuables removed from their rooms, the locks of which are of very common variety. This has forced us to instal proper locks in all the dormitory rooms, the cost of which will eventually be recovered from the special fees which we shall charge students for their keys. A proportion of the initial outlay, however, has had to be borne by this year's budget, with the result that we have a small overdraft as mentioned above.

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May

When I remind you that the Budget for the Arts School for this present year was drawn up in the confident hope that with Mr. Frank Kwoh as our Dean we should be able to secure a considerable sum of money from Chinese contributions, and that as a result of this hope the Arts School was credited with \$7000 from this source (none of which has been obtained) I think you will admit that an overdraft of \$400 from the year's working, points to very stringent economies; in fact I must admit that those economies have been pushed to a point which has seriously jeopardized the School. It was only by refusing to engage Chinese teachers who were badly needed, and by cutting departmental expenditure to a limit which has seriously effected their development, that we have been able to come out as we have.

Throughout the year we have been hoping that the British Joint Board might be able to appropriate the sum of \$4000 towards the University, and Dr. Moorshead, as we gratefully acknowledge, has been doing his utmost in this direction. Had that been possible, we should have

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just got through, instead of having to carry a total overdraft of approximately \$636 against our next year's accounts.

In looking to the new year I cannot but feel some anxiety. In addition to the \$636 overdraft referred to above, it would appear as though our hopes for appropriations for General University expenditure will be \$2000 less than we anticipated when drawing up our budget, as the special contribution of \$1000 from the B.M.S. is, as we are informed, not to be renewed this new year; whilst the British Joint Board has not seen its way to accept responsibility for more than \$3000 out of the \$4000 for which we budgeted. This means, therefore, that we start the fiscal year with a total sum of \$2636 against us. I do not at present see how this sum is to be saved out of our present budget, unless we deliberately abandon such work as publicity, printing of bulletins and reports, etc. etc. This publicity is, to my mind, a vital part of our activity at this stage of our development in China, for without it I do not know how we are to solicit larger Chinese support. I regard it frankly as a form of investment, and for that very reason I confess to a feeling of deep apprehension at the possibility of our being obliged to abandon it. I do sincerely hope that some means may be found of averting it. We have reached a stage in China where judicious investment will, I believe, bring in considerable returns. Many of our alumni, as a result of the work of cultivation which I have attempted to carry on this past year, are becoming increasingly friendly to their old alma mater, and if we were in the position to follow up this advantage,—for example, by the issue of a University Magazine, the holding of receptions in some of the leading cities, and possibly by sending a member of our Chinese staff to visit those graduates and other friends with whom we have lost touch,—there is good reason to believe that they would rally increasingly to our support. I would like to appeal to you, therefore, to give your kind and careful consideration to this matter, and to see if anything can be done to prevent us from being forced to cut down our efforts in this direction.

I am still doing my utmost to secure some help from the alumni towards the maintenance of ~~Senior College~~ work in Science. Whether or not we shall succeed will of course depend to a large extent upon the amount of effort which we are able

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to expend in the endeavour to enlist their interest. If we do so succeed, I hope the British Joint Board would be willing to allow us to transfer the sum which they have so kindly guaranteed on this account to the General funds of the University. That would at any rate be a help towards solving next year's problem.

It is with very sincere regret that I have to report to you that Mr. Cassat has had another serious attack of his former illness, and that as a result the physicians belonging to his Mission have recommended that he be sent home at once on health furlough. I think it mentioned in a previous letter that our doctors here had sent him up to the Peking Union Medical College, where he was completely overhauled, and that as a result the P.U.M.C. physicians recommended he be given three months' complete rest in order to see whether or not it was possible for him to recover without returning to America. Unfortunately a second attack took place during the first month of this vacation, and after consultation with Dr. McLean, Professor of Medicine at the P.U.M.C., the Shantung Mission Council of the A.P.M. have decided to recommend him to return without delay to the States. This is a terrible blow to us, for he is without question one of the ablest and most invaluable men on our staff. Mr. Hunter has nobly come to the rescue, and is taking over his duties, but none of us can really take his place, and we shall be hard put to it to get through the ever-increasing administrative duties in which he took so large a share. I do not yet see my way through this serious problem, but meantime our first duty is to give him the best possible chance of recovering his health completely. Dr. Johnson will doubtless be writing to the Presbyterian Board with regard to arrangements for the return of Mr. & Mrs Cassat early in August.

With kind regards,

Believe me,

Yours very sincerely,

Howard Palmer

HB/FHM.

0681

Miss
Bender

Copies to
Miss Hodge
Dr. Cochran
Dr. Leonard

July 13, 1923

Dr. Harold Balm
Dr. Frances J. Heath

Dear Friends:

I am enclosing a copy of the Minutes of the last meeting of the Woman's Committee of the School of Medicine of the Shantung Christian University, in order that you may have the official report of what has been done.

You will see first that the committee which was authorized to make an appeal for a building grant, was also empowered to ask for aid in the annual maintenance of the School of Medicine. Before the official appeal in written form was presented to the China Medical Board, Dr. Cochran and Dr. Leonard had informal conferences with Mr. Roger Greene. I have no doubt they have reported fully to you, so I will not attempt to cover these negotiations. Following the official appeal, Miss Hodge, who, as acting chairman of the committee signed it, was asked with Dr. Leonard to meet the China Medical Board. This interview was held yesterday and I have not had a report, but doubtless you will hear from Dr. Leonard.

The next action of the Committee on June 26th related to the Letter of Credit to the amount of \$17,500 which had been issued by Miss Hilda Olson. The explanation of this vote lies in the uncertainty that existed in the minds of the Committee as to provision for the annual maintenance of the school. It was felt that until there was reasonable assurance that sufficient money was in sight to provide for maintenance, steps should not be taken that would commit the schools to amalgamation, and perhaps embarrass the University. This action of the Committee was transmitted at once to the field by mail, but since advice to the contrary has come by cable, you will probably receive authorization to draw on this before the letter sent by Miss Lepper containing the action of the Committee on June 26th, reaches you.

On the second page of the Minutes you will find a schedule relating to annual maintenance for a five year period. The amount needed is based on a report from the field. The probable resources

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#2--Dr. H. B.
Dr. F. H.

JUL 13 1923

from Mission Boards, the China Medical Board and local receipts, represent, with the exception of the first year, what is hoped for, but is without guarantee. As you know, the Woman's Foreign Missionary Society of the Methodist Episcopal Church has promised \$2000 Gold for 1924 (available on the field after January 1st). The Presbyterian Board has taken action assuming their share of the maintenance for the year 1923-4 and is looking forward to making an annual grant. There is reasonable ground for the expectation that the China Medical Board will pay \$3500 Gold next year.

Having in this way a reasonable assurance of maintenance for 1923-4, and in view of the approval of both Dr. Leonard and Dr. Cochran of the erection of new buildings on the plan outlined in your recent cablegram, we submitted several questions to the Committee by correspondence. They were approved, and on the basis of this, a cablegram was sent Dr. Balme on July 10th as follows: "The expenditure you suggest is authorized, 12,500 American Gold Dollars."

The following was approved by the Committee in this correspondence voting:

- I. That the Woman's Committee of the School of Medicine of the Shantung Christian University approve the expenditure of \$7,000 Gold for land.
- II. That the Woman's Committee of the School of Medicine of the Shantung Christian University approve the building plans as outlined in the cablegram of June 20th.
- III. That the Woman's Committee of the School of Medicine of the Shantung Christian University authorize the Treasurer of the Shantung Christian University to draw on the Letter of Credit as issued by Miss Hilda Olsen, for an amount not to exceed \$12,500 Gold, to be used for buildings. - ✕

You will understand that this action, communicated to you by cable July 10th, makes void the instructions sent you by mail after the meeting of June 26th. — *that the Letter of Credit be not drawn upon — and constitutes the author's further instructions that you do not draw to the extent of \$12500. G.*

As I am confident that Dr. Cochran and Dr. Leonard are keeping you thoroughly posted as to progress, I feel that nothing further is needed from me in covering the official actions of the Committee. I wish, however, to congratulate you, who have worked so earnestly for the consummation of that which we believe means great things for the women of China in medicine. You have our best wishes for great success in the union that seems now to be assured.

Very sincerely yours,

0683

Harold Balme

SHANTUNG CHRISTIAN UNIVERSITY

TSINAN, CHINA

British Joint Board

F. H. Hawkins, LL.B., Chairman
R. Fletcher Moorshead, F.R.C.S., Secretary

North American Joint Board

Paul Monros, Ph.D., LL.D., Chairman
George T. Scott, M.A., Secretary

Field Board of Managers

Chang Po-ling, Litt. D., Chairman
Harold Balme, F.R.C.S., Secretary

British Office

19, Furnival St., London, E.C. 4

North American Office

156 Fifth Avenue, New York City

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AUG 23 1923

Officers of the University
SECRETARIES

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President

LI TIEN-LU, Ph.D.

Dean Elect, School of Arts and Science

JOHN D. MACRAE, B.A., B.D.

Dean, School of Theology

SAMUEL COCHRAN, M.D.

Dean, School of Medicine

J. S. WHITEWRIGHT

Director, Extension Department

J. WALTER HUNTER

Registrar

PAUL C. CASSAT

Treasurer

TSINAN

July 23rd 1923.

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

My dear Mr Scott,

In the absence of our Weekly Cheeloo Bulletin, which is discontinued during the vacation, you may possibly care to see the enclosed copy of my monthly letter to members of staff on leave.

Your letter of June 5th, regarding new adjustments in the Presbyterian Board, has recently come to hand, as also a copy of the strong letter which you addressed to the Rev. William Carter. I become more and more amazed at the ethical standards maintained by well-meaning critics of Mr Carter's type.

Excuse such a brief note. I am on vacation, and only in the mood to loaf!

Yours very sincerely,

Harold Balme

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SCOTT'S
齊魯大學

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

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SECRETARIES

OFFICE OF THE PRESIDENT

4th July, 1925.

Ans'd

To Members of Staff Overseas.

Dear Everybody,

I suppose we really ought to be taking a holiday, seeing that it is American Independence Day, but instead of that I am trying to clear off some correspondence and other work before starting on my vacation, and I must certainly include a letter to you all. You will have been rather shorter of news than usual, as we stopped the Weekly Bulletin when the term ended, and that is an additional reason for trying to deep up these Overseas Letters even during the vacation.

The first and most important event that I have to tell you about this month, is the opening of our new University Church, which took place on Friday morning, 8th June, at the same time as our Graduation Ceremony. From previous letters you will have gathered something regarding the Church itself, and I need only say that when completed it certainly exceeded all our expectations. It really is a beautiful building, and the interior appointments are just as satisfying as its fine gray stone exterior. The carpenters have done splendid work on the pews and choir stalls, all of which are dark stained and polished with wax; whilst the stone pulpit etc. though perfectly simple is a really work of art. What I like best about the building is the atmosphere of devotion which it suggests, and which you feel directly you go inside. We are keeping it open every day, and are trying to encourage students to go in there for quiet meditation and prayer, and I cannot help feeling that the very appearance of the place helps to develop a reverent and devotional spirit in those who enter.

But now to turn back to the actual ceremony. The Committee of ladies decorated the building with a few nicely chosen flowers, and two big silk flages at the back of the Communion Table, and a splendid number of people were already in their seats by the time the hour of service had arrived. The student body was in the centre of the Church, and places left in front for the Field Board, the Alumni, and the visitors; whilst the staff occupied the choir stalls immediately behind the choir itself. We formed up in procession in the Administration Hall, and marched solemnly down the central road of the campus, the choir leading, followed by the new graduates (five theological students), the representatives of the alumni, and then the faculties and the officers.

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On reaching the main, north door of the Church, we turned towards the east, so as to enter the Church from its eastern extremity. As we did so the whole congregation rose and joined in singing "All people that on earth do dwell" which thus formed a processional hymn. Arriving in our places at the conclusion of the hymn, we had a time of silent prayer, and then the service began. As you will see from the printed Order of Service which I am sending you, we had everything arranged so that the members of the congregation would know without announcement what was to take place. This enabled us to carry through the service in a very quiet and orderly fashion, which I think everybody enjoyed immensely; MacRae and I took the prayers and scripture readings between us, whilst the final prayer of dedication was offered by Elder Yu Tzu Hsing, the oldest graduate of the institution, who came up all the way from Chefoo for the purpose.

The music sounded most impressive, and I do not know when I have been present at a service in China which thrilled me so much. The choir sung Jackson's Te Deum in English, and also Atwood's Come Holy Ghost, in Chinese, and both renderings did them real credit. We certainly owe a big debt of gratitude to our British Consul, Mr. B.C. Tours, for training them, and to Hunter for all the work he has been doing since Mr. Tours had to go down to the seat of the bandit outrage.

The address was given by Dr. Chang Po-ling, and was a fine, simple appeal to the whole student body to realise that true religion is the only basis of an education which is helping to build up character.

We had been very fearful as to the acoustic properties of the Church, but on the whole they are certainly better than anyone expected. There is a distinct echo, but it is not very noticeable when the Church is full, and if a speaker uses his voice carefully, and does not speak too fast, he can easily be heard all over the building. It needs a little practice, but I think we may be able to improve on the conditions by means of a sounding board, etc.

On the Sunday morning following the Dedication Ceremony, we had a united Communion Service for the staff and students. Nearly every student turned up, and it was a wonderful service. MacRae conducted it beautifully, and from first to last it was a real act of worship. You will be interested to know that in the hope of teaching our students to be more devotional in their worship, we have adopted two new plans. In the first place we are

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using the kneeling position for prayer, and in the second place we are cutting out all social conversation in the Church, either before or after services. I think that to some members of staff this may have appeared a little formal, but from the expressions of opinion which have reached me, I think the majority both the faculties and of the students are appreciating it. I feel that if only we can teach our students to cultivated habits of quiet meditation and devotion, we are making one of the greatest contributions which we possibly could to the growth of their spiritual life.

The English service is also held in the new Church now, and everybody is, I believe, pleased with the change. It remains to be seen whether we shall be able to do so during the cold part of the winter, for the Church is only heated by basement furnaces, and I do not know how they will act. It certainly is the coolest place in the summer.

No sooner had term ended than the usual Field Board meeting was upon us. We got through in three days, and on the whole it was a most satisfactory meeting. Nothing could have been more delightful than the spirit of goodwill which every members of the Board showed towards the Institution, and although no actions thin of very serious import were taken, I think that every thing that was done will commend itself to all of you. I need not go into details in this letter, as the printed Minutes should be ready within the course of a week or two, and we will be sending you copies. I will, however, just give you a brief summary of the general actions taken.

- (1) The Board expressed its approval of a Canadian charter for the University if such can be secured.
- (2) It is suggested that a Conference should be held with Chinese educators in order to get their opinion on the Boxer Fund question.
- (3) The Alumni of the old colleges at Tengchow, Weihsien and Tsingchowfu, are to have special certificates entitling them to be regarded as Cheeloo graduates.
- (4) Commercial Courses may be introduced into the School of Arts & Science, in the event of the Chinese supporters being prepared to finance them.
- (5) Women students are to be admitted to the Theological School, provided this step does not entail

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increased expenditure which cannot be met within our existing budget.

- (6) The new 6-6-4 system is to be put into operation in the University from September 1924.
- (7) An appeal is being made to the Joint Boards to secure if possible a sufficient sum of money to enable us to invite Dr. Cheng Ching-Yi to become Vice-President of the University on his return.

The other resolutions were generally in the nature of re-affirmation or explanation of former actions,

Our next great excitement, once the Field Board was over, was to find how we stood financially. We know that we would be safe on the Medical side, for Dr. Cochran and Mr. Harmon have held very tight hold of the financial reins during this past year, and have effected economies in many directions. I have, however, been very anxious about the Arts Budget, and that of the General University. The former, as you may remember, was only made to balance on the supposition that with Frank Kwoh's help we could secure a considerable sum from the Chinese. That hope, however, has never materialised, and it has been a great struggle to keep within our limited resources. In the end we have only run a deficit of \$400, and even that would have been avoided had it not been for the fact that owing to some serious robberies in the dormitories we were obliged to purchase a number of Yale locks for the doors. We shall in time recover the cost of these locks from the students, but it means an initial outlay.

For the General University budget we have been living on a hope which Dr. Moorshead extended to us that the British Joint Board would if possible be able to give us an appropriation of \$4000 for this year. In that hope also we have been disappointed, as they have found it impossible to give us more than \$3000. In spite of that, however, I am thankful to say that we have only overdrawn our income by \$236. This is far better than I feared might be the case.

We are now in the throes of a new excitement, for our first Summer School, or at least, the first of any ambitious size, is now taking place. We started off three weeks ago with post-graduate classes for medical graduates, and I am glad to say that no less than 16 turned up, coming from distances as far apart as Mukden, Peking, Nanking and Hankow. On the whole, I think everyone felt that these classes were abundantly worth while, and it certainly was a delight to us to see these

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students back again. They were not all our own men a few being graduates of Nanking, Peking and Hankow. We gave them a very busy three weeks, but they rose to it splendidly, and did thoroughly good work.

We have now started upon the Summer School proper, in which Peking University, and the Council of Health Education are co-operation. This is to last 4 weeks, and you will be interested to know that we have an enrollment of just over 250, of whom 50 are women students. We had to restrict the letter to that number because of the difficulty of providing suitable accommodation. They are staying in the S.P.G. Hostel and Nurses' Home, and in the Chinese House previously occupied by the Pailings (the Pailings have just moved into the middle of the three C.M.B. houses, taking the place of the McHardys who have shifted into Burt's house). The Summer School promises to be a very great success. We have a faculty of no less than 35, apart altogether from the School of Physical and Health Education. This includes 9 members of the Yenching staff (some of their very best professors) and also well-known people like Professor Robertson, Miss Dingman, etc. etc. The courses that are offered should be of immense value to the students, most of whom are middle school teachers. It is delightful to think of the service which this Summer School will be rendering to the Christian community, and particularly to our Mission Schools. It looks as if it will now be an annual affair, and it will doubtless increase in popularity from year to year.

I am very sorry to have to give you a piece of really bad news in this letter. I have before alluded to a rather serious breakdown which Cassat had some time ago, due mainly to some kidney trouble. He has been very carefully overhauled, not only by our own Medical staff, but also by a team of workers at the P.U.M.C. and as a result, was ordered three months complete rest. During that time, however, he has had another serious attack, which has resulted in the A.P.M. physicians deciding to recommend his returning to America at once on health furlough. This of course is a serious blow to us all, for no one can really replace him here. But the first consideration is to give him every possible opportunity for complete recovery, and there is nothing for it, therefore, but to acquiesce in the decision. They will probably be leaving in August for the States, and after being overhauled Cassat will probably go back to his own home and spend the next few months resting quietly or doing simple manual work. We most earnestly hope that in this way he may entirely get over the effects of this serious illness, and that we shall have the joy of welcoming them both back again next year. Hunter is most generously taking over the work of the Treasurer-ship in addition to own duties, but of course it makes

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him very hardpressed.

We have been having a most unfortunate epidemic of robberies in the University during these last few months, several of them of a most impudent character. Three of four students have had money and belongings taken out of their rooms, the clocks in the Theological School, Chemistry Building and S.P.G. Hostel have all been stolen at various times, and there have been two verious robberies of money from the Press and Workshop. I am afraid it points without question to somebody inside the place, or else to a discharged coolie who has had keys made to fit our locks, for several of these thefts have taken place without any apparent disturbance. The police as usual are utterly helpless and useless, and we are obliged to have watchmen in all the buildings. In spite of the offer of a reward etc. we have so far entirely failed to secure any information which would lead to the discovery of the thief.

With the exception of these engaged in Summer School work, most members of the staff are new away on vacation. The Mosses, Parkers, Pailings and ourselves will all be at Hsing Lung Shan this summer, where the Mosses and Parkers have built two delightful little bungalows. Others will be at Tai Shan, Tsingtao, and Pei-tai-ho.

You will be interested to know that two Chinese students, one of them a theological graduate, Li Yung Chuan, and the second a man who has been teaching at the School at Tsingchowfu, are leaving for England this month for two or three years special work in theology. This has been done through the kindness of the B.M.S. who are undertaking the financial responsibility. It will be an immense thing for us if we can have a series of men going from time to time to America or Gt. Britain for special work of this character. We are needing more and more such men for our own staff, as well as for other positions in the various Missions.

I must draw this letter to a close, but shall hope to be writing again at the end of this month.

With warmest wishes to you all,
Ever yours sincerely,

Harold Balme

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, CHINA

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OFF. AUG 20 1923
HAROLD BALME, F.R.C.S.
SECRETARIES

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R. Fletcher Moorshead, F.R.C.S., Secretary

North American Joint Board

Paul Monroe, Ph.D., LL.D., Chairman
George T. Scott, M.A., Secretary

Field Board of Managers

Chang Pei-ling, Litt. D., Chairman
Harold Balme, F.R.C.S., Secretary

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19, Furnival St., London, E.C. 4

North American Office

156 Fifth Avenue, New York City

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JOHN D. MacRAE, B.A., B.D.
Dean, School of Theology
SAMUEL COCHRAN, M.D.
Dean, School of Medicine
J. S. WHITEWRIGHT
Director, Extension Department
J. WALTER HUNTER
Registrar
PAUL C. CASSAT
Treasurer

SCOTT REC'D

AUG 27 1923

Ans'd

28 Copy to Balme

TSINAN

July 25th 1923.

re. E. T. Lazear

Rev. George T. Scott,
156 Fifth Avenue,
New York.

My dear Mr Scott,

I am becoming greatly troubled as to what we are to do during this next year as a result of Mr Cassat's unfortunate illness and enforced return to America, as with Mr Harmon also away, the pressure on the Business Department will be almost overwhelming. Mr Hunter has generously offered to do what he can to cope with the double office, but the work has increased so greatly during the last few years that it is more than one man can cope with, even if Mr Hunter had been fortunate enough to possess Cassat's exceptional executive and financial ability. We shall have Miss Wilson with us for a few months longer, but though useful as a steno-typist, she is unfortunately unable to assist in matters of accounting.

In the extremity which we are facing, I have been wondering whether it would be possible for us to secure the services of Mr E.T. Lazear again, at least for a year. You will remember how splendidly he did the work of Treasurer here before. His cousin, Ralph Wells, tells me that he thinks he would not be unwilling to come out for a time, if he knew of the emergency, and if only the Presbyterian Board could see its way to send him, and the North American and British Joint Boards could between them manage the finance, it would save us from a most serious situation. His address is Wyoming Hereford Ranch, Cheyenne Wyoming, U.S.A.

Yours sincerely,

Harold Balme

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SECRETARIES

August 6, 1923.

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

Dear Dr. Balme:

Upon my return from vacation, I find the Minutes of your Annual Meeting of the Field Board of Managers with your important and very helpful letters, dated May 29, June 11, June 16, June 18, and have later received letters of July 4 and 5. These letters include joint letters to Dr. Moorshead and myself and a copy of a letter to Dr. Moorshead. I have also received a memorandum on finances of the University in relation to the "University Policy", the President's report with the reports of various departments, also Mr. MacRae's letter of June 22 on "Incorporation."

In acknowledging these letters and documents, I wish to write briefly in reply. Although this letter is not official, as there has been no formal meeting of the North American Joint Board or its Executive Committee, it is nevertheless something more than purely personal, for it tries to reflect the consensus of opinion of informal conference which Dr. Brown, Mrs. Roys, Mr. Moss and I held prior to Mrs. Roys and Dr. Brown leaving for vacation.

We all rejoice at the general improvement and strengthening which appears evident throughout the Institution on which the present Field of Administration is to be congratulated. We pray for the continued steady progress of the Institution in its service for Christ in China.

Speaking of the progress of the Institution reminds me of the present feeling of depression in the Presbyterian Board over the financial situation, concerning which you can learn more in detail from the General Mission Letter and leaflet, which will shortly be going to all Presbyterian Missions. It is extremely distressing and regrettable that the Presbyterian Board carries such a tremendous deficit, and so far, this fiscal year has registered such an actual falling off of receipts that it has compelled us to write to the Missions that there will probably have to be a drastic cut in the appropriations next year. We will hope that the cut will not be necessary, but nevertheless the Missions are instructed to present to the Board a schedule on a sliding scale by which reductions up to fifty per cent can be made on the native work expenditures. I fear that if there is a cut, Presbyterian expenses in Union institutions would have to be

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reduced along with those of purely Presbyterian work.

With this very dark financial outlook, which is in some degree shared by other North American Boards in the University, you will appreciate our feeling, that the North American Joint Board is not in a position to encourage any projects at the University which call for increased income from our part of the Home Base. As our little conference considered the Minutes of your annual meeting with your splendid covering letter we were stirred by their progressive and extensive spirit, but were forced to feel that such rapid development could not be sustained by an increased support from our American Constituencies. Nobody would be happier than we would be to see the University reach out and grow in the ways and to the degree proposed, but from our point of view this growth will have to be much slower than one might gather is hoped by the University authorities on the field. This statement brings anything but cheer to you but it is well within the facts of the case.

Referring in a word to a number of the actions of your annual meeting, which word as you understand is not official although it represents the opinion of a well informed and deeply interested group:

428: We will at once proceed for the Canadian Charter. I will have copies of Mr. MacRae's letter made for the other members of our Charter Committee, Dr. Finley and Mr. Armstrong.

431: Commercial courses are of course very attractive. Before constituting them, we would wish the University to inquire carefully into the recent history of a similar venture at Hanking University, to discover if the desired support is available on the field and report back to the Joint Board.

434: Chinese Members of Staff: Your Minute is mistaken in speaking of the Presbyterian action as being "of the Executive Committee" which would make it equivalent to Board action; instead, the action was by the Executive Council of employed officers to the effect that the Council would be willing to recommend it to the Board. Of course, the Board might or might not adopt the Council's recommendation.

435: The Chinese staff members ^{should} ~~are to~~ be supported by and be responsible to field authorities. We have had long and sad history of trying to relate natives directly with the home constituency.

436: Admission of women students to the existing courses in the School of Theology would probably be acquiesced in as an experiment. The Field Board action forcing this matter this September before the Joint Boards could meet and consider the proposal impresses us as unfortunate, but as the thing is done for this year it can be considered as an experiment for later consideration as a permanent feature.

AUG 6 1923

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Harold Balme.

437: Are the post graduate theological courses at Peking and Nanking conducted entirely in English? There was work in Mandarin in Peking Theological School when I was there less than four years ago.

441-443: Dr. Miner, Dr. Braaflad and Dr. Han will give very strong addition to the staff.

445: The Vice Presidency is a very interesting proposal and would obviously be a tremendous and far reaching advantage. Regarding his support, it occurs to me that it might be cared for through the financial equivalent of a missionary member of the staff.

The covering letters are extremely full, clear and helpful to an understanding of the situation. They raise a number of questions which were not brought up in our little conference and which should be brought before the Joint Board before I could venture any reply except perhaps briefly to say, (First) that on a question like the Post Graduate School of Theology, adverse action by the Home Boards should not be considered a "veto" of the Theological Field Committee which merely makes a recommendation to the Home Boards which have to staff and support the School. Second, that help from the wives of professors is not "voluntary" at least from the point of view of some of the Boards. These wives are fully and regularly appointed missionaries, and are appointed and expected to undertake all missionary service compatible with their strength and home duties. The Presbyterian Woman's Board is very keen on the new missionaries taking their places in the work and the Councils of the Missions.

I rejoice in the favorable financial outcome of the year in the Schools of Theology and Medicine and believe that in face of all the circumstances, the School of Arts and Science has done tremendously. One might wish that the Medical Department could care for a larger portion of the expenses of Pre-Medical instruction under the School of Arts and Science.

Mr. Cassat's illness and his necessity for return to this country is a real blow to all of us. I assume that he has been working to strenuously for I am not very familiar with the exact nature of his trouble.

Women's Medical Department: You are probably hearing directly from the women regarding this. Two recent actions reported in the Minutes of the Presbyterian Board are as follows:

"In view of the fact that seven thousand dollars (\$7,000.) Mexican is the estimate of maintenance expense for the School of Medicine of Shantung University for the year July 1923 to July 1924 involved in the transfer of the North China Medical School to the Shantung Christian University, and because of the request of the Woman's Committee of the School of Medicine of Shantung University, that the two Boards concerned, namely the Methodist and Presbyterian Boards each meet one-fourth of the current expenses, namely, seventeen hundred and fifty dollars Mexican,

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Dr. Harold Balme.

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and that the China Medical Board be requested to meet the other half, namely, thirty-five hundred dollars Mexican, the Board authorized a special appropriation of seventeen hundred and fifty dollars Mexican."

The University will wish to make appeal to the Presbyterian Shantung Mission and China Council for the inclusion of a larger sum in the estimates for the next fiscal year. This item and the two following items are being reported in Presbyterian Board letters now going to China.

"Record was made that at the meeting of the Executive Committee of the China Medical Board, July 17, 1923, the following action in regard to the School of Medicine of the Shantung Christian University was taken:

'RESOLVED: That the sum of \$50,000. be sent and it is hereby appropriated for the purchase of land, construction of building on condition that the Woman's Board will contribute the sum of \$115,000. for the same purpose.'

"A special appropriation of \$100. Gold was made for the support of Miss Margaret Wilson at Shantung Christian University, Shantung, Mission, this amount having been received from the First Presbyterian Church, Atlantic City, New Jersey, for this purpose."

Coordination at the Home Base: Enclosed herewith, or under separate cover to you, is a set of self-explanatory reports, actions, and other material on the proposals for a committee for the Coordination and Promotion of Christian Higher Education in China. The set I am sending to you happens to be the one that I received on behalf of Hangchow Christian College. I am keeping the one I received on behalf of Shantung Christian College. I imagine a permanent committee will be organized although perhaps not very soon. It is gratifying to know of the progress along similar lines which you are making on the field.

For a midsummer unofficial letter I think this is quite long enough and you and Dr. Moershead probably agree with me.

Warmest regards to you both and best wishes for all of the undertakings of each of you.

Sincerely yours,

George T. Scott,
Secretary, North American Joint Board,
Shantung Christian University.

Enc.1

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OFFICE OF THE PRESIDENT

Scott ✓

Carroll Balme
SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA



9th August, 1923.

TO Members of Staff Overseas.

Dear Everybody,

Summer vacations and unpleasant heat-waves are not exactly stimulating to correspondence so you will forgive me if I am a few days late sending you the usual monthly letter. You will think from that last sentence that I have stewed in the heat, working hard during these last months, but as a matter of fact, I have been on Hsing Lung Shan, loafing most of the time, leaving other people to enjoy what Tainan could offer in the way of a super-heated atmosphere. I suppose we really ought not to complain this year for on the whole the summer has been cooler than usual, but the last fortnight has been very bad and there have been several cases of sun-stroke and heat prostration, including some deaths in the hospital from that cause. We have found the mountain a very great boon during these days: although it was quite warm during the day-time, we always had cool nights.

You will be anxious to have some details in regard to the Summer School of which I wrote you last month. It really has been an extraordinary success and everybody is quite delighted about it. We had no less than 263 students of whom 65 were women, and those who took part in the teaching work say that they never had better attention or more serious study. The women students seem to have done specially well, and it has been a fine fore-taste of our co-educational work in the future. With the addition of the teachers from Yenching and those connected with the School of Health Education, we had a total Faculty of no less than 42, and were able to offer 58 separate courses. Well-known people like Dr. Galt, Dr. Taylor, Prof. Breece, Prof. Chase, Miss Ch'ong and Timothy Lew of Peking, and Prof. Robertson of the Y.M.C.A. and Miss Dingman of the Y.W.C.A. helped to swell out our own ranks, so that we had between us a teaching staff of which we had every reason to be proud. In addition to the ordinary courses, various general lectures were given on subjects like Heredity, The Chinese Attitude towards War, Problems of Rural Education, Intelligence Measurements, etc., etc., whilst various excursions were arranged to local factories, mills and other places of interest. Prof. Robertson brought up his wireless radio outfit and gave a fascinating series of lectures, whilst the Institute put on various films to amuse them all of an evening. A daily service was held in our new chapel, and towards the latter

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part of the time a mixed choir of men and women students led the singing.

From all hands we have heard expressions of deep appreciation on the part of those who attended the school and I am sure it will do the University a vast amount of good. The students came from no less than nine provinces and ten missions, and included 28 non-Christian students. Among them were teachers, pastors, Y.M.C.A. and Y.W.C.A. secretaries, school inspectors, etc., etc.,

Directly the School was over (it lasted four weeks) there was a general exodus in all directions, with the result that Tsinan is now extraordinarily empty. People will be gathering back in another three or four weeks when we shall also be having the pleasure of welcoming several members of staff returning from furlough. The first of these, Mrs. Harkness and the Cadys, are due next week.

I mentioned Cassat's serious bread-down in my last letter. Since then, I greatly regret to say, they have all had to leave us, and I don't know when I have said goodbye to anyone at the station with such a keen feeling of disappointment and of loss. Cassat had done amazing work in the University during the past year, as you will all see when you have the chance of looking at our beautiful University Chapel and Administration Hall which he very largely superintended and which owe immensely to his forethought and care. At the same time he was running the Treasurer's department, Publicity Committee and helping forward in Athletics and a hundred other activities. What we are going to do without him I simply don't know, and we shall miss Mrs. Cassat ^{un-}less. Our one hope is that a complete rest from the University, and freedom, as one hopes, from responsibility or heavy work, will mean an entire restoration to health and that we shall have the pleasure of welcoming them all back again before very long.

Buildings are rushing up with amazing rapidity these days. Our good old friends the Kung Ho Hsing seem to be developing a new passion for exceeding the speed limit, and everyone has been surprised at the rapidity with which the new houses and the Foreign School have been erected. In case you are not quite clear where all these buildings are going, let me explain that one new house (which goes by the euphemistic title of the "small" A.P.M. residence though it is really quite a large and commodious building) is being put up immediately east of the Harkness house and almost due south of that occupied by the MacRaes. This will be occupied by Mrs. Chalfant as soon as it is completed. To the east again of this new residence is a larger one that is being built for the Parkers and which is quite the most "swanky" that we yet possess, as it is to contain full sanitary in-

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stallation and heating plant, etc. A second "small" residence is being built on a third row and at the far south-west corner of it, just to the south-west of the Struthers' house. This has been chosen by our new Arts Dean, Dr. Li Tien Lu, who expects to be here with his family at the end of this month. I doubt if the house will be ready by then, but if not, he will go temporarily into the Harmon house. To the south-west again of Dr. Li's new residence the Foreign School is being built. It is on rather lower ground than the rest and as it is only one storey and has an immense roof, it looks from the distance like some gigantic bee-hive. Doubtless it will not be short of bees in a few weeks time.

In addition to all these, we are now starting on the Women's Medical dormitory and residence. The north-west corner of the Campus beyond the S.P.G. Hostel has been levelled and a substantial stone wall built round it. It is to have a separate gate and from that gate a roadway will be projected due south. This will be intersected by an east-west roadway right in front of the S.P.G. Hostel but at some little distance from it.

The women's dormitory which consists of three wings will face this east-west roadway. It will be a two-storey building containing bedrooms for sixty girls, five large common studies where different classes can work together of an evening, social rooms, a fine Y.W.C.A. room, proper bathrooms, etc., with sanitary installation, dining-room, kitchen, etc. It will also contain on one floor a complete suite of rooms for three members of the foreign or Chinese staff, including office, sitting-room, dining-room, bath-room and four bedrooms. In addition to this dormitory a house is also to be built close to it (on the west extremity of the piece of land opposite the S.P.G. Hostel) which will accommodate three other members of the women's staff. The Women's Committee in New York have kindly appropriated Gold \$45,000 for these two buildings which should be enough to erect them substantially and equip them comfortably. In addition to this money, we hear from Dr. Cochran and Dr. Leonard that further sums will also be available for the Women's Unit before the end of the year and there seems good reason to hope that the C.M.B. will add a substantial contribution, so that there is every anticipation that the minimum sum which we estimated for capital buildings (G.\$160,000) will be available by the beginning of next year and will thus suffice for the purchase of land and building of the women's hospital, etc. Meanwhile we are to take our first group of women students in September. So far as we know at present, there will be either four or five Medical students belonging to the Freshman class (the other classes will not be transferred from Peking until February), six or seven women Pre-medical students and possibly five or six women Theological students. These latter will probably not take the full Theological course but will take one or two

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years according to the particular work for which they wish to prepare. In this connection it is a very interesting fact that two of the men Theological students at present in the seminary are arranging for their wives, who are well educated women, to take the same classes as themselves. Just think of the theological discussions that will go on over the breakfast table in these Chinese houses in the future! Let us hope their views on orthodoxy will not be too far apart'.

We have two interesting personal items in the way of honours conferred on members of the staff, Dr. Wheeler having succeeded against a very heavy handicap in passing the examination for the F.R.C.S. (Eng.), and our good friend Lair having a D.D. conferred upon him by his own college of Imperia. Warmest congratulations to them both!

Two other interesting personal items, smaller in point of size but not of importance, are the safe and happy arrivals of Ernest Harold Adolph and David Thornton Stearns. This population of Tainan is really increasing at such an alarming rate that that new Foreign School of ours will have to begin to talk about putting on extra wings!

We are hoping to have a staff conference and retreat on Hsing Lung Shan, commencing the evening of Friday, September 7th and ending on Monday morning, September 10th. I hope that we are going to have as good a time this year as we had last. It will be a great opportunity for Chinese and foreign members of staff to get together and to think and pray over some of those big problems which often get squeezed out of our busy lives. Meeting as we shall be doing before term opens, we shall be free of a good many anxieties and difficulties which cannot be shaken off at other times.

Following almost immediately after this, I am also planning to have a two-day retreat for student leaders of the Y.M.C.A., gathering at Hsing Lung Shan for the Tuesday and Wednesday, and returning in time for registration day on Thursday, September 13th. Our Y.M.C.A.'s are in a very poor way at present, partly owing to factional feeling among a number of the students, and partly to the fact that so many of the activities previously carried on by the Y.M.C.A. are now devolving on other organisations; such as the Self-Government Society, which looks after social functions, the University Athletic Association, which arranges for games, and the Social and Religious Centre which plans all extra-mural religious and social activities. What I feel we want to do is to try to get all these various bodies and also the three school Y.M.C.A.'s combined in a single Student Christian Movement or Christian Concentrated Union, and thus get the

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impact of these smaller agencies concentrated on some of the bigger problems which are constantly before us both inside and outside the University.

Do remember these things in your prayers, particularly those concerning the students' religious life. It is the biggest matter before us and by far the most difficult. We may possibly plan for a Student Mission during this term. At any rate it will be one of the subjects which we shall discuss on our retreat, and for that too we would like your thought and prayer.

I must close this letter with very warm wishes to all of you. Before long the Cheeloo Bulletin will be starting again, and I hope we shall be able to keep you better informed regarding our doings here. Meanwhile don't forget that we long for constant news from all of you. I only wish that I would write personally to each of you, but do believe that this general letter is meant for each one of you, individually and carries with it our affectionate thoughts and intercessions.

Ever yours affectionately,

Harold Salus

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SECRETARIES

August 28, 1923

Dr. Balme

Mr. Edward T. Lasear
Cheyenne, Wyoming

Dear Mr. Lasear:

You may have heard of the forced return home on account of ill health of Mr. Paul Cassat, Treasurer of the Shantung Christian University. Mr. Cassat will be compelled to remain in this country for at least a year and quite possibly longer, as he is reported to be quite seriously ill.

In view of the vacancy in this important post at the University the President, Dr. Harold Balme writes suggesting that it might be possible to secure your services again for at least a year. Dr. Balme makes appreciative reference to the very acceptable way in which you carried on the treasurership before. It is thought that during this emergency you might be willing to go out for a time. Dr. Balme suggests that the North American Joint Board and the British Board of the University might between them arrange to finance the expense connected with your services on the field. It happens that both of these Boards are just at present in rather a difficult financial condition and the Presbyterian Board is in an extremely embarrassing financial state. However, before presenting the matter to the joint Boards I wish to inquire of you whether you could possibly consider going out and if so what basis would be agreeable to you.

You of course appreciate my embarrassment at asking if you could go without asking you to go! But you are too good a friend of the cause and too well acquainted with it to take any offense at this obvious infelicity. You will realize that Mr. Cassat's return does not release funds which are being paid for his support for the expense of his return, home allowance and medical care which must continue for some time may cost considerably more than the Presbyterian Board would otherwise pay for his support on the field.

With warm personal regards, I am,

Very sincerely yours,

George T. Scott

GTS-NMF

Copy for Dr. Balme

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COPY.

Tsinan. 29th August, 1923.

Miss M. Hodge,
Woman's Board of Foreign Missions,
156 Fifth Avenue,
New York City, U.S.A.

Dear Miss Hodge:-

I have to acknowledge with sincere thanks the copy of Mr. Roger Greene's letter of July 19 which your secretary has been good enough to forward to Dr. Heath and myself. It is a very great encouragement to hear of this generous action which has been taken by the China Medical Board, and I am immensely encouraged by the splendid support which we are receiving in connection with this new scheme. If, as I confidently hope, the problem of our current expenses is attacked with the same determination and enthusiasm as has been shown in the case of the money required for capital expenditure, the future of our women's medical work here will indeed be bright. We are enterly upon this new sphere of activity with great encouragement and hopefulness. Already we have the promise of a particularly fine group of women for the staff, and are getting numerous enquiries from prospective students. Our experiment in co-educational work during the recent Summer School was so successful that even the few lingering doubters among the male members of the faculty have been entirely won over!

Will you allow me to say how very grateful I am to you personally for all that you have done in helping to bring about this splendid result.

Believe me,

Yours sincerely,

(S) Harold Balme.

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SHANTUNG CHRISTIAN UNIVERSITY

TSINAN, CHINA

Balme

Joint Board
F. H. [unclear], LL.B., Chairman
R. Fletcher Moorhead, F.R.C.S., Secretary

North American Joint Board

Paul Monroe, Ph.D., LL.D., Chairman
George T. Scott, M.A., Secretary

Field Board of Managers

Chang Po-ling, Litt. D., Chairman
Harold Balme, F.R.C.S., Secretary

British Office

19, Furnival St., London, E.C. 4

North American Office

156 Fifth Avenue, New York City

Officers of the University

HAROLD BALME, F.R.C.S.
President
LI TIEN-LU, Ph.D.
Dean, School of Arts and Science
JOHN D. MacRAE, B.A., B.D.
Dean, School of Theology
SAMUEL COCHRAN, M.D.
Dean, School of Medicine
J. S. WHITEWRIGHT
Director, Extension Department
J. WALTER HUNTER
Registrar, Acting Treasurer
PAUL C. CASSAT
Treasurer

TSINAN , 30th August, 1923.

Miss E.R. Bender,
150, Fifth Avenue,
NEW YORK CITY, U.S.A.

*Copy
of white*

Dear Miss Bender,

I am very grateful to you for your letter of July 13, enclosing a copy of the Minutes of the Women's Committee held on 26th June last. It is certainly a great encouragement to us to receive all the interesting information which you have been good enough to send, and we are delighted to know of the recent action taken by the China Medical Board. Although it appears that the difficulty of providing the sum necessary for annual maintenance has not yet been fully solved, I understand that there is still a hope that the China Medical Board will make a grant on that account later in the year. Meanwhile it is a source of great encouragement to us that your Women's Committee realizes so clearly our situation here, and is giving us such splendid support.

Substantial progress has already been made with the Women's Dormitory, and the separate staff residence, and there is every hope that both will be completed and equipped in good time for the Spring Semester 1924. Meanwhile we have had the whole of that portion of the campus properly graded and a substantial boundary wall erected.

We have not yet precise information with reference to the number of women students who will actually be in residence during the coming term, but it would appear as though there would probably be 5 medical students and about 10 or 12 women pre-medicals. To these will of course have to be added to the two senior medical classes who will come here next January.

We are very glad to know that Dr. Miner will be able to be with us from the beginning of term, and we are hoping that one of the women physicians from Peking will also be able to take up her residence at that time. Temporary arrangements have been made for their accommodation pending the time when the new dormitory block is completed.

With kind regards,

Yours sincerely,

HB/FHM.

Harold Balme

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SECRETARIES

September 10, 1923

Harold Balme

Professor Howell P. Lair, D.D.
Shantung Christian University
Tsinan, Shantung, China

My dear Dr. Lair,

Thank you for yours of August 1st. just received. It is good to know that Presbyterian funds for one residence with the addition of the unused monies (Presbyterian?) from the Arts College Building Fund would erect two suitable foreign residences. I hope that they prove to be satisfactory in every way.

You report the action of the Presbyterian Tsinan-fu sub-station on the question of the use of Presbyterian residences. The action appears eminently fitting and wise and I have no doubt is entirely acceptable to the University authorities on the field. The appropriation was for a Presbyterian missionary residence, but fortunately it was not given by a particular donor for a particular residence, but came from undesignated legacies and so is entirely at the discretion of the Board, and I believe there will be no question of the residence being occupied by one not a Presbyterian missionary if the conditions mentioned in the action of the Presbyterian sub-committee are met.

Have we houses enough, including Dr. Lu's house for our Presbyterian quota? If not, is the Presbyterian sub-station quite satisfied to have Mrs. Chalfont occupy one of our residences?

Dr. Brown concurs with me on the above, but I have not been able to secure the opinion of Mrs. Roys.

Congratulations to the new Doctor of Divinity! It is an honor well merited, but I presume accepted with some little embarrassment.

It is gratifying to learn of your very successful Summer School. This sort of thing is, I believe, one of the most hopeful and profitable opportunities for our mission institutions.

With warmest regards to your wife, to my old pal, John, and to his father, I am

Very sincerely yours

George T. Scott.

GTS-JWJ
Copy for p r. Balme

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SECRETARIES

September 26, 1923.

No. 111

President Harold Balme
 Secretary, Field Board of Managers
SHANTUNG CHRISTIAN UNIVERSITY
 Tsinan, Shantung, China

Dear Dr. Balme,

RE: MINUTES OF NORTH AMERICAN JOINT BOARD, SEPTEMBER 18, 1923.
RE: MISCELLANEOUS MATTERS.

The Minutes of the meeting of the North American Joint Board on September 18, 1923 are being mailed to you (one copy herewith and thirty copies under separate cover.) This covering letter will touch upon a couple of items upon which the Board instructed me to write to the field, and on other items on which you will wish additional word.

It was the first meeting at which the women were present as elected and voting representatives. Their cooperation, I am sure, will be increasingly helpful. A carefully prepared agenda had been sent in advance to each member of the Board and discussion on the many items was as free and full and as unhurried as I have ever known in one of our Joint Board meetings. We missed the Canadian representatives. Their cooperation becomes more important as we approach their larger interest in the institution through a Canadian Charter. The meeting was especially timed for a day when out-of-town representatives would be in New York for a meeting of the Committee of Reference and Counsel. Mr. Armstrong had planned to be present, but at the last minute found that he could not come.

The chief matters before the Board were the Minutes of the Field Board meeting of June 6-8 which had been received in printed form the latter part of August. I will now make comment on the Minutes of the Joint Board and may also make some reference to Minutes of the Field Board which were not acted upon by the Joint Board.

A. The Treasurer's Report, with its virtual balance of operating expenditure and income for the year, was favorably commented upon and the Board adopted very cordially the vote of appreciation quoted in the Minutes. We knew that it is hard not to spend more than you have, but it is the only happy and successful way of financing either an individual or an institution.

B. 427. The Amendments to the Field Board Constitution as proposed are quite agreeable to the Joint Board with the "understanding" mentioned in the Joint Board's action. This condition would be met by the insertion in the last paragraph, "Membership of Women's Committee," line 3, after the word "staff" the expression "or their equivalent." In this same paragraph, I notice the expression "each Mission Board - - be entitled to a representative - -" The Mission Board does not elect the representatives so perhaps some other wording could be used to express what the Field has in mind. I surmise that you are purposely avoiding the word "Mission". How would the word "denomination" do instead of "Mission Board."

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September 26, 1925.

In paragraph I of 227-B, line 3, would not the expression "Three or more" be a little more felicitous than "not less than three."

438. Charter. Mr. Armstrong has arranged with Mr. Wright of the Rowell Firm in Toronto to investigate this matter, though I am not sure that Mr. Wright has actually agreed to undertake to carry it forward. We will try to secure the simplest and broadest sort of a Charter possible. I assume that before it is finally accepted by the University, especially if there is any doubt about its condition, that it will be submitted to the British Joint Board and probably also to the Field Board of Managers.

439. The Chairman of the Board, as you probably know, does not believe in the use of Excess Indemnity Funds by foreign Christian missionary institutions. He may possibly undertake some special responsibility in connection with the use of certain indemnity monies, in which case he would doubtless withdraw from membership in the Joint Board, so as not to be officially related to any institution that might be under consideration.

431. The proposal of Commercial Courses creates no enthusiasm in the Joint Board. It is desired that the Field Board study carefully into the successes and failures of such courses on the field, particularly the unfavorable outcome of the recent similar Alumni venture at Nanking University. If the Field Board's findings are satisfactory and if the venture of Commercial Courses can be financed entirely from new sources of income, the Joint Board acquiesces in the temporary experiment, and will expect to reconsider the question at a later date.

433. On the University Middle School, I was instructed to write to the field with particular reference to the possibility of training teachers temporarily through means other than a model practice Middle School on the University campus. The Board discussed the feasibility of having students in Education receive carefully supervised training in other Middle Schools. The difficulty here would be the supervision so that the students would receive actual expert training and know that they were being directly educated and not merely filling in as student teachers. The Board had in mind both Mission Middle Schools at a distance and secular Middle Schools in the city. For instance, Weihien might provide for several months at a time for the use of a number of men who might be accompanied by one of the staff from Tsinan-fu; or, possibly a small Day Middle School might be opened on one of the floors of the present buildings. These and many other suggestions have no doubt occurred to you, and we look to your ingenuity on the field in reaching any necessary solution of this teacher training program. Nothing would please us more than to find funds to send you for the Middle School, but in the meantime the University will have to make any necessary bricks as it possibly can without straw.

434-5 Chinese Members on the Staff. The Board is warmly sympathetic with the Field Board's position in these Minutes. The North American Mission Boards related to the University are now being approached. The Presbyterian Board at its meeting Wednesday, September 24th, adopted, in response to the Joint Board's request, the following Minutes:-

"The Board is interested in learning of the desire of the Shantung Christian University for a larger proportion of Chinese on its staff, and in response to the University's request voted general authorization to the University to engage Chinese to fill financial vacancies in the Board's missionary quota then prevailing, the Board to pay \$3,000. Mex.

No. 111
Dr. Balme - 3.

September 26, 1925.

annually to cover its full obligation for each vacancy so filled, it being understood that the Board will be consulted in each particular instance."

436. The Admission of Women Students to the Theological School would hardly be called highly gratifying to the Joint Board, but under the circumstances the Board could only acquiesce in it as a temporary experiment and await developments and consider the matter at a later date.

438. The English Teaching. Are the Boards asked to supply "an expert teacher as head of the English Department" as within their present quota of staff, or does the University expect to employ such a person from its present income, or are the Boards expected to supply the person (or his support) in addition to what they are now giving?

445. The Vice-Presidency. We understand that we are not to make any approaches to the gentleman invited to this office. If funds were available, is there any assurance of acceptance of the invitation?

448. This request for a grant to the Pre-Medical Department has gone to the Southern Presbyterian and Canadian Presbyterian Boards. No reply has yet been received.

450. Promotional Campaign in America. The Shantung Board, I believe, was the first to act favorably on these proposals which were sent out by a Sub-Committee in the summertime. The Presbyterian Board gave favorable consideration to them on September 24th. The full set of documents with the proposals of the Sub-Committee were mailed to you some weeks ago. As two-thirds of all of the Boards of Trustees and also two-thirds of all of the denominational Mission Boards interested in the University must approve before a permanent Committee is established sometime must elapse before the Committee can be organized.

451. The Alumni Building is an impressive suggestion. We of course assume that it will be eminently useful to the institution. Perhaps some building for general University purposes, such as student activities, could at times of Alumni gatherings be converted into a dormitory or cots on the upper floor with permanent room(s) reserved for Alumni use at any time. We of course know that this is your desire and we hope that the formal action of the North American Joint Board may support your effort in securing a needed and useful building.

Alumni Scholarships have become very common in American Institutions. They strengthen the institution at its weakest point, current finances, and are small units which can be easily accomplished by Alumni subscriptions. Alumni establish them in two forms, both in the Endowment, drawing interest, and the Annual Scholarships raised from year to year.

G. The Women's Department of the School of Medicine is rather fully presented in this extended minute. Since the meeting of the Joint Board, I have learned that the Joint Committee of the Women's Union Colleges ^{will} ~~has~~ allocated to this Women's Medical Department funds which ^{will} enable us to certificate to the China Medical Board for payment of \$50,000. toward plant and equipment. The Women's Committee will be recognized and will operate as fully as possible as a sub-committee of the Joint Board. This plan will, I assume, run parallel to your plan on the field.

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Dr. Balme - 4.

September 26, 1925.

D. Your inquiry regarding the Force of Field Board Actions on which the Joint Boards take no specific actions was fully discussed. The Joint Board Minute, I believe, represents exactly its opinion and I hope is sufficiently full and clear to be satisfactory. There are of course a great many Field Board actions which do not involve the authority or responsibility for any action by a Joint Board.

E. Mr. Cassat has reported to the Presbyterian Board's Medical Secretary on his examinations in Chicago, with which Mr. Cassat was not satisfied. Further examinations are being made in Iowa. It is possible that Dr. Dodd will later advise Mr. Cassat to go to the Mayo Clinic.

F. Correspondence from the Field Board. Dr. Cochran, during his recent visit, urged that Field authorities be permitted to address circular correspondence to the Joint Board, addressing individual members directly from the Field, and as I felt this was probably also your desire, I told Dr. Cochran that I would present the matter to the Joint Board at the first opportunity. I did so last week, and the matter was fully considered. The majority of the Board expressed themselves quite freely, but no one was in favor of the proposal. The ladies were especially clear because of a recent history in a woman's institution. A motion was made and seconded, which the Chairman and Secretary requested, without success, to have withdrawn. It was consequently necessary in the Minute to indicate an actual Board action. I offered to circularize the Board members with important extracts from the Field correspondence as I have done for other institutions which do not have printed Minutes, bulletins, Occasional Notes, etc., but no need or desire for such letters was expressed. You see our Shantung Board receives, relatively speaking, a considerable amount of material from the University on the Field.

The above comments on the Minutes of the Field Board and the Minutes of the Joint Board cover practically all of the matters touched upon in recent correspondence received from you. I have already acknowledged briefly your extremely valuable letters to me from May 29th on through the latest one, received, of July 5th.

This, I believe, completes the matters on which report should be made to you at this time. Miss Jellerson and I will now gather together material and study the question of presenting it to the legal counsel in Toronto the matter of securing a Charter.

Dr. Stanley Ellis called at my office a few days ago. I regret that I was out at the time, but hope to see him when he returns to New York.

Your new school year is beginning and we pray that it may be eminently successful in every way. With warmest personal regards, I am

Very sincerely yours

George F. Scott.
Secretary, North American Joint Board.

GFS-JWJ
Copy for Dr. Moorshead.
Copy for the Treasurer of the University.

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Harold Balme

SHANTUNG CHRISTIAN UNIVERSITY

TSINAN, CHINA

British Office

19, Furnival St., London, E.C. 4

North American Office

156 Fifth Avenue, New York City

British Joint Board

F. H. Hawkins, LL.B., Chairman
R. Fletcher Moorshead, F.R.C.S., Secretary

North American Joint Board

Paul Monroe, Ph.D., LL.D., Chairman
George T. Scott, M.A., Secretary

Field Board of Managers

Chang Po-ling, Litt. D., Chairman
Harold Balme, F.R.C.S., Secretary

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APR 7 1924

Officers of the University
SECRETARIES

HAROLD BALME, F.R.C.S.

President

LI TIEN-LU, Ph.D.

Dean, School of Arts and Science

JOHN D. MacRAE, B.A., B.D.

Dean, School of Theology

SAMUEL COCHRAN, M.D.

Dean, School of Medicine

J. S. WHITEWRIGHT

Director, Extension Department

J. WALTER HUNTER

Registrar, Acting Treasurer

PAUL C. CASSAT

Treasurer

TSINAN 29th Sept. 1923.

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

My dear Mr. Scott,

By some strange freak of the mails, your letter of August 6 did not reach me until February 24, - In fact I had already received comments upon it in a letter from Dr. Moorshead, before the original ever came into my hands. It has however, now safely arrived, and I am very thankful for it. At the same time we have also had the pleasure of welcoming Dr. Cochran back amongst us. He is able to bring personal word as to his conversations with you on many matters touched upon in your letter.

May I say in the first place how grateful I am to you for all that you have done to support Dr. Cochran in his negotiations regarding the N.China Union Medical College for Women. I feel that we have every reason to be greatly encouraged and gratified by the fine progress which has been made these last month, and the splendid support for the scheme which has come from the Women's Boards and the C.M.B. I am quite sure that this support owes not a little to the strenuous advocacy which you and Dr. Brown have given to the scheme ever since the amalgamation was first suggested by Dr. Brown himself. Doubtless you know that in China a very important office is that of the "mei jen" or "go-between" who arranges all delicate matrimonial affairs, and who very properly comes in for a large share of congratulations and praise when he has succeeded in bringing off a successful match. I hope you and Dr. Brown realise that you are now both occupying that distinguished office!

FINANCIAL SITUATION.

The serious statement which your letter contains with reference to the financial position of the Presbyterian Board, and the circular letter on the subject of which you have been good enough to send me a copy, have both given me great concern, and I wish to say at once how deeply we

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sympathise with the difficulties which your Board is facing. It is not quite easy for us at this end to understand what has brought about so serious a position, as we had always been hoping that trade conditions in America were rapidly improving and that the wave of re-action which naturally followed after the War, was beginning to give place to a feeling of greater confidence and adventure. I certainly hope that the clouds will soon begin to lift, but I understand how impossible you find it at such a time to contemplate the introduction of any measures which would call for increased appropriations from the Mission Boards.

I propose at an early date to call together a meeting of the Finance Committee of the University, in order to consider with them any action which should be taken at this end.

Please let me assure you, if assurance is needed, that we have no desire to force the pace unduly. What I have been hoping and striving for has been to secure a sufficient guarantee from Western Sources for these next few years to enable us to establish and maintain such departments of the University, as would place us in a better position for securing increased Chinese resources. The building up of a Middle School which would attract the sons of better-class people in the City, the erecting of a private pavilion for wealthy patients, and the addition to our staff of strong Chinese leaders, are all factors which should help in bringing about that result, and it is for that reason, as well as for the inherent value of each of these propositions, that I have been stressing them so hard during these last two years.

I am afraid that to some of you at home it must rather have appeared as if you were continually being asked to increase your appropriations and drop them into a bottomless well! Let me say at once that this is not so. We on the field feel more keenly on the subject of making this University indigenous and of developing Chinese support, than on any other subject, and our whole difficulty has arisen from a sense of perplexity as to how to take the necessary steps.

I am perfectly convinced that the first step of all is to attract and to retain strong Christian leaders, such as I believe Dr. Li Tien-lu will prove to be. Wherever I go amongst the Alumni I hear that point touched upon. I only wish we were already in touch with a stronger financial Chinese constituency, which could from the very outset undertake the support

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of such men. That support, as I see it, is bound to be very slow in development, and will to a large extent depend upon the presence of an influential Chinese staff. We are not, however, without encouragement along these lines, and we are losing no opportunity of pressing this matter upon all those who have the welfare of the University at heart.

This whole question of the financial situation of the University brings up once again the matter of students' fees. You may possibly remember that two or three years ago (I fancy it was at the time when you and Dr. Moorshead were on the Field) I attempted to get through a proposal that tuition fees should be raised to \$100 per annum. This was vetoed by the Field Board as the result of strenuous objections on the part of the Missions, who took the position that the University was the child of the Church, and ought to have greater consideration for the poverty of the Shantung Church members. That objection is always brought forward whenever any suggestion is made to raise our ^{tuition} fees. In spite of it, we have been raising them year by year, and from the beginning of this term we are now charging \$50 per annum for pre-medicine or medicine, and \$40 for Arts. This is a large increase upon the position of a few years ago, but personally I think it is not enough. I do not of course like to antagonise the Missions and Churches, and we need therefore to proceed somewhat cautiously in view of the strong attitude which they take up.

Scholarships
for poor ones

FIELD BOARD MINUTES

Thank you for the comments which you have sent me regarding the actions taken by the Field Board at their meeting last June. We shall no doubt be hearing more fully both from Dr. Moorshead and yourself, regarding the attitude of the Joint Boards, upon these various matters, and I will therefore only touch briefly to-day upon the points you raise.

(a) Canadian Charter We shall be most thankful when a definite decision can be reached on this subject. At present the lack of degrees, from which our students suffer, is proving a very serious handicap, and is preventing a certain type of students from coming to us.

(b) Commercial Courses. I will make enquiries from Nanking with reference to the point you raise. Most of the Universities to-day are including such courses, and are finding them not only a necessary part of their curriculum, but also a valuable means for securing Chinese support.

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(c) Chinese Members of Staff. Thank you for correcting me as to the difference which exists between your Executive Council and your Executive Committee. I confess that I get very tangled between these different organizations.

(d) Women Students in the School of Theology. We shall of course gladly accept your suggestion that the admission of such students be regarded as of an experimental nature for the time being, and I trust you realise that only the urgency of the situation which the Field Board felt it could not shirk, ^{the fact that it would} and ~~its~~ not creating financial difficulties, led to their action in admitting such students this September. Five women are taking course in our Theological School during the present term.

(c) Theological Courses at Peking and Nanking. I believe I am right in saying that all such courses for Arts graduates are now conducted in English. I was at Nanking last week and met one of our old S.C.U. Arts graduates who is starting upon such a course there, but he spoke strongly to me of the difficulty which he is meeting, owing to his low standard of English. Even though an occasional course may be given in Mandarin at certain times in either of these seminaries, the fact that the bulk of the work is conducted in English makes it quite impossible for more than 90% of our graduates to undertake it so long as we are carrying on our Arts School in Mandarin.

In this connection I ought perhaps to explain that there appears to have been an idea on the part of Dr. Moorshead, as I judge from a recent letter from him, that we were contemplating the institution of courses for Arts Graduates in the Theological School immediately. That is not the case. You will notice the Minute on the subject, and will see that they refer to our future policy, and were clearly conditioned by our securing the full complement of staff which is required for our School of Theology.

PRESBYTERIAN MISSION LETTERS.

2 F. | I wonder if you would allow the inclusion of my name on the list of those who regularly receive the Presbyterian Mission letter which you send out from time to time to the Shantung Mission. It occasionally contains information regarding the movements of the A.P.M. representatives of the University staff, of which I am anxious to hear. We have had a recent instance with reference to the coming of Mr. Harold Smith, whom I expected for the beginning of term, but only found out incidentally that his furlough had been extended, and that information to this

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this effect had been sent to the Field ⁱⁿ by your circular letter. Of course if you prefer not to send this letter to those who are non-members of the Mission, I shall quite understand, but in that case, I would ask that any matters affecting our staff should be communicated direct to me.

S2
You will, I am sure, have rejoiced to see from a recent number of the Cheeloo Weekly Bulletin that we have had a record enrolment this term. No less than 124 new students have entered the University. Our dormitories are now full to overflowing, and we shall soon be facing an interesting problem as to whether we should limit our classes, admit non-residential students, or rent premises which could be used as temporary hostels. I should very much like to have your opinion upon the second of these alternatives. We could doubtless secure a large number of additional students, and incidentally obtain more financial help in the way of tuition fees, if we ~~ca~~ agreed to admit a limited number of non-residents, but it is a large question and one which needs careful consideration.

Our new term has started ~~new~~, in a very encouraging manner, and we are all rejoicing to have Dr. Li Tien-lu with us. Before the term opened some 30 members of the staff spent a very profitable weekend on a neighbouring mountain for a three-day retreat and conference, thinking and praying over the vital subject of the spiritual output of the University. It was a most inspiring time, and not only helped to draw us more closely together, but also to enable us to concentrate our thoughts and prayers upon the real objective of this institution. You will have seen some account of the conference in the Weekly Bulletin.

I must not write more to-day, but shall hope to be sending you a further letter before long.

With kind regards,

Believe me,

Yours very sincerely,

Harold Palmer

HB/FHM

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OCT 10 1923

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SECRETARIESCopy for Dr. Balme

October 9, 1923.

Dr. R. Fletcher Moorshead
19 Furnival Street
London, E.C. 4, England

My dear Dr. Moorshead,

It has been a great pleasure to receive and read your letter to me of September 26th, enclosing the Minutes of the British Joint Board of September 7th and a copy of your covering letter of September 26th to Dr. Balme.

Matters affecting the Charter are now being pushed forward. We have been collating material of one kind and another which we believe will be needed in connection with application for a charter, and are trying to discover and develop the simplest and most Flexible form for such Charter. The more I look into the situation the more I discover difficulties in the way of a Canadian Charter. These, however, we hope will not be insurmountable. I certainly hope that the Canadian authorities will not insist on rigid and strict conditions in the incorporation. Sir Michael Sadler will of course be very helpful in anything that he might do toward facilitating the securing of a Canadian Charter.

Your Minute and covering paragraphs on Representation of Women on Field Board impresses me as eminently proper. The same thing had previously occurred to me as a better way to meet the need, but we supposed that the Field Board had rejected this method for the one which they proposed.

Dr. Cheng Ching Yi has not been approached by us in any way regarding the Vice-Presidency. Of course, it would be splendid for the institution to have him connected with it, but one is forced to wonder whether the University presents the largest channel for the utility of his particular talents.

It is interesting to compare the actions of the British Joint Board and the North American Joint Board on similar problems. Our two positions on the matter of Commercial Courses and of Admission of Women to the School of Theology are almost exactly similar, whereas our actual action on the former and your action on the latter is more favorable. The Field Board rather ingeniously is accustomed to accept the more favorable view! On the whole, under the circumstances the administration proceeds quite as well as might be expected.

With Dr. Bruce and Mrs. Carr cooperating in the promotion of the University, there is large hope for the continued success of your efforts in Britain.

I had a fine call yesterday afternoon from Dr. Stanley Ellis. What a sterling and substantial person he is. I hope I can have the pleasure of seeing him again before he leaves the States. He was interested in reading the British Board Minutes and covering letters.

The Metropolitan Tower clock has just struck two-thirty, which is the hour appointed for an interview with Mr. Bartlett, Principal of the American School at Shanghai, and as he is waiting I must close this letter.

With warmest regards and with earnest prayer for all of your work and the work of your Board this year, I am

Sincerely yours

0714

Balme

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, CHINA

British Joint Board

F. H. Hawkins, LL.B., Chairman
R. Fletcher Moorshead, F.R.C.S., Secretary

North American Joint Board

Paul Monroe, Ph.D., LL.D., Chairman
George T. Scott, M.A., Secretary

Field Board of Managers

Chang Po-ling, Litt. D., Chairman
Harold Balme, F.R.C.S., Secretary

British Office

19, Furnival St., London, E.C. 4

North American Office

156 Fifth Avenue, New York City

Officers of the University

HAROLD BALME, F.R.C.S.
President
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Dean, School of Arts and Science
JOHN D. MacRAE, B.A., B.D.
Dean, School of Theology
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Dean, School of Medicine
J. S. WHITEWRIGHT
Director, Extension Department
J. WALTER HUNTER
Registrar, Acting Treasurer
PAUL C. CASSAT
Treasurer

TSINAN 10th October, 1923.

Miss E.R. Bender,
150, Fifth Avenue,
NEW YORK CITY, U.S.A.

Dear Miss Bender,

When I wrote to you on August 20th last reporting progress in the matter of the Women's Dormitory and Staff Residence, I was under the impression that you were already in possession of the plans of the two buildings. These plans were passed by the University Building Committee on July 6th, at a special meeting which was attended by Dr Heath on behalf of the Peking Women's Medical staff, and I asked our architect to proceed at once to incorporate certain modifications which Dr. Heath had asked for, and to prepare full copies of the plans for transmission to New York. Unfortunately through an oversight which occurred in this office during the time that I was on my vacation, these plans were never sent off, and it is only within the last two or three days that I have heard of the omission. I am writing at once to say how extremely sorry I am that you should thus have been left in ignorance of the type of buildings which are being erected with the funds appropriated by your Committee. I can only ask you to accept my sincere apology for this accident, and to convey the same to the other members of your Committee. I had no idea whatever that such was the case. We are now making arrangements for these plans to be forwarded without delay, and I hope that they will meet with your full approval.

I am also asking our Treasurer to draw up a statement shewing the actual amount of money that has been expended to date upon the purchase of land, the grading of the site, and the erection of the boundary wall, at the same time giving an approximate estimate of the further amount that will be expended in the erection and

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and equipping of the women's dormitory and residence. I am just starting off on a month's trip in the northwest, but as soon as this statement is prepared, Dr. Cochran will forward it to you. I ought perhaps to say that the appropriation of \$7000 Gold has already been expended, in fact I doubt whether it will cover the full cost of the land which is being ^{needed for the building of} assigned to the women's medical unit. This however we are calculating carefully, and a statement with regard to it will be included in Dr. Cochran's letter.)

We have started the new term with four women medical students and 22 women pre-medicals. The latter, as you will notice, is distinctly in excess of the estimate which I gave you on August 20, but I doubt whether all these students will be with us throughout the whole year. Owing to the fact that many of them did not receive information regarding the opening of our medical course to women students until after our entrance examination had already been held, we were compelled to take them in on condition that they sit for an entrance examination during the winter vacation. I am afraid it is probable that some at least will drop out then. It certainly is a very interesting and encouraging fact that so many have already come forward to enter our pre-medical course. Pending the completion of the women's dormitory they are being partly housed in the Nurses' Home, and partly in Chinese rented quarters, where Miss Luella Miner herself is living. The charge for rent will of course be made out of the appropriation for this current year. Although it will not be possible for the new dormitory to be quite completed by the beginning of next term, there is every reason to expect that the lower floor will be ready by that time. This will enable us to accommodate the other classes of women students who will then be coming to us from Peking.

We also have 5 women theological students in the University this term, but their accounts are being kept quite separate from those of the medical and pre-medical students, and in the event of it being possible to accommodate them next year in the medical dormitory they will of course be charged rental which will go to the credit of the women's medical dormitory fund.

We are greatly looking forward to the arrival of Dr. Leonard, whom we hope to welcome in Tsinan within the next two or three weeks.

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OCT 10
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Dr. Cochran will doubtless have written to you with reference to his recent interview with Mr. Roger Greene. It is of course very disappointing to us that there does not appear much likelihood of securing any appropriation from the China Medical Board for this present fiscal year, and should it result in a similar position for next year, we shall be faced with a serious situation which will require very careful consideration. I hope, however, that we shall not be called upon to meet any such contingency.

With kind regards,

Believe me,

Yours sincerely,

Stewart Dalton

HB/FHM.

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Harold Balme

NOV 7 1923

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, CHINA

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APR 14 1924
Officers of the University

British Joint Board

F. H. Hawkins, LL.B., Chairman
R. Fletcher Moorshead, F.R.C.S., Secretary

North American Joint Board

Paul Monroe, Ph.D., LL.D., Chairman
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British Office

19, Furnival St., London, E.C. 4

North American Office

156 Fifth Avenue, New York City

Fees

HAROLD BALME, F.R.C.S.
President
LI TIEN-LU, Ph.D.
Dean, School of Arts and Science
JOHN D. MacRAE, B.A., B.D.
Dean, School of Theology
SAMUEL COCHRAN, M.D.
Dean, School of Medicine
J. S. WHITEWRIGHT
Director, Extension Department
J. WALTER HUNTER
Registrar, Acting Treasurer
PAUL C. CASSAT
Treasurer

TSINAN 10th October, 1923.

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

and
Dr. R. Fletcher Moorshead, F.R.C.S.,
19, Furnival Street, LONDON, E.C.4.,
ENGLAND.

Dear Mr. Scott and Dr. Moorshead,

The matter of fees from University students has been brought before us in more than one of your letters of late, and you have both raised the question as to whether our charges were not far too low. In a recent letter addressed to Mr. Scott I referred to some of the reasons which have tended to keep our tuition fees lower than those in most of the other Christian Colleges, but I think you would probably be interested to know how large a relative increase has been made during these last two or three years. The following figures give the actual amounts received for 1921-2 and 1922-3, and an approximate estimate of the sum that we shall receive for this present year. They are as follows:-

Year	Arts & Science	Medicine	Theology	Total
1921-2	\$2,671.00	\$2,629.50	\$297.50	\$5,598.00
1922-3	5,022.50	3,095.50	475.00	8,593.00
1923-4	8,576.00	3,685.00	951.00	13,212.00

J.B.

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OCT 10

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You will be struck by the fact that there is a much larger relative increase in the Arts School fees than in those coming from the Medical School. This increase on the part of the Arts students is due partly to the large increase in pre-medical students, and partly to the fact that all students in that school are now paying an equal tuition fee, whereas formerly the A.P.M. and E.B.M. students paid practically nothing. The fees from the Medical School would be relatively much larger as compared with two years ago if it were not for the fact that we actually have fewer medical students than we did then. This is really only a temporary reduction, and is due to the fact that the large classes which came to us from Peking completed their work here in 1921-22. With the large accession of pre-medical students now coming forward our numbers in the Medical School will soon begin to mount again.

I still feel as strongly as before that we must continue to increase our tuition fees in spite of the outcry in the Missions and Churches, as they are still considerably below other institutions. I am, however, sending you these figures to shew you that with a comparatively small increase of less than 25% in our student body within the last two years, our receipts from tuition fees during the same period have increased by about 136 %.

*Help for
how can*

With kind regards,

Yours sincerely,

Howard Salter

HB/FHM.

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OCT 24 1923
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SECRETARIES*re. Paul Cassat*

October 24, 1923.

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

My dear Dr. Balme,

A recent letter from Mr. Paul C. Cassat, dated October 19th, to Mr. Scott gives the latest report on his health and reads in part as follows:-

"My trip to Iowa City last week resulted in a very definite diagnosis of chronic interstitial nephritis (Brights Disease.) Dr. Howard stated that all symptoms could without doubt be traced to this cause. Of course, it makes my return to China doubtful, but if we can keep it from progressing, we may be able to go back. The tests made at Iowa City, as Dr. Dodd may already have told you, showed me to be in much better shape than five months ago in Peking, and we are banking on that as much as possible. I am keeping as quiet as possible and taking good care of myself. Dieting soon gets tiresome but I guess I am in for it for the rest of the days allotted to me."

Also a report has been received from Dr. Dodd, Acting Medical Secretary, which reads as follows:-

"I am in receipt of further reports for Mr. Paul C. Cassat. He had his case specially gone into by the Head of the Department of Internal Medicine at the Iowa Medical School.

"The general showing is probably a little more encouraging than at Peking, though none too good, as far as work in the near future is concerned, or as far as complete recovery is concerned. He has a persistent high blood pressure condition, which will have to be watched, but which will not necessarily prevent his return to work.

"Dr. Howard, the examining physician, recommends ten months in this country, with the hope that at the end of that time, if there is no progress in the disease, he can return to China."

If there are any further reports received in regard to Mr. Cassat's health, we will report them to you.

Sincerely yours

JWJ

Secretary to Mr. Scott.

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REC'D

DEC 3 1923

Harold Balme

SHANTUNG CHRISTIAN UNIVERSITY

TSINAN, CHINA

FILING DEPT.
248
DEC 11 1923
Officers of the Union
HAROLD BALME, F.R.C.S.
President
SECRETARIES

British Joint Board

F. H. Hawkins, LL.B., Chairman
R. Fletcher Moorshead, F.R.C.S., Secretary

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Director, Extension Department
J. WALTER HUNTER
Registrar, Acting Treasurer
PAUL C. CASSAT
Treasurer

TSINAN 3rd November, 1923.

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

My dear Mr. Scott,

Your letter of September 26 enclosing Minutes of the N.American Joint Board of September 18 reached us a few days ago, arriving just after similar letters and Minutes from Dr. Moorshead re the British Joint Board. I have just been writing in reply to Dr. Moorshead, a copy of which I now enclose. This, as you will notice, will cover a great many of the points mentioned in your own letter, and I will therefore only now refer to those which I have not already touched upon.

1. Canadian Charter.

We are following with keen interests the steps which are being taken in the attempt to secure a Canadian Charter, the need for which becomes increasingly urgent as time goes on. I rarely ever meet groups of alumni without reference being made to the handicap from which they are suffering through the absence of officially recognised degrees, and I greatly hope that negotiations which Mr. Armstrong is kindly putting into effect will not prove difficult, and that sufficient support will be secured from men of influence to guarantee the safe passage of any Bill which may possibly have to go through the Canadian Parliament.

I note in your letter that you suggest that before a Charter is finally accepted by the University it will be submitted to the British Joint Board, and probably also to the Field Board. I would like to emphasize the importance of this latter point, in view of the interest which is being taken in the subject by the Chinese members of the Board.

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Paul
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2. Chinese Members of Staff.

The action which the Presbyterian Board has taken in response to the request from the N.American Joint Board, is most gratifying to us, and if this could be followed by other co-operating Mission Boards, a large part of our present difficulty in securing a larger proportion of well-qualified Chinese will at once disappear. I presume you will be taking up the matter with the Boards in N.America, and I earnestly hope that the British Joint Board will also see its way to endorse the N.A.J.B.'s action, and refer it for sympathetic consideration to the Committees of the British Missionary Societies.

3. English Teaching.

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57 We have at the present time no University income which can be applied to the engaging of a Head of the English Department. New income will therefore be needed for this important appointment. If the Joint Board or one of its co-operating units could see their way to provide half of the necessary expense, we could, I think, guarantee the remaining half from increased tuition fees, which will be coming into effect within this next year. Is there any chance of your making us such a grant, or of the British Societies doing so? Would you be so good as to communicate with Dr. Moorshead on this subject.

4. Alumni Building.

Your suggestion as to the possible use of an Alumni Building for general University purposes, greatly appeals to me, and I will certainly lay it before the Alumni Association, when informing them of the decision to grant them the land for which they appeal. I am afraid we cannot look for a very large sum of money from them yet awhile, as there are but few who have access to any considerable funds, and those few need a good deal of cultivating. I have been much encouraged by the work that I have been doing in this direction, and am hoping that every succeeding year will see the old graduates taking a more practical part in the support of the institution. I shall certainly bring before them also the suggestion regarding Alumni Scholarships. It seems to me to be a particularly happy one.

0722

5. Field Board Actions on which the Joint Boards pass no Minute.

The Joint Board Minute on this subject is very clear and satisfactory, and should, I hope, prevent any misunderstanding or unnecessary ~~disputes~~ ^{delays} in the future. We shall take it for granted that we are free to go forward in all matters voted upon by the Field Board unless the Joint Boards themselves take definite action deprecating such a course, or unless such action would involve financial responsibility on the part of the Joint Boards or constituent Mission Boards, for which they have not given their approval.

6. Correspondence from the Field Board.

5 | I note the action of the Joint Board with reference to the receipt of circular correspondence, etc., and though personally I think it is unfortunate, we shall of course see that it is carried out. May we rely upon you to back us up in our attempt to get the fullest possible information before the Board members? Unless this is done it seems to me inevitable that actions will be taken in the future as in the past, without full appreciation of all the facts of the case. I never complain if any Board with which I have official business deliberately turns down matters which I am anxious to see put through, provided that they have had all the facts before them, and have thoroughly grasped them; but it certainly is difficult when this is not the case. We have had a recent instance in the N. American Joint Board in connection with the suggestion of post-graduate Theological Courses; and by this last Minute, I see that even now the matter is not yet fully understood, as the Joint Board action speaks of "acquiescing in the continuance of these courses". Our Field Board action definitely referred to a statement of policy contingent upon the Theological School being brought up to its proper strength. We have never yet started these courses, and they cannot therefore be continued or discontinued. What we have felt, for the reasons that I have attempted to give you in my correspondence, was that the policy of our Theological School should certainly include them directly the staff is at full strength. Our staff of the Theological School has never yet been of sufficient size to handle the ordinary courses now being offered, with the result that all classes, no matter what grade, have to be doubled up. I want to emphasize this point because it is perfectly true that additional support of staff is imperative, though not for the sake of the post-graduate courses referred to above.

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I do not think that there are other matters in your letter and Minutes which call for immediate comment, but I shall of course have further to write about them after the meeting of our Administrative Council on November 22-23.

31 We are much rejoiced to hear from Mrs Roys of the additional funds which will probably be available from the Joint College Drive. If at the same time the China Medical Board could see their way to an additional grant both for capital outlay and for current expenses, our difficulties regarding the erection and upkeep of the required new buildings will be entirely met.

With kind regards,
Believe me,

Yours very sincerely,

Stewart Palmer

HB/FHM.

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Harold Balme

FILING DEPT.

DEC 11 1923

SECRETARIES

Copy for Rev. G. T. Scott

SCOTT REC'D

DEC 9 1923

Shantung Christian University
Tsinan,

3rd November, 1923.

Dr. R. Fletcher Moorshead, F.R.C.S.,
19, Farnival Street,
LONDON, E.C.4., ENGLAND.

My dear Moorshead,

Your interesting letter of September 26th enclosing a copy of the Minutes of the British Joint Board of September 7th reached Tsinan after I had started out on a month's tour in Shansi and Honan. It may appear to you somewhat strange for the President of the University to go running away for a whole month during term time, but this, of course, is the only time when the Mission Schools are in full session, and my previous experience has already made me feel that a visit of this kind, strenuous as it is, is eminently worth while. It enables one to meet missionaries and church leaders in their own stations, to study their work sympathetically on the spot, to find out from actual observation what is the present state of their schools and hospital, and in most cases to see something of the work which graduates of our own University are undertaking. Wherever I have gone I have been received with the greatest kindness and friendship. Missionaries and Chinese Christians have seemed genuinely pleased that the University was sufficiently interested in their wants to send one of its number to visit them, and confer with them over common problems of Christian education; whilst our alumni have been most enthusiastic at being looked up and encouraged. At the same time I have had an opportunity of getting into touch with Government School educators, and of seeing something of the remarkable progress which some of the Government Schools are now manifesting. My one complaint about this kind of work is that the friends in the different centres invariably provide an overcrowded timetable.

0725

Not only do I find my day filled up with inspections of schools and conferences with Christian workers, but they think nothing of having me down for lectures and speeches of various kinds. I suppose this sort of thing is inevitable, but it somewhat uses up one's nervous energy.

I have just reached Chengchow in the course of my trip, and we are about to have a special meeting of the I.P.C. which is called to meet with Miss Kemp over the question of the Girls' Middle School. I hope it will prove a very useful Conference.

To turn to your letter, and the Minutes which accompany it. I am very glad indeed to read of the excellent meeting which you had in September, and am grateful for the kind sympathy which is reflected in so many actions of the Board, as well as in the remarks which you have yourself made. Let me just take up these Minutes as they occur.

220. Re-appointment of Members of Staff.

I note what you have said under this heading, and we will of course follow the wishes of the British Joint Board in the matter. I do not pretend that it will not put us in a somewhat difficult position, as of course it places the onus upon us of taking specific action in any cases of unfitness or advisability for transfer which appear after the termination of the first term of service. I have, however, written so fully upon this subject before, that I will not trouble you again with the arguments which appeal to the whole staff themselves in favour of the proposals made by the Field Board.

221. Mrs Carr's Services.

I am ~~of course~~ absolutely delighted that my sister-in-law has seen her way to offer this voluntary assistance, and I am convinced that her work will be absolutely invaluable, not merely in relieving you of some of your secretarial duties, but in particular in winning friends for the University in the various centres which she is able to visit.

222. Constitution of Board.

This Minute does not, I think, call for any comment, as it is one which concerns the British Joint Board itself.

NOV 3 1923

223b. Representation of Women on Field Board.

Your suggestion as to the advisability of women being appointed direct to the Field Board by Missions Boards participating in women's work in the University, shall be laid before the Field Board at their next meeting. There are certainly points in favour of such a modification of our proposal, though we should of course have to define what is a women's board, and what is participation. Most of the women's boards are really not independent units, but are auxiliaries to the general societies, as in the case of our own Mission, and for that very reason participation in the University will often be upon a joint basis. We have already such a case in the S.P.C. who are definitely supporting Mrs Wright as a member of our medical staff, and at the same time contributing to the general work of the University. It would be difficult for them on that basis to elect a separate representative direct to the Field Board, but it would not, I think, be difficult for them to be represented on the Women's Committee of the University, from which such Field Boards representatives would be chosen.

220 (Field Board Minute 431) Policy of School of Arts and Science.

In reply to your enquiry regarding the introduction of commercial courses, I should explain that what we had in mind was a modified Arts course, with special stress upon English, Book-keeping, Political Economy, History, and possibly Stenography and Type-writing. Such courses are now being offered in almost all the Chinese Universities, and would be analagous to the Bachelor of Commerce in some British Universities. I have made enquiries at various centres as to their experience in including such work, and the majority of replies which I have received are distinctly favourable. I do not for one moment suggest that this should take a prior place in our Arts School, for I am personally greatly enthusiastic about the introduction of such courses for their own sake. I am, however, much impressed by the appeal of our own graduates in this connection, and by the necessity of providing some vocational work in addition to our general work of teacher-training. For that reason I hope the British Joint Board will see their way to adopt some such Minute as that which has reached me from the N.American Joint Board, authorizing us to try the experiment of such commercial courses in the event of the necessary funds being secured outside of the present resources of the School of Arts and Science.

0727

220. (Field Board 433) University Middle School.

I do not pretend that I am not disappointed in the Minutes which have reached me from both Joint Boards under this heading, though I entirely appreciate the difficulties of the financial situation, which have prompted these actions. I am glad to note that both the British and American Joint Boards are favourable to the general proposition of the establishing of a University Middle School, and that it is only the financial stringency which prevents them from making an appropriation for the purpose. Here, I suppose, we must leave the matter for the time being, whilst we on the field continue to explore every possible avenue. I have already given a great deal of thought to the suggestion which came both in your Minutes, and in those of the N.American Joint Board, as to the possibility of securing teaching facilities for our students outside of the establishment of our own Middle School. Without going so far as to say that the thing is impossible, I must confess that the difficulties are very serious indeed. There would, I fear, be but little chance under present conditions, of our securing permission from the Government Authorities to use their schools for this purpose, and apart from them there is not at present a single Senior Middle School for boys in Tsinan. To take a class to some other station, sat at Tsingchowfu, and Weihsien, would dissociate such students from all other studies during the period in question, and would make the problem of efficient supervision a very difficult one indeed. It would be almost impossible to spare more than a single man to accompany such a class, and he of course could only supervise a single student at a time; nor would it be possible to get much help from the Faculty of the School in which such teaching was being offered by our students, for apart from the principal himself, usually a very over-worked individual, there would be nobody on the staff capable of giving the expert advice needed.

quite. Whilst I lay these difficulties before you and frankly, I do not wish you to think that I am regarding the matter as necessarily insoluble. Mr. Scott cheerfully informs us that we must try to make our bricks without straw, and we will certainly see if there is any other substitute which we can lay our hands upon. If we do so, however, it can only be regarded as a temporary procedure. I am convinced that sooner or later a Middle School is absolutely essential to the efficient carrying out of our programme.

220. (Field Board 435) Support of Chinese Members of Staff.

The alternative suggestion which has been made by the British Joint Board, shall be laid before the Field Board at their next meeting. ~~At the same time~~ they will have before them the action of the N. American Joint Board on this subject.

220. (Field Board 436) Admission of Women Students.

I feel very grateful to you and to the whole Board for the kind and sympathetic attitude which they have adopted on this subject. I do not think they will regret it. During my recent tour in Shansi I have already been approached by one or two experienced women missionaries, asking if we could possibly provide well-trained teachers of religious subjects for their schools. They are feeling increasingly that for the girls' schools, and for the new work in adult women's education, which has recently been started, they are needing the services of experienced Chinese teachers who have had special preparation in such a theological school as ours. They tell me that none of the women's colleges are doing this kind of work, ^{in mandarin} and that they are looking increasingly to us for help. I feel very strongly that we have done the right thing in giving suitably trained women students the privilege of attending courses in our Theological School, and so far this new experiment inco-education is proving most encouraging.

220. (Field Board 445) Vice-Presidency of the University.

I have read with the greatest delight the Minute which has been passed on this subject, and am indeed grateful to Mr. Hawkins for the way in which he has backed up our appeal for Dr. Cheng Ching-yi. I fully appreciate your suggestion regarding the functions of the office, and the necessity of stressing the special character of the work in any approach which we make to Dr. Cheng. This I should have done in any case, as I am familiar with Dr. Cheng's attitude towards administrative duties, and the raising of funds, and can most truly sympathise with it. The reason why we have thought of Dr. Cheng is not because we are impressed with any special administrative powers on his part, nor is it because we are looking to him to raise great local resources for the University, but simply because we believe he would be a power of strength in trying to reach the spiritual goal which we have before us.

Your letter and Minute do not make it quite clear as to whether we are authorized to go forward, but in view of the fact that you tell me that Mr. Hawkins has already sounded Dr. Cheng on the matter, and in view also of the encouragement which you hold out in the second

paragraph, page 8, of your letter, I take it that you mean us to open up communications with Dr. Cheng on the subject. I am therefore proposing to write him within the next few days, telling him of the attitude of the Field Board, and urging him to consider this post.

225. Miss Gladys Nunn.

I am glad to have the official action of the Board with regard to Miss Nunn's appointment, and have no doubt that it will be accepted with pleasure by the Field Board at their next meeting. Dr. Wigfield has written to me fully regarding the conditions under which Miss Nunn comes out, from which I understand that she is to be on the same footing as other members of the staff, with the single exception that she is specially set aside for the work of electro-therapeutical department. We shall look forward to welcoming her here and making arrangements for her language study at Peking.

228. Dr. Bruce.

You do not need much comment from me to assure you of my satisfaction over this Minute. Dr. Bruce's loyalty to the institution, and his enthusiastic readiness to serve it, are, to my mind, magnificent, and I rejoice to think that some way will probably be found by which his services can be made use of in this connection. With Dr. Bruce, Mrs Carr and yourself, to say nothing of Mr. Burt, Mr. Whitewright and Drake, the interests of the University will be splendidly served and we shall look forward to great developments. I am particularly glad to hear of the suggestion to issue a small bulletin more suited to British readers than the Occasional Notes which we publish here. That I feel will be of real service.

....

The Meeting of the Administrative Council of the Field Board is called for November 22, when I shall lay before them the Minutes of both Joint Boards, and the covering letters which have accompanied them.

We have made ^{an} encouraging start to the term's work, and I am particularly thankful over the fine spirit of Christian service which is being manifested by some of our students. If you ever get time to read our little Weekly Bulletin, you will have seen some details of the special Retreat which we had for student leaders at the beginning of last month. The Meetings are being held

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every Sunday night to follow up the work of that
Retreat, and they are already bearing fruit.

I must not stop for more to-day, but with
kindest regards,

Believe me,

Yours ever affectionately,

HB/TMM

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Harold Balme

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, CHINA

British Joint Board

F. H. Hawkins, LL.B., Chairman
R. Fletcher Moorshead, F.R.C.S., Secretary

North American Joint Board

Paul Monroe, Ph.D., LL.D., Chairman
George T. Scott, M.A., Secretary

Field Board of Managers

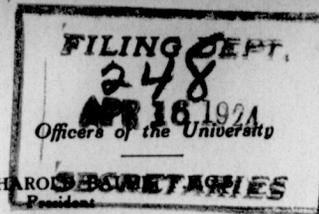
Chang Po-ling, Litt. D., Chairman
Harold Balme, F.R.C.S., Secretary

British Office

19, Furnival St., London, E.C. 4

North American Office

156 Fifth Avenue, New York City



HAROLD BALME SECRETARIES
President
LI TIEN-LU, Ph.D.
Dean, School of Arts and Science
JOHN D. MacRAE, B.A., B.D.
Dean, School of Theology
SAMUEL COCHRAN, M.D.
Dean, School of Medicine
J. S. WHITEWRIGHT
Director, Extension Department
J. WALTER HUNTER
Registrar, Acting Treasurer
PAUL C. CASSAT
Treasurer

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

and
Dr. R. Fletcher Moorshead, F.R.C.S.,
19, Furnival Street,
LONDON, E.C.4., ENGLAND.

TSINAN , 24th November, 1923.

My dear Mr. Scott and Dr. Moorshead,

The Administrative Council of the Field Board of managers met here two days ago, and I am enclosing with this letter a copy of the Minutes which have been passed. According to our constitution these will now be circulated amongst the remaining members of the Field Board of Managers, but unless there is any protest within three weeks, you can regard them as having been endorsed. Our agenda this time was not as long as usual, but we had a good attendance at the Council, and a very useful discussion on the points which were raised. I will now comment upon them, and explain those which might otherwise appear perplexing.

Mrs Chalfant

0145-0146. These Minutes of appreciation of the late Mrs Chalfant's services, and of the kind assistance being rendered by Mrs Carr and Mrs Todd, need no comment, though I may say that the Council were very delighted to hear of the voluntary help which Mrs Carr and Mrs Todd are so kindly giving in the attempt to develop interest in the institution.

0147. Amendment to Constitution.

The suggestions which reached us from both Joint Boards and in the covering letter of Mr. Scott, were thoroughly discussed. Those suggestions embodied the following three points:-

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(a) The mode of procedure in forming a Women's Committee, and the electing of representatives upon the Field Board.

Although the Council fully appreciated the suggestion made by the British Joint Board on this question, it seemed to them that a better and fuller representative of women's interests would be secured by their former plan. If, for example, the procedure was altered, and those Women's Boards which had qualified by participation along the lines suggested, elected their representatives direct to the Field Board itself, there would be at present only two (the American Presbyterian Board and the Women's Foreign Missionary Society of the Methodist Board), who would have the right to do so. The S.P.G. already have a representative, Mrs Wright, upon the staff, but as they are not giving a separate financial contribution to the Medical School in addition to what the men's side of their work contributes, they would be disqualified from any direct representation.

Under the present scheme they can be represented by co-option upon the Women's Committee, and as that Committee is entitled to three representatives upon the Board there is a possibility of their being chosen in that way.

It might, of course, be argued that we could secure the same result by having the two women elected direct to the Field Board, and then for the Field Board to co-opt a third woman, pending the time when a third Missionary Society was taking full share in the work. The disadvantage of such a method would lie in the fact that those three representatives would be co-opted by a body mostly composed of men, whereas in the original scheme it is the women themselves who will do the co-opting.

(b) Mr. Scott raised the question as to whether we should not use the term "Mission" or "Denomination" instead of "Mission Boards", and he points out quite correctly that it is not the Mission Board who elect their representative upon the proposed Women's Committee, but the Mission on the Field who do so.

On the other hand, it can equally be said that it is not the Mission who provide the teachers on the staff and the recognised contribution towards running expenses, but the Mission Board!

Neither term quite suits the position, though of course we understand that the Mission Board can be said to elect its representative by means of its delegated powers to the Missions themselves. As a matter of fact the real reason why "Mission Board" was chosen, was because the Presbyterian Board in N. China is represented by two Missions, and ~~therefore~~ the word "Mission" would have been confusing, whilst "Denomination" would be equally unsuitable so long as we have other Presbyterians co-operating in the University.

(c) The suggestion of the N. American Joint Board with reference to some equivalent being offered in the place of teachers, was adopted, and you will notice that the phrase suggested is "teachers or a suitable financial equivalent". We have deliberately left out the word "women" before "teachers", as there might possibly be occasion when the Women's Board was represented by a qualified male Chinese teacher, etc.

0148. Functions of Vice President:

In response to the request of the British Joint Board the Council have attempted to detail the functions which we are specially anxious that Dr. Cheng Ching-F should fulfil in the event of his becoming Vice-President. It is not proposed that these functions should be added as such to our Constitution, for it is obvious that they have been prepared with special reference to Dr. Cheng himself. Should he refuse the post and a man of a different type be in view, more stress might be placed upon the financial services which such a vice president should render. It was felt, however, that the greatest contribution which Dr. Cheng could make to us would be along the lines of his spiritual ministry, both amongst the students and in our constituency, and that we should keep these responsibilities well to the forefront.

I am communicating direct with Dr. Cheng and shall of course mention the suggested functions; meantime we know that you are doing all that is possible to secure the necessary support in the event of his seeing his way to accept.

0149 Teacher-Training Department and Middle School.

Although the whole Field Board of Managers are extremely anxious that an early start should be made in the development of this much needed Middle School and facilities for practice teaching, it did not seem to the Council that much more could be done at this present stage in view of the absence of any funds for the purpose, than

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simply to ask the Senate and Faculty to make enquiries regarding the possibility of a temporary Day Middle School. To secure all practice teaching at distant Mission Schools does not appeal to us, for without expert supervision there is little to be gained by such a method; nor is there any hope, so far as we can see at present, of securing facilities from Government schools in the city. Pending the securing of funds we are therefore shut up to a day Middle School, and nobody here pretends to like it. It might be attempted as a purely temporary measure, but personally I have no enthusiasm for the starting of Middle School courses on a basis which practically precludes the exerting of a strong religious influence upon the boys. We cannot of course attract boys from the city to such a school, and would naturally see that they were well taught and that the curriculum included some direct religious instruction, but directly classes were out they would be returning to their homes in the city, and it would be extremely difficult to build up any real school spirit among them, or to exert a strong religious influence upon their lives. We on the field feel as strongly as ever we did as to the necessity for this Middle School, and we are grateful to know that the Joint Boards appreciate and sympathise with that need, but wish there were some means by which a start could at least be made on a permanent basis.

0150-0152. Staff Appointments.

I do not know that any of these appointments need much comment. All have been carefully thought out and come with the full approval of the Faculties concerned, and of the University Senate.

0153. Head of English Department.

The regretted death of our friend, Mrs Chalfant, leaves another serious gap in our already depleted department of English, and we would appeal to the Joint Boards to take every possible step to secure for us a new appointment, and one who is thoroughly competent to take the full headship of this Department.

[There are many men in the home Colleges and Universities to-day who are making a study of the teaching of modern languages to people of other tongues. That is essentially the type of man we want professionally. The English standard of our students is not so far developed that we should look for a professor of English literature, but rather for the type of man who has himself mastered at least one other modern language, and is thoroughly competent in all the newer methods (phonetics, modern linguistics, etc.) for teaching an alien tongue. Peking University has

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of course the ideal man in Professor Breece, but I feel sure that there are many others of the same type, who are keenly missionary at heart, and who might be attracted by such a call.

As I mentioned to you both in a letter last summer, the teaching of English in a University like this, where Chinese is the main medium of instruction, is a fair stiffer task than in the other China Universities where every single lesson, apart from Chinese classics, is itself an English lesson. We want therefore an exceptional man for this post - one who can enlist and organize a good team of workers, and can at the same time deal with the whole problem along modern scientific lines.

You will note the special request that pending the appointment we may be permitted to use the salary, which has now lapsed through Mrs Chalfant's decease, for the securing of temporary help in the teaching of English. In spite of all the splendid assistance which we are able to get from some of the ladies on the campus, it is a constant difficulty to get enough teachers for the many classes in English which have to be conducted each week, and we would therefore earnestly appeal to be allowed to use this salary in the way suggested.

0154. Mrs Henry Payne.

During this past term we have been receiving invaluable help in our English teaching from Mrs Payne, who most kindly offered to take over Mrs Chalfant's classes at the beginning of the term. We do not of course know how long Mr. & Mrs Payne will be resident in Tsinan, as Mr. Payne is not a full member of the University staff, but we all feel strongly that Mrs Payne's work should be recognised, and we are therefore proposing that she be appointed a full lecturer in English, with a seat on the faculty. This suggestion, I need hardly say, originated from the Faculty itself, and has been unanimously approved by the Senate.

0156. Fire Protection and Water Supply.

During these last few months I have been looking into the question of the protection of these University buildings against fire. A special Committee was appointed by the Senate to investigate the matter, and they have done very careful work upon it. That report is somewhat serious and practically amounts to this, that we should be absolutely

helpless if a fire broke out at any time in any of our buildings. This of course is a very serious matter, for with the gradual cost of materials and labour, it is a question whether any of these buildings could be replaced for the sum which they were originally insured, to say nothing of the immense loss which would be caused to us in other ways.

As I write this morning, this matter comes home to me in peculiar fashion, for I have just received the tragic news that the main portion of the old hospital in Tai Yuan Fu, where I commenced my missionary career, and which I visited only last month, has been entirely gutted by fire.

When the Fire Committee sent in their report shewing what was necessary in the way of hydrants, hose, etc., they pointed to the serious fact that even if this apparatus was provided it would be of little or no use to us until we increase our water supply. We are at present dependent upon a single well and pump, neither of which is now adequate to meet the growing demands of this ever expanding plant. It is very clear to us that it is imperative to sink another well and install an extra pump, and larger storage capacity, and seeing that an important part of our recent expansion arises from our amalgamation with the Women's Medical College, I am wondering whether this would not be a fair request to lay before the Women's Committee. If they could see their way to provide the money necessary for the increased water-supply, it should not prove difficult for us to find the \$3000 which are estimated to be necessary for hydrants and hose in the various buildings.

0157. Alumni Building.

A very suitable site has been selected for the Alumni Building, at the East Extremity of our long semi-circular drive, and close to the recreation ground, and the location for the proposed students' building. We are going to suggest to the Alumni Association when they meet to consider this matter that their building should be erected in such a way that part of it can be utilized for student activities. We find that we cannot offer them as much as 10 mu at that particular spot, nor do I think they need it. Provided they have big enough ground for their building and different houses, that should be all they require.

0158. Site for Primary School.

In our original plans for a Model Village, we had always hoped to put up a Primary School for the children of our teachers. Unfortunately the original gift of Mr. Follansbee was not sufficient for this purpose, but we have

since had a very generous donation sent to us through Dr. Neal, and by means of other money collected locally, I think it will not be long before our Chinese colleagues are in a position to put up this school. We have therefore allotted a site immediately north of the Model Village on spare land which we have never yet utilized.

0159. Reservation for Biology Department.

Our very enthusiastic friends, Mr. Jacot and Mr. Ch'in, have sent in an appeal for a small piece of land to be reserved as a woodland and also utilized for the breeding of frogs and turtles. We are assigning them a small plot on the west of the campus, which has hitherto been used as a nursery for trees. We are hoping that in the interests of universal peace, their scientific gifts will enable them to breed a race of voiceless frogs!

0160. General Building Funds.

When our Finance and Property Committee met before the Administrative Council, I laid before them a detailed statement of our liabilities and assets on the various buildings which have been erected during the past three or four years. I am sorry to say that there is a debit balance on those funds, which now amounts to over \$14,000 Mex. This, however, is largely due to the fact that \$10,000 of our appropriations for the Chapel and Administration Hall were put out to interest in what was then supposed to be one of the strongest banks in China, the French Banque Industrielle. Although we are still unable to secure that money, you will have seen from time to time from the newspapers that the French Bank intends to restore what is due to creditors out of the released Boxer Indemnity Fund. I do not mind how it is done as long as we get our money in full. As it is, we are still owing a debt to the Engineering Works which installed our heating and plumbing in McCormick Hall, and are having to pay 8% interest on it. I am hoping to see my way very shortly to clear this off.

The remainder of the overdraft is due to the fact that our beautiful University Church, and the court-yards which we were obliged to erect last year for our employees, have cost more than the funds we had in hand for the purpose. I feel very confident that if only our generous friend, Mrs McKelvey were able to pay a visit to China, and to see the beautiful stone Church which has been erected through her gift, she would probably be willing to give us a further Gold \$2,000 or \$2,500 so as to clear off the last remaining item on the account.

Casot

Possibly Mr. Cassat, who was in touch with her three years ago, might be able to approach her on this matter. The employees' courts had to be built last year when we needed all the dormitories for students, and were therefore obliged to turn out our artisans and coolies who had been temporarily occupying some of the rooms. These court-yards were built out of the remains of the old Arts Building Fund, to which it was hoped that the building funds of the Canadian Library and the English Baptist School of Theology would make a contribution. We have secured a grant from the Library Building Fund, but up to the present have been unsuccessful in getting anything assigned to us from the Theological School Fund.

0161. Campus Charges.

When the University campus was originally laid out, undesignated gifts on the old Arts College Building Fund were used for the purpose of making the necessary roads, and installing water mains and electric light, etc. As this fund is now exhausted, we are in difficulties whenever the campus is extended for new residences and other buildings. It seems to us therefore, that in the absence of any central fund the only thing we can do is to assess all such capital charges against the various buildings to be served. That, however, still leaves the question of the general upkeep of the campus, the maintenance and lighting of roads, the sanitation of the campus, and the provision and repair of water supply, etc., which have hitherto fallen mainly upon the Arts Budget. This of course is not equitable, and we are therefore proposing to treat the campus on more or less municipal lines, and to levy a small rate for these public services against all property benefited by them.

0162. Students' Fees.

The matter of students' fees occupied a considerable portion of the Council's time, and it was with some feeling of regret that they felt themselves compelled to propose another increase in fees next year. This regret arose from the fact that every time we increase our fees, there is a danger of the personnel of our student body becoming changed, the poorer Christians being unable to rise to the increase, and their places being largely taken by students from better-class non-Christian homes. I think the Joint Boards must frankly face this issue. We cannot have it both ways. If they wish us to secure much larger tuition fees from our students, as, for example, is the case in the University of Nanking, they must be prepared for our student body to be largely recruited from non-Christian sources.

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If on the other hand, they wish the University to continue to adapt itself for the most part to the economic conditions of the Christians of Shantung, the Boards themselves must be prepared to shoulder the great proportion of the financial burden for a good many years to come. Possibly the best solution of all would be the formation of a good sinking fund for the provision of bursaries and scholarships for worthy graduates of our various Mission Schools. If that were done we could still have a large proportion of our Mission School graduates, whilst maintaining our fees at such a level as would lift some of the present heavy burden from the shoulders of the Mission Boards themselves.

It was with a deep feeling of sadness and of personal loss that we received the news ten days ago of the death of our friend Mrs Chalfant. We have valued her not only for her own sake, but for the sake of that great Christian gentleman, her late husband, to whom this University owes so deep a debt. Her death occurred at Tsingtao, and she was buried at Tsingchowfu by her husband's side; and the work was stopped in the University last Tuesday morning at 11 o'clock and everyone joined in a very impressive memorial service.

This letter is already too long, and I will not therefore add any items of general news to-day. With kind regards and all good wishes for the increasing success of our enterprise for the coming year,

Believe me,

Yours very sincerely,

Harold Salve

HB/FHM

0740

Harold Balme

SHANTUNG CHRISTIAN UNIVERSITY

TSINAN, CHINA

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FEB 5 1924
Officers of the University
SECRETARIES

British Joint Board

F. H. Hawkins, LL.B., Chairman
R. Fletcher Moorshead, F.R.C.S., Secretary

North American Joint Board

Paul Monroe, Ph.D., LL.D., Chairman
George T. Scott, M.A., Secretary

Field Board of Managers

Chang Po-ling, Litt. D., Chairman
Harold Balme, F.R.C.S., Secretary

British Office

19, Furnival St., London, E.C.4

North American Office

156 Fifth Avenue, New York City

SCOTT REC'D

JAN 31 1924

Ans'd

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Request
Must call action

JOHN D. MacRAE, B.A., B.D.
LI TIEN-LU, Ph.D.
SAMUEL COCHRAN, M.D.
J. S. WHITEWRIGHT
J. WALTER HUNTER
PAUL C. CASSAT

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

Tsinan 28th December, 1923

Dear Mr. Scott,

- residence -
- do Li -

The correspondence which has recently been taking place between Dr. Lair and yourself regarding the new house assigned by the University Housing Committee to our Arts Dean - which correspondence Dr. Lair has been good enough to shew me - raises questions which have an intimate bearing upon University policy and concerns funds originally contributed directly to the University itself. I feel, therefore, that I ought to lay before you the views of the University Administration on this subject, & as I notice that copies of your last letter to Dr. Lair were also forwarded to Mr. Patton and Dr. Johnson, I will at the same time supply them with duplicates of this letter.

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I. For the past two years there has been a very serious shortage of houses in the University, regarding which I have written you at various times. When therefore we received the news that the Presbyterian Board had kindly appropriated a sum of Gold \$6000 for additional residence, Dr. Cochran and I, with the approval of the other Presbyterian missionaries, cabled you to enquire whether it would be possible for your Board to add another Gold \$3500, thus enabling us to build two smaller houses instead of one larger one. As your Board was unable to do this, the suggestion was made that the additional sum needed might be provided from the balance of the building fund originally secured in connection with Dr. Luce's financial campaign for the University, and usually spoken of as the Arts College Building Fund. That fund, as I understand, consisted of undesignated gifts which could be used either for foreign missionaries residences or for buildings for Chinese use. The 6 A.P.M. houses in the University built prior to the present year were erected from that fund, and there has never been any question that this money could be used in such a way. At the same time this same fund has equally been available for Chinese residences, and part of it has been applied to the erection of houses for Chinese teachers and employees.

Presumably
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staff were
harmed

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DEC 28 1928

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II When the suggestion came before the A.P.M. University Sub-Station that two smaller houses should be built instead of one larger residence, I reminded them that the Field Board had recommended that all such houses should come under the general administration of the University, so as to be available for such members of the staff as were needing them. It was with this point distinctly in mind that I was willing to see our last remaining \$5000 Mex. of the old Building Fund go into such a residence. At the time, as you will remember, Dr. Li was already under appointment as our new Arts Dean, but although we saw our way to the provision of his salary, we were still in serious difficulty as to the provision of a suitable residence for him. Such Chinese residences as we have so far been able to build in the Model Village were already occupied by senior Chinese teachers who could not be displaced, whilst it is a matter of great difficulty and expense to rent suitable Chinese houses near the University campus. I had therefore promised Dr. Li that in the event of our not being able to find such a house, I would be prepared to advocate that one of the smaller foreign houses should be assigned to him, as was done by the Methodist Mission, when he was in Peking. It seemed to me, therefore, that this suggested arrangement of building two houses would meet *the case* admirably, ~~the cost of rent~~, as it would provide an extra house which might be used either by a foreigner or Chinese, and in the building of which the greater part of the money (approximately \$6000 out of \$8500) was provided from funds that were equally available for Chinese or for foreign residences.

III. When the house was approaching completion, the Housing Committee of the University, consisting at that time of Mr. MacRae, Dr. Cochran and myself, assigned it to Dr. Li, subject to the approval of the A.P.M. Sub-Station. This action was taken very deliberately, and not without realising that by this assignment of a so-called "foreign residence" to a member of the Chinese staff, we were making an important, new precedent. At the same time we three administrative officers all felt very strongly that this step should be taken. The marked gap which at present exists in this University between the foreign and Chinese members of the staff, is one of the most serious handicaps in reaching the goal to which we are all equally striving, when the institution shall be entirely taken over by our Chinese colleagues. That gap, in the opinion of many of us, is made the more apparent in our University by the marked difference between the style of residence occupied respectively by foreigners and Chinese.

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DEC 28 1928

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In many other colleges in China the practice of placing senior Chinese administrative officers into exactly the same type of house as those occupied by foreigners is now being observed, and I understand that the plans for the new Yenching University contemplate some such procedure. It was our strong conviction, therefore, that the action which we proposed was both necessary and wise, and would help to bridge over the gap which I have referred to above.

IV. After the assignment of the house to Dr. Li Tien-lu, certain questions arose as to the contribution provision of a wall or fence around the lot, in order to give the house greater protection against possible thieves, and also greater privacy, such as Chinese ladies usually desire in their residences. This matter came before the A.P.M. Sub-Station, and at the same time I was invited to meet with them, in order to speak on the larger matter involved, namely, our need of such houses for Chinese members of staff. The station did not see their way to approve of any additions to the house such as would not be required in the case of a foreign residence, but they thoroughly appreciated the difficulty in which the University was placed owing to the absence of a suitable residence for Dr. Li or other funds from which such could be procured. They therefore proposed that the house should not be regarded as an A.P.M. house, but should be taken over by the University; and seeing that all of the money spent in its erection \$2,600 came out of the Presbyterian Board's appropriation and was specially earmarked for a foreign residence, whilst the balance of approximately Mex.\$6000 came from funds which could with equal propriety be applied to a house for Chinese residents, they suggested that the University hand back to the Presbyterian Board the former sum of \$2,600 Mex.

I may add that I am now prepared to follow this suggestion out of a small private fund at my disposal, and which I would gladly use in that way. This fund will not suffice for the purchase of the house if it is insisted that the whole sum expended in its erection be repaid. It will, however, cover the \$2,600 above referred to.

V. In view of all the facts mentioned above, I earnestly trust that the Presbyterian Board will raise no objection to our carrying out the recommendation which has been made by the A.P.M. Sub-Station, and taking over this house for the use of such a senior Chinese officer as Dr. Li, on repayment to the Board of that portion of the cost of building which was subsequently appropriated for a foreign residence.

Specifically

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In saying that, I would remind you of the very acute problem which is at present facing us in providing suitable residences for our Chinese colleagues. We have no University funds which can be utilised for this purpose now that the old Arts Building Fund is exhausted; the request of the Field Board that they be allowed to raise a loan for this purpose, the interest of which could be met from the current budget in lieu of rent, was disallowed by the Joint Board; whilst our appeal for permission to raise funds in N. America has also been refused. We are therefore blocked on every side. And yet there is not one of us but realises, as Dr. Paul Monroe so frequently and insistently reminded us, that there is no more urgent need before us than the securing of a well-qualified Chinese members of our staff. Your Board has already taken a most important step in enabling us to use salaries for Chinese instead of for foreign members of staff, but that alone will not meet our difficulty unless in some way we are also assisted in securing for them the kind of residence which men of that type expect to-day.

Believe me,
Yours very sincerely,

W. G. B. Baker

HB/FHM.

Copy for Dr. Lair
" " Dr. Johnson
" " Mr. C. E. Patton

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