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Shantung / Cheeloo
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Balme, Harold

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January 21, 1924

Dr. Harold Balme
Tsinan, China

Dear Dr. Balme:

Enclosed you will find the Minutes of the meeting of the Woman's Committee of the School of Medicine of the Shantung Christian University which was held on January 7th.

The ad interim actions as recorded in the Minutes, have been sent you, so you are familiar with these items. You have also received a report of the action of the China Medical Board in making a grant of \$50,000 to the School of Medicine, conditioned upon the sum of \$115,000 being raised from other sources. The Treasurer's report, which you will find attached, will show that more than this amount has been received. You will note that on the basis of this report, the Treasurer was authorized to certify the receipts to the China Medical Board. We understand from communications from the Board, that they prefer to pay the money directly to the Shantung Christian University, so your Treasurer will doubtless receive it before long. I think Miss Lepper will write you in detail in regard to this matter.

The question of a sufficient amount of money for annual maintenance remains an unsolved problem. The appropriation of the Presbyterian Board (\$1750 Mex.) is not large, and as matters have worked out, the amount to be contributed this year by the Methodist Board represents no increase over what was given to the school in Peking. As most of this appropriation goes into scholarships, it seems as though there would be very little available for general running expenses. However, we expect to be able to report in detail about this a little later.

We trust that the action authorizing the expenditure of \$22,500 for additional land, from the \$59,400 letter of credit made available by Miss Olson, will be satisfactory. It seemed to some of our women that it might be desirable to make money available for the purchase of material for the erection of the hospital, and as reported in the Minutes, we authorized the expenditure of \$10,000 for this purpose.

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The building program as outlined and approved, was taken from Dr. Leonard's letter. Our approval refers to the order of the erection of buildings, and not necessarily to the amount of money specified for each purpose.

Please note that the Woman's Committee requests the field authorities to present a definite estimate of what they wish the Woman's Committee to ask of the China Medical Board in April. I do not know the date of the meeting, but I am sure you will do all in your power to have such a statement in our hands in ample time for presentation at the meeting of the Board in April.

Up to this time we have been working under a temporary organization, but are happy to report that the the last meeting a permanent organization was effected. You will see that Mrs. Wm. F. McDowell is Chairman. As you may know, Mrs. McDowell was for a number of years, President of the Woman's Foreign Missionary Society of the Methodist Episcopal Church, and is at present one of the vice-presidents and interdenominational representative for the Society. Her address is 2107 Wyoming Avenue, Washington, D. C.

Various considerations led to the decision to combine the office of secretary and treasurer, and Miss Lepper was chosen for these offices. As you know, her address is 156 Fifth Avenue.

A Constitution with By-Laws was drawn up some time ago and received the careful consideration of the Committee. It has not, however, been finally adopted. Report on this matter will go to you later.

The plans of the new women's buildings have been received. They came in ample time for the meeting of the Committee. There was not opportunity to give them close inspection, but the members of the Committee will give attention to them later. We appreciate the detail and care with which they have been presented, and are confident that you will have adequate and substantial buildings.

Your letter of August 30th acknowledging my letter of July 13th with copy of the Minutes of the meeting of the Committee on June 26th, also reporting progress in the erection of buildings, was duly received and greatly appreciated. Your later one of October 10th was also received. We were gratified to learn not only of the progress in buildings but also the encouraging number of young women who are interested in the study of medicine. Dr. Cochran's letter of November 3rd with financial statement is also at hand. Miss Lepper will correspond in the matter of finances.

We are grateful for Dr. Leonard's restoration to health and for all the encouraging things that are attending the opening of the women's work in the Shantung Medical School. We understand from your letters that the new buildings will probably be ready for use the first of February. The transfer of the school from Peking and the occupying of these buildings will mark an important date in the history of woman's medical education in China. We congratulate you who have worked so earnestly and so generously to bring about this event

JAN 21
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fs.

and wish for you and all the friends of woman's medical education in China, an ever increasing success. We who have been interested in this question for a number of years, feel great gratification at the way in which it has been finally settled, and believe that in this solution there is the potential of great things for the women of China.

As you know, I have been serving for about a year as temporary secretary of the Woman's Committee. I took it up in an emergency with no thought of continuing it, and am happy to turn the work over into the hands of Miss Lepper. Please address your correspondence to her hereafter. Before laying down my work, I wish to express the pleasure that I have had in close connection with your great task, and in association with those who are carrying it on.

With all good wishes and continued interest,

Very sincerely yours,

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REC'D
FEB 29 1924

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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SEP 30 1924

Officers of the University

SECRETARIES

HAROLD BALME, F.R.C.S.
President

JOHN D. MacRAE, B.A., B.D.
Dean, School of Theology

LI TIEN-LU, Ph.D.
Dean, School of Arts and Science

SAMUEL COCHRAN, M.D.
Dean, School of Medicine

J. S. WHITEWRIGHT
Director, Extension Department

J. WALTER HUNTER
Registrar, Acting Treasurer

PAUL C. CASSAT
Treasurer

SHANTUNG

TSINAN 30th January, 1924.

TRANSFER

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

Dear Dr. Scott,

I have to acknowledge with sincere thanks your letter of December 6 addressed jointly to Dr. Moorshead and myself, enclosing the copy of the Draft Bill of Incorporation for the University, and Mr. Wright's comments upon the same. By a subsequent post we also received the extra copies which you have been good enough to send, and which are now being circulated amongst members of the Field Board of Managers, and also amongst our own staff. This matter will come up at the Administrative Council next month, after which I shall be in a position to write you officially with regard to the same, or in the event of any serious question, to cable you.

The general scheme, as drafted by Mr. Wright, leaving as it does all matters of internal regulation to be prepared in the form of byelaws, appears to me to be very suitable, and on first reading the proposed Draft Bill would appear to meet our case satisfactorily in most respects. But one point upon which I am not quite clear, and which, as you will recognise, is a matter of extreme importance at the present time, is as to whether there will be a clause in the bill itself or in the bye-laws enabling the Board of Governors to devolve powers of authority to the Field Board of Managers to a sufficient extent as will enable our Chinese colleagues to assume definite and increasing responsibility for the guidance and upkeep of the institution. This has all along been my chief point of apprehension with regard to a foreign Charter, and foreign incorporation; for unless the local board (which, as we all hope, will become increasingly Chinese in its constitution) regard themselves as being in a position of definite and substantial responsibility with reference to this institution, there is but little

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hope of their ever assuming any substantial share in its maintenance and upkeep. To my mind the whole success of the Y.M.C.A. Movement in this country has depended largely upon the fact that it has never been regarded as a foreign movement, owing to the powers of control being ~~of~~ composed of Chinese living in the country. We are hardly in a position to go quite so far as that in a University of this character, but I ~~do~~ ^{should appreciate} dread our taking any step which would give the impression that the whole control and responsibility rests abroad, and that the plenary powers of the University are vested in a Board of Governors devoid of Chinese representation.

I feel confident that you yourself will be watching this point, and I know how strongly the Chairman of the N.American Joint Board will feel with regard to it.

Account X

I shall be writing to you again on the subject after our Administrative Council has met and do not therefore need to go into further details at this stage.

We have just completed one of the best terms which we have yet had in the history of the University, and I think all have been encouraged by the attitude of the students, and by the sense of corporate fellowship amongst the staff. As our Weekly Bulletin has suspended publication during the vacation, I am enclosing you a copy of my monthly letter to members of staff overseas, which you may perhaps be interested to read.

With kind regards,
Believe me,
Yours very sincerely,

Walter B. Baker

HB/FHM.

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FEB 9 1924

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SECRETARIES*re-residences*

February 7, 1924.

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

My dear Dr. Balme,

Thank you for writing so frankly and clearly to me under dates of December 28 and December 29 on the matter of the residence occupied by the Arts College Dean at Shantung Christian University. This letter, as was my former letter to Mr. Lair, is written by me as Secretary of the Presbyterian Board as it is a matter in which the Board is directly interested. You mistakenly assumed that the letter to Mr. Lair was written by me as Secretary of the North American Joint Board for the University; you are quite right in believing that I should not have written to Mr. Lair in that capacity, nor did I do so. As I understand it, Mr. Lair did not write as a representative of the University but of the Presbyterian sub-station; consequently in my reply I sent a copy of my letter to the Secretary of his Presbyterian Mission and the Secretary of the Presbyterian China Council. Word just received from Dr. G. F. Johnson indicates that he considers the decision on the use of the \$5000. Mexican to be a University and not a Presbyterian responsibility. But apparently the Presbyterian sub-station wished to advise with the University on that use and I naturally thought that the Mission might desire to register opinion on the housing of one of its members.

Briefly the main question seems to center in whether or not approximately Mex. \$5000. of unused balance (of which we at home had been unaware) of undesignated University Building Funds from Presbyterian sources should be used for housing a missionary of the Presbyterian quota on the faculty. I believe with you that this is a matter of equity and judgment for the money could legally be used either for this or other appropriate object. Although the fund is usually spoken of as "The Arts College Building Fund" nevertheless the general appeal called for Arts College, Theological College, Pre-medical Department and general projects, such as land, administration building, chapel, Y.M.C.A., library, etc. I mention this to indicate that from this fund there could justly be expected the construction of residences for Presbyterians engaged in other departments of the University than the Arts College. Furthermore, the provision of housing facilities for Presbyterian missionaries is always considered a primary obligation by the Board and one which the Board seeks to fulfill at the very first opportunity unless unalterable designation of funds or other inhibiting circumstances obtain; for instance, when some undesignated property money became available last year, it was at once put into new residences, one at Shantung University for which \$6000. gold was sent.

It was on this basis that I wrote to Mr. Lair. I made my inquiry of Mr. Cassat, Treasurer of the University, simply to assure myself of the facts of the case, and if the facts are as I understand them, the conclusion indicated in my previous letter seems reasonable and natural. I have just conferred with a group of my senior colleagues, presenting both sides of the case, and they feel that the University should provide a residence for a Presbyterian member of the staff;

0751

Dr. Harold Balme - 2

February 7, 1924.

Dr. Brown asked: "Why should the Board be expected to pay rent when there is money that can be used to build a house?"

However, we appreciate that special conditions in the University might make it seem desirable to use in another way this undesignated balance of Presbyterian funds and possibly the Presbyterian sub-station may wish to defer their interests to a greater need. We naturally wish to be as generous as we can in the matter, and yet we cannot evade our responsibility as trustees of undesignated funds given to the Presbyterian Board to meet its undertakings at the University, a primary obligation being residences for the Presbyterian staff.

Both sides of the question and what it involves are more clearly recognized by all of you on the field than by us here and I believe that any decision of the Managers in concurrence with the sub-station will be acceptable to the Presbyterian Board.

With best wishes for the welfare and program of the University and with warmest personal regards to you and other friends in Tsinan, I am,

Sincerely yours

George T. Scott.

GTS/JSJ

Copy for Mr. Patton
Copy for Dr. Johnson
Copy for Mr. Lair

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FEB 22 1924

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SECRETARIES

SHANTUNG

February 20, 1924.

TRANSFER

Dr. Harold Balme ✓
 Dr. Howell P. Lair
 Shantung Christian University
 Tsinan, Shantung, China

My dear Dr. Balme and Dr. Lair,

RE: UNIVERSITY RESIDENCE

Since writing to Dr. Balme on February 7th, a copy of which letter was sent to Dr. Lair, on the question of the use of the University residence now under discussion, I received Dr. Lair's letter to me of January 17th. Dr. Lair reports the action of the Presbyterian Sub-Station of the University requesting the Presbyterian Board to grant the University control of the said residence upon repayment of approximately \$2600. Mex. As indicated in my letter of February 7th to Dr. Balme, Dr. Charles F. Johnson, Secretary of our Shantung Mission, has written that he believes that the use of the balance of the money expended for the residence (\$5,000. to \$6,000. Mex.) is a University rather than a Mission question.

With the above and other considerations in mind, the Presbyterian Board at its meeting yesterday, February 19th, 1924, took the following action:-

"The Board learned of the question regarding a new residence at Shantung Christian University for the erection of which the University expended approximately \$2600. Mex., the balance of a Board appropriation for a Presbyterian residence, and approximately Mex. \$5,000. to \$6,000. from a balance of Board appropriation for undesignated property. Inasmuch as the Field Secretary of the Shantung Mission believes that the Shantung Mission is not involved in this matter the Board refers the question with power to the Field Board of Managers of the University with the understanding that if the residence or its equivalent is not available toward meeting Presbyterian obligations at the University the \$2600. Mex. shall revert to the Board to apply on rental expenditure on behalf of the Presbyterian members of the University staff."

This places the final decision in the hands of the Field Board of Managers. If the decision of the Field Board results in the return of the \$2600. Mex. to the Presbyterian Board this amount is to apply on Presbyterian obligations for the payment of rent in Class I of the Presbyterian appropriations for the support of the Presbyterian quota on the University staff. This particular use of the \$2600. may need a word of explanation: the original \$6000. Gold was taken from funds that have been added to endowment and was granted on the plea that a residence was a method of endowment investment and actually saved the Board more in rent than would be secured in interest, consequently any balance left from the appropriation would naturally make a saving on rent as this was largely the purpose of the appropriation.

0753

Dr. Balme and Dr. Lair - 2

February 20, 1924.

No one, I believe, should be disturbed by the statement of the University Treasurer about "sitting on the lid." Personally, I am greatly disturbed about any organization whose Treasurer does not "sit on the lid" and in most of the Boards and agencies with which I am connected, this is a highly desired and necessary occupation of the Treasurer. Dr. Lair and I worked for a number of years in a land where the Treasurer up to the Chancellor of the Exchequer is called "Amser-el-Sanduk", literally, "Trusty of the Box," and holding down the cover is explicit in the title. If our four Presbyterian Board Treasurers did not "sit on the lid" I imagine that the rest of us would bankrupt the Board in a couple of years!

As intimated by Dr. Lair, the proceedings in regard to the actions on this residence are not entirely regular but because of the point of view of the Sub-Station and of Dr. Johnson, Chairman of the Mission and member of the China Council, and because of the peculiar nature of the issue I believe the irregularity is justified.

With best wishes for your work and with warm personal regards, I am

Sincerely yours

George T. Scott.

GTS/JWJ

COPY FOR DR. JOHNSON
COPY FOR MR. PATTON

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REC'D

Harold Balme

APR 18 1924

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SHANTUNG CHRISTIAN UNIVERSITY

TSINAN, CHINA

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APR 14 1924
Officers of the University
SECRETARIES

British Joint Board

P. 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

re- Dr. Ch'eng

HAROLD BALME, F.R.C.S.

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

SHANTUNG

22nd February, 1924.

TSINAN

Dr. G.T. Scott, and
Dr. E.F. Moorshead,
Joint Board Secretaries,
NEW YORK, U.S.A., & LONDON, ENGLAND.

P2. TRANSFER

Dear Dr. Scott and Dr. Moorshead,

Within the last few days two important letters have reached me with reference to the proposal that Dr. Ch'eng Ching-Yi be invited to become Vice-President of this University.

You are of course both familiar with the action which the London Missionary Society has taken, offering to contribute \$200 per month towards Dr. Ch'eng's salary and expenses, on condition that their Advisory Council in China approves of this action, and that the L.M.S. is not held responsible for other expenses connected with the position.

When this action was first reported to me, I did not know that there were any conditions attached to it, such as might make it doubtful whether the Advisory Council of the L.M.S. would give their approval, but I am somewhat concerned to learn from a letter just to hand from one of the L.M.S. secretaries, that the suggested grant towards Dr. Ch'eng's salary is also conditional upon the Advisory Council's consent to the cancellation of an evangelistic foreign missionary from their North China Field. In other words, I understand what the L.M.S. offered to do, is to transfer the salary, or portion of the salary, of an evangelistic foreign missionary towards the expenses of Dr. Ch'eng. This being the case, I cannot but feel very apprehensive as to whether the Advisory Council will see their way to endorse the proposition, and Mr. Lenwood tells me that Mr. Sparham has already expressed the opinion that in any case the Executive Committee of the Advisory Council which meets next month is hardly likely to undertake such a responsibility, and that the matter will probably be postponed for a full meeting of the Advisory Council in

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FEB 22 1924

August. I also learn from other members of the L.M.S. that there is likely to be strong opposition to this action under such conditions as the L.M.S. has imposed. when I believe there would have been full approval of Dr. Ch'eng's appointment, if it did not involve the giving up of a number member of their evangelistic force.

Meanwhile I have received a very kind and sympathetic letter from Dr. Ch'eng himself, who tells me that he is giving the matter is careful and prayerful consideration. From the way in which he writes I should gather that the proposal as outlined by the Administrative Council in its recent Minute on the Functions of the Vice-Presidency, makes a strong appeal to Dr. Ch'eng, but I am greatly perplexed as to what we should do in the event of his writing to express his willingness to accept such a post. Is there any way of guaranteeing the necessary support, including his house rent and office expenses, a total budget, as we estimated last year, of \$4000 per annum? It will be extremely disappointing if after all that has taken place we are compelled to write and say that it is impossible to offer him the post, but I confess that our present budget does not leave any room for us to do otherwise. I should be grateful for any advice or help which either of you can give in the matter.

Believe me,
Yours very sincerely,

Howard Salovey

HE/FHM.

*Salary of
Mr. Ch'eng
Vacancy*

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Harold Balme

SHANTUNG CHRISTIAN UNIVERSITY

TSINAN, CHINA

in return Paul Cassatt
British Office

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

North American Office

156 Fifth Avenue, New York City

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 348
 APR 18 1924
 Officers of the University
SECRETARIES
 HAROLD BALME, F.R.C.S.
 President
 JOHN D. MacRAE, B.A., B.D.
 Dean, School of Theology
 LI TIEN-LU, Ph.D.
 Dean, School of Arts and Science
 SAMUEL COCHRAN, M.D.
 Dean, School of Medicine
 J. S. WHITEWRIGHT
 Director, Extension Department
 J. WALTER HUNTER
 Registrar, Acting Treasurer
 PAUL C. CASSAT
 Treasurer

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

SCOTT REC'D

MAR 18 1924

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*4/14/24
Cassatt =
"Hope to reach
field in early
Spring 1925"*

SHANTUNG

TSINAN 22nd February, 1924.

TRANSFER

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

*of
Died*

Dear Dr. Scott,

I have recently had a long letter from
 Mr. Cassat, in which he speaks at some length about
 his health, and asks advice regarding the question of
 his return to China. I find it extremely hard to know
 how to reply to him, for although we miss him exceedingly
 and would give anything to see him back, it would be hope-
 less to urge such a course unless we knew that there was
 a fair guarantee of his health being sufficiently restored
 to stand the strain. I am therefore writing to ask
 whether it would be possible for you to invite him up to
 New York at the time of the Annual Meeting of the N.American
 Joint Board, so that on the one hand he could be present
 at that meeting and represent the University in any matters
 upon which you wished first-hand information, and on the
 other hand to be thoroughly overhauled by the Presbyterian
 Board physicians. His own account of his physical
 condition is more encouraging than the last which he sent
 us, but both Dr. Cochran and Dr. Johnson take a very serious
 view of the medical report which Mr. Cassat forwarded from
 Iowa last autumn, and which was certainly a very serious
 statement. We should be grateful if we might have the
 recent medical opinion as to the possibility of his return
 in the autumn, as there are a great number of arrangements
 that need to be made in either event.

*"Not sufficient need
formed reference" read*

S |

The Administrative Council of the Field Board of
Managers will be meeting here next week, and I hope to be
in a position to send you an account of their gathering
during the next 10 days.

Believe me,

Yours very sincerely,

HB/FHM.

Harold Balme

0757

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

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British Office

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

North American Office

156 Fifth Avenue, New York City

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APR 14 1924
Officers of the University
SECRETARIAT
SHANTUNG
HAROLD BALME, F.R.C.S.
President
JOHN D. MacRAE, B.A., B.D.
Dean, School of Theology
LI TIEN-LU, Ph.D.
Dean, School of Arts and Science
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 27th February, 1924.

SCOTT REC'D

MAR 25 1924

copy follow

re - Charter

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

Ans'd

My dear Dr. Scott,

The Administrative Council is meeting here this week, but unfortunately their meetings are hardly likely to terminate in time for us to catch this next Saturday's steamer, and I greatly fear that the following steamer may not be in time (or only barely in time) to bring the actions of the Council to your office before the Annual Meeting of the N.American Joint Board. I am therefore writing at once with regard to one of the most important questions which will be up before us, and concerning which I have already received the views of the men on the staff here, and of some of the leading members of the Field Board of Managers. I refer to the Draft Bill of Incorporation of the University.

There are several points connected with this Bill which may seriously affect the policy of the University in seeking to become a thoroughly Chinese institution, and yet one at the same time which is carefully preserving educational standards. For that reason I am writing this letter to urge that if possible Mr. MacRae be invited to attend the meeting of the Joint Board and represent the Field viewpoint. It is quite possible that this has already occurred to you, and that you have made arrangements for his presence, but in case you should not have done so, I would earnestly request on behalf of the staff here that he might be given such an invitation. Mr. MacRae, as you probably know, is one who has always distinguished himself by his close sympathy with and appreciation of the Chinese viewpoint, and I believe that his counsel at such a time would be of great assistance to the Joint Board.

S

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FEB 27

1924

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As I mentioned to you in a previous letter, my chief anxiety regarding the terms of the Charter arises from a fear lest this institution becomes stamped, in Chinese eyes, as one which is wholly controlled by a foreign Board of Governors, in whose hands the whole power and authority lies. Should this be the case, I fear that our hope of developing a sense of financial responsibility on the part of our Chinese friends, would receive a serious setback. I fully appreciate that any Charter that is granted by the Canadian Government will necessarily have to recognise a Board of Governors that are amenable to Canadian laws, but I trust, however, that the byelaws which are drawn up may be so worded as to delegate to the field such powers as are already possessed by the University administration and Field Board of Managers. With this in view, I would earnestly recommend that such byelaws be submitted to the Field Board for very careful consideration before they are finally adopted in Canada.

There is another point which needs safe-guarding from exactly the opposite standpoint, namely the standards which should be demanded of those who are to receive University degrees. In the draft which you have sent I do not see any reference to this question, though I presume that it is not being lost sight of. The value of the University diplomas or degrees will of course depend in the last analysis upon the work which we do on the Field, and the requirements which we ourselves set up, but it will strengthen our hands immensely if some clause is included in the Charter of Incorporation, or in the byelaws of the Board, setting out such minimum requiremen- standards as are to-day expected by Universities of good standing. Such matters as entrance requirements, qualifications and size of faculty, adequacy of teaching equipment, the safe-guarding of methods of examination for degrees, the confining of such degrees to students who have registered in the University after such standards have been adopted, etc. are all points that occur to my mind as requiring careful safeguarding; whilst the power to confer honorary degrees is also a very questionable one, and one which, as we know, has led to the ~~severe~~ detriment of some institutions which have handled such a privilege injudiciously.

I ought perhaps to apologise for referring to matters which are probably as obvious to you as they are to me. I only do so to emphasize the importance of each one of them.

With kind regards,

Believe me, Yours very sincerely,

Harold Saline

0759

Harold Balme

SHANTUNG CHRISTIAN UNIVERSITY

TSINAN, CHINA

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APR 14 1924

248
Office of Publications
SHANTUNG

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

SCOTT REC'D

British Office

MAR 26 1924
19, Furnival St., London, E.C.4

Ans'd

North American Office

156 Fifth Avenue, New York City

HAROLD BALME, F.R.C.S.

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

TRANSFER

TSINAN 28th February, 1924.

Dr. G.T. Scott, ✓
156, Fifth Avenue,
NEW YORK CITY, U.S.A.,

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

My dear Dr. Scott and Dr. Moorshead,

The Administrative Council of the Field Board met here yesterday, and I am anxious to forward their Minutes without delay, in the hope that I may catch the steamer which leaves at the end of this week, and thus reach New York in good time, before the April meeting of the N.American Joint Board.

We had a good meeting of the Council, and though we regretted the absence of Dr. Chang Po-ling, our Vice-Chairman, Bishop Scott, was with us throughout the sessions, and handled everything in his very efficient manner. The most important matter before us, namely, the question of the draft Bill of Incorporation, had been circulated to all members of the Field Board some two or three weeks prior to our meeting, so that in addition to the expression of opinion of those who were present at the Council, we also received letters from some other members of the Field Board. I will now take up the various Minutes that seem to require comment:-

0164. Corresponding Member.

As the Council had before it the question of the Hamilton Boys' Academy, Tsinan, Dr. Johnson was specially invited to sit with us as a corresponding member, to share in all discussions.

0167. Pre-Medical Grants.

It has been a matter of much gratification that three of the co-operating Boards have promised to increase their grants in order to take a share in the cost

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of Pre-Medicine. The London Missionary Society, the American Presbyterian Mission, South, and the Canadian Presbyterian Mission, still remain on the bare minimum basis of \$1000 per school, and it would be a material help if they also could see their way to an increase. We hope also that when the Methodist Mission, North, is able to take a full share in the School of Medicine, they will include a grant towards the Pre-Medical Department.

0168. Vice-Presidency.

I have written you so recently on this subject, that there is nothing further to add, except to mention that the Administrative Council expressed their earnest hope that steps may be taken to prevent our losing Dr. C.Y. Cheng, in the event of his willingness to accept the vice-presidency of the University. I know that this matter will have your very warm support and interest. I am to-day writing officially to the Advisory Council of the L.M.S. in China, appealing to them to give their approval to the L.M.S. proposition, but in view of the condition to which I have referred in my last letter, I am naturally apprehensive as to what course they may take. The Administrative Council felt it better not to allude to that condition in their Minute, seeing that no reference had been made to it in the action of the British Joint Board.

0169. Amalgamation with Women's Medical College

You will notice from this Minute that the Women's Committee have definitely appointed their representatives upon the Field Board of Managers, one of whom, Dr. Pendleton will also represent them upon the Administrative Council, though she was unable to be with us at our meeting this week.

0170. Dean of Women.

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I am confident that the British and N.American Joint Boards will both heartily approve of the nomination of Dr. E. Leonard as our first Dean of Women. Dr. Miner has been kindly Acting Dean since last summer, but she feels very strongly that at her time of life she wishes to drop all administrative responsibility and to concentrate upon teaching and literary work. She therefore requested to be relieved of the Acting Deanship as soon as Dr. Leonard returned from America. I am thankful to say that Dr. Leonard's health continues to be remarkably good, and her wise judgment and long experience render her eminently fitted for this new post.

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0171. Draft Bill of Incorporation.

A large amount of time has been given both by the staff and by members of the Field Board, to a careful consideration of the draft Bill of Incorporation of the University, as submitted by Mr. E.W. Wright, and my letter to Mr. Scott of yesterday's date will already have acquainted you with the attitude of the University faculties on the subject.

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In our Administrative Council yesterday the chief point which was stressed, was the possible effect of a Charter, such as is suggested in the draft Bill, upon the policy of the University to enlist Chinese support, and to make the institution increasingly indigenous. In my previous correspondence on this subject, I have already alluded to this point, and it came out strongly in the discussion of the Council.

The Bill, as submitted to us, contains no reference to the Field Board, nor to the method of constituting such a body, but it was felt by all that any change in our present procedure would seriously risk our relations both with the Missions and with the Chinese constituency. I cannot believe for one moment that the Board of Governors, as selected under the new Charter, would wish to interfere with the present method of constituting the Field Board of Managers, or would desire to eliminate their present power and authority, but the Council yesterday were insistent that if there were a danger of any such change, it would be far better to abandon the privilege of a foreign charter altogether.

It was generally felt that no final opinion could be expressed as to the suitability of the suggested form of incorporation until consideration had been given to the bye-laws which it is proposed to draw up, and for that reason the Council felt emphatically that such bye-laws should be submitted to the Field for their study and criticisms before being finally adopted.

J.B.
The question was raised as to how far it would be possible to include representatives not only of the British and N.American Joint Boards, but also of the present Field Board of Managers in the newly organized Board of Governors. If it is possible for English or American representatives not resident in Canada to become members of the Board, presumably it would be equally possible for some of the influential members of the Field Board of Managers, whether Chinese or foreigners, to be included also. Such a step would probably go a long way to dissipate the anxiety which is felt by some of our friends lest this new Charter of Incorporation should

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stamp us as a permanently foreign institution. I would commend this suggestion to your kind consideration.

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The absence of any standard requirements also occasioned some measure of surprise, and the question was asked as to what guarantee the Canadian Government would demand, to ensure that the institution was worthy of such recognition as is suggested under the Bill. I should be grateful if you could give us any information on that point.

0172&3. Teacher-Training Facilities.

You will remember that the Administrative Council at their meeting last November requested the Senate and the Faculty of the School of Arts & Science to examine carefully into the question of securing adequate facilities for teacher-training work, and to report to the Council at a subsequent meeting.

A special Committee of the School of Arts and Science has been investigating this whole subject during the past few weeks, and their report, a copy of which I enclose, was submitted to the Council yesterday by Mr. H. Smith, who was specially invited to sit with the Council when the matter came under discussion.

The Committee which dealt with this subject consisted of Dr. Li Tien-lu, Mr. H. Smith and Mr. Garvide, all of whom have joined the staff of the University within the past year, and were specially elected upon this Committee, as it was felt that they would bring an entirely new and unbiassed viewpoint. You will notice that in their report they have given careful consideration to the pros and cons of three alternative schemes; (a) the utilization of Hamilton Academy, Tsinan as a practice school, in accordance with the generous offer of the American Presbyterian Mission; (b) the possibility of assuming responsibility for one class in that school, who should attend at the University for their instruction; (c) the opening of certain classes of a new University Middle School by means of rented quarters and spare class-rooms in the University.

With regard to the first proposition, the Committee is very emphatic that it would not be suitable as a permanent arrangement, and is not even in favour of it as a temporary expedient; whilst Dr. Johnson, speaking for the Shantung Mission, did not consider that the Mission would approve of such an arrangement unless it were to be regarded as on a more or less permanent basis.

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With regard to the second suggestion, Dr. Johnson was equally dubious as to the wisdom of such a step, or as to how far the authorities of the East Suburb School could approve of a procedure which might easily interfere with the morale and discipline of school life.

After a careful discussion of the whole question the Administrative Council unanimously decided to adopt the Minute which you will see upon our records, and which, as you will notice, follows the line of the equally unanimous recommendation expressed in the Committee's report.

Dr. Li Tien-lu and the other members of the Department of Education have been making careful enquiries into the possibility of putting their recommendations into practice during the coming autumn in the event of their being sanctioned by the University Boards, and the necessary appropriation being forthcoming. They do not anticipate any serious difficulty in securing a large Chinese courtyard which could be made to serve as temporary dormitories under the supervision of a resident teacher; whilst at the same time the upper floor of Mateer Hall could be temporarily employed for class-rooms. It must be confessed, however, that such an expedient is far from ideal, and could only be justified as a temporary measure, pending the erection of permanent quarters. I do not think we should have any difficulty in securing students, provided that from the first we confined ourselves to first-class teachers, and were thus able to offer an excellent school course. This, to my mind is an essential element in the scheme, and in the end we should be well compensated, as of course it would mean that we should secure much larger tuition fees. I am constantly hearing of well-to-do families in this city, both Christian and non-Christian, who are anxious for their sons to secure a first-class education under conditions in which good discipline and strong moral influence are preserved, and who have no objection to their being subjected to the religious influence of a Mission School. These people at present are sending their children to Tientsin, Peking and Nanking, and other centres, simply because there is not a well-staffed Senior Middle School in this city. Whilst, as we have always stated, it is not to be expected that these fees would suffice to make the school self-supporting, a comparatively small grant would be all that was needed, and as you will notice from the report of the Committee, a careful and detailed estimate has been made which shews that a start could be made at this experiment next September, if we could be assured of a grant of \$1,260 for initial expenditure and \$2,124 for annual maintenance.

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The Administrative Council wish me in sending this Minute, to urge the importance of this step, which they feel is vital to the life of our Teacher-training Department. The importance of that Department is brought home to us on all sides, and there is no question that the Missions of Shantung and of a wide district beyond are looking to us with increasing hopefulness for service in this direction. I do not think I need say more to express my own sense of urgency in this matter; unless in some way we can secure the needed grants, our Department of Education during this coming year will be like a Medical School without a Hospital.

I am still doing my utmost to try and secure help from Chinese towards the erection of the permanent dormitories and class-rooms of the proposed Middle School, but, as I have mentioned before, it will be far easier to get such help after the Middle School is a fait accompli, and has won the approval of those who live in the city, than it is at present whilst the scheme only exists on paper.

Q176 Annual Budget

There are various points in this year's Budget to which I should draw your attention:-

(a) We have unfortunately received notice from the English Baptist Mission that the sum of \$1,000 which we have received from them towards General University expenditure for the last three years cannot be continued, as it was originally only intended as a special grant for one year. They feel also, that as the British Joint Board is now giving an annual appropriation to general University expenditure, the English Baptist Mission, which through its supporters, contributes largely to that Board, should not be required to give a special grant. With the expansion of the activities of the University, e.g. the extended use of the Chapel, Library, Administration Building, and the development of athletics, it is hard enough in any case to make that section of our budget balance, and if we are to be deprived of this extra \$1000, it means that some of our existing activities will have to be abandoned. This would be such a setback to the life of the University, that the Council are appealing to the British Joint Board to accept responsibility for this sum of \$1000, which the English Baptist Mission no longer feel able to grant.

(b) The contract under which Miss Wilson came out as assistant to the Treasurer and Registrar, expires this spring, but the need for someone to succeed her is as urgent as ever. We have at the present time an offer

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of an exceptionally capable woman who is vice-principal of a school of stenography and commerce, and regarding whom I have already written Dr. Moorshead. She is the sister of Mr. Hunter, and has for long been keenly interested in missionary work, so that she is actually ready to sacrifice her excellent position and prospects and to come out on a missionary allowance to do this work. The only difficulty is the question of assuring her support. We have had some difficulty in collecting the promises for Miss Wilson's support, though Mr. Cassat is doing his utmost to secure these. We would earnestly ask that efforts be made to obtain a renewal of these promises so that we may accept Miss Hunter's kind offer. Unless this is done I am afraid we shall have Mr. Hunter breaking down in the way that Mr. Cassat did, as the responsibility of the dual position involves a great deal of detail work which a Chinese assistant cannot undertake.

(c) The matter of the Vice-President's budget is a serious one, and upon which I have already written to you. In the event of the Advisory Council of the L.M.S. sanctioning the L.M.S. proposition, and of Dr. Cheng's willingness to accept the post of Vice-President, we shall need to secure promises of a further \$1,600 to complete his salary, house-rent and office expenses.

(d) It would be better, perhaps, to summarize these items in the budget which are calling for additional appropriations, and which I sincerely hope the Joint Boards may be able to find means to secure for the University.

Expenses of Vice-President's Office	\$1,600
Secy. to Treasurer & Registrar (allowance and part travel)	2,000
Additional Appropriation for General University in place of E.B.M.	1,000
Grant for equipment and temporary Middle School dormitories and classrooms	1,260
Grant for maintenance of Middle School Classes	2,124

Of these items you will notice that those for the Vice-President and Middle School do not actually appear in the Budget, but are included in the list of special needs. That does not, however, mean any lessening of their importance, but is simply due to the fact that we cannot place such new items in the budget itself until we have an assurance of funds to meet them.

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Q177. University Needs

You will notice that the items mentioned in our list of needs are almost in every instance extracted from the list which we published last year. It did not seem advisable to re-publish that whole list this year, but rather to pick out those items which are of the most urgent importance. They are sent in the hope that some funds may be secured during the forthcoming year as the result of promotional activities.

I must not stop for more to-day, but will ^{int. minutes} enclose with this letter a copy of the Minutes, the Budget, and Report of the Committee on Teacher Training Facilities.

With kind regards,

Believe me,

Yours very sincerely,

Abel Salme

HB/FHM.

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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 Poding, Litt. D., Chairman
Harold Balme, F.R.C.S., Secretary

British Office

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

North American Office

156 Fifth Avenue, New York City

re-residence

- Charter

Mrs Cochran

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Officers of the University
SECRETARIES

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

SHANTUNG

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TSINAN 26th March, 1924.

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

TRANSFER

My dear Dr. Scott,

I have to acknowledge to-day with sincere thanks the receipt of your letters of February 7 & 20 regarding the University Residence, and also a copy of your letter of February 16 to Dr. Moorshead re University Charter. I am grateful for all these letters and for the very clear way in which you have written on these subjects.

The matter of the University Residence will be laid before our Field Board of Managers at their meeting in June, and I will inform you in due course of any action which they take. Should they decide to utilise this new residence for purposes other than the needs of Presbyterian members of staff, the sum of approximately \$2,600 Mex. will be paid to the Presbyterian Board, in accordance with the action which you have been kind enough to report.

I am glad to have your letter on the Charter question, as it will help to clear up many apprehensions on the part of members of the staff and of the Field Board, amongst whom I shall at once circulate it.

You will be grieved to hear that we are passing through a time of great anxiety here, owing to the very serious illness of Mrs Cochran, who, I am sorry to say, is suffering from acute cerebro spinal meningitis. It has come quite without warning, and although the patient is holding her own splendidly, and has the advantage of expert advice and nursing, we are all under a cloud until we know for certain that she is out of danger. I was away in Shanghai when the

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news reached me, as I have not been well myself, and the physicians here insisted on my getting away for a clear fortnight, but I returned at once on hearing the news, as I could not but fear that there might be a fatal termination. I am very thankful to be able to say that we are able to take a rather more hopeful view of the situation than we did, though I still feel very anxious. It is a terrible experience for Dr. Cochran to be passing through as it involves so much pain and suffering.

With warmest regards,
Yours very sincerely,

Harold Balme

HB/FHM

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Harold Balme

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

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RECEIVED

OFFICE OF THE PRESIDENT

MAY 13 1924

MRS. C. K. ROYB

9th April, 1924.

Answered _____

To Members of Staff Overseas.

Dear Everybody,

We have been passing through a very anxious month since last I wrote you, and I do not remember any time in the history of this community when there has been such a shadow over the staff. I refer, of course, to the very dangerous illness of our friend, Mrs Cochran. It came upon us with but little warning, in fact she was well up to a day before the complaint declared itself, but from that time onward she hung between life and death for nearly a fortnight, during the whole of which she was in constant pain and weakness. Dr. Mosse and Dr. Struthers who had the case in hand, worked like trojans, but the intra-spinal injections of serum which had to be given twice a day, were so painful to administer that it was almost as great a strain upon them as upon the poor patient herself. When ten days had elapsed with but little progress, Dr. Andrew Woods, who had kindly come down from Peking to see Mrs Cochran in the first instance, returned to Tsinan in order to employ a new method, by which the serum is injected directly into the cranial cavity. I shall not easily forget that day. We had hoped that this newer method would immediately bring about an improvement, but by the evening the patient was unconscious, and so weak that it seemed as if nothing but a miracle could save her. We were all extremely anxious about her, but I am thankful to say that by next morning there was a very slight improvement, sufficient to encourage Dr. Woods to make a second intra-cranial injection. This latter operation turned the tide, and apparently gave just sufficient additional assistance to enable the patient to overcome the poison in her system. From that day she has gone steadily forward, and it is with deep thankfulness that I can tell you that she is now out of danger, and that we have every hope of complete recovery. It has been a harrowing experience for Dr. Cochran, but his courage and patience have been remarkable.

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I was at Shanghai when the news first reached me, taking a brief holiday, but of course I returned at once. Since then we have been having a daily service of intercession. These services have been held daily in the little S.P.G. Chapel at noon, and although the occasion for which they were commenced is no longer urgent, members of staff have so much appreciated the opportunity of having a definite place for quiet meditation and prayer that we are continuing to use the Chapel for this purpose. We do not have any set service, nor a regular leader, but simply have the Chapel open for any who care to go in for quiet prayer. At the same time we are arranging to have a list of special requests or subjects for thanksgiving placed in the pews, to direct the intercessions of those who are able to be present.

Apart from Mrs Chehran's illness there have been many other events to stir our feelings during this past month. First came the happy news of the arrival of a little daughter to the Mosses, a matter of intense relief and delight to us all, in view of the serious condition of Mrs Mosse's health during recent months. She has made a splendid recovery, and the baby is doing well.

Next came the interesting news of the engagement of Miss Emmavall Luce, (who, as you will remember, is the elder daughter of our old friend and former Vice-President, and is at present one of the Y.W.C.A. secretaries in Tsinan) to Mr. Severinghaus, a member of the English staff of the P.U.M.C.

Following upon this we had two other interesting births in the hospital, one being the infant son of Mr. & Mrs Wright of Tenghsien, and the other a third daughter to our friends the Cadys. And now last, but by no means least comes the very interesting news of the engagement of Dr. L.H. Braafladt to my secretary, Miss Moore. You can imagine that my feelings on this last subject are not quite as unmixed as perhaps they ought to be, though we are all of us rejoicing over what we believe will mean great happiness on both sides. I need hardly tell you how much I shall miss Miss Moore in this office. Only yesterday Dr. Johnson came in to see me, having heard the news, but not being quite sure whether it was public, and asked me whether congratulations were in order or not. I replied very emphatically they were quite out of place in my room, but would

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probably be welcome next door! You will appreciate what I mean. We are all particularly thankful that this happiness should have come to Braafladt, for as you probably know, it was an open secret that he was finding life in China altogether too difficult, and was contemplating an early return to America, in order to make a home for his children with one or other of his relatives. Everyone is rejoicing to think that he will now be able to stay amongst us, where his work is so greatly valued. In all probability the wedding will take place some time during the summer holidays. This will mean two weddings for Tsinan friends, as Miss Oakeshott is also expecting to get married to Mr. Gordon Harmon during June.

Our Tsing Ming holidays took place last week, and there was quite an exodus. Adolph and a party of students went off to Tai Shan; Hunter and Harkness to Peitaiho, whilst there were various short trips to the neighbouring hills, etc. At the same time there were the inevitable conferences in Shanghai, including the first meeting of the new Council on Higher Education. I was supposed to be present as Chairman of the Council, but was unable to get away from here, not only because of Mrs Cochran's illness, but also through a kind of influenza attack which I managed to contract on my way back from Shanghai. Dr. Li Tien-lu, however, was present at the meeting, which seems to have been a very successful one. The Council is starting work in real earnest, and although we have not succeeded in securing the whole time services of Lobenstine, he will probably be lent to us for at least part time work.

I was very sorry that this influenza attack, to which I have referred, prevented me from being present at the N.C.C. Retreat which was held here a fortnight ago. Fletcher Brockman, T.Z. Koo, and K.T. Chung all came up from Shanghai for the purpose, and we had representatives, both men and women, from all the Churches in Tsinan, as well as from the Missions, Y.M.C.A., Y.W.C.A. and University. Those who were present spoke very enthusiastically of the fine spirit of co-operation which prevailed, and of the deep spiritual note which was struck throughout the conference. What we are hoping is that this may be a means of drawing together the Christian forces in this city for mutual help, and

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for some concerted evangelistic campaign. I was particularly glad to hear that our friends of the Independent Church had co-operated in the Retreat. You will remember how very aloof they used to be, but latterly they have shewn more readiness to join with others. They take their own share in the Shantung Board of Christian Education, and have been quite active in the meetings leading up to this recent Retreat. Mr. Wang Yuan Teh himself does not come very much, as he is extremely busy with the building of their new Church, for which the sum of \$30,000 has been collected. He has recently resigned from our Field Board of Managers.

You will be interested to know that the foundations for the new Alumni Gate are actually being dug. It is to be built immediately north of the two gatehouses, and connected with them by a wall. It will of course be a regular Chinese gateway, built more or less in p'ai lou style, though most of the pillars will be in re-enforced concrete. It will cost approximately \$2,000, which is being contributed by the graduates, and we are hoping that it will be completed in time for our Alumni Day, which we have fixed for 17th June, and when we are hoping to have as many old graduates with us as possible.

Our first number of the Alumni Magazine should be ready by the end of this month and we shall of course be sending you copies. Most of it will be in Chinese, as it is intended primarily for our own graduates, but I hope it will be of general interest also. Garside has done magnificent work upon it, and has secured a large number of advertisements in addition to getting together suitable papers.

One of the most amusing evenings that we have ever spent in Tsinan was the occasion of "The Mock Trial" which was given by the Literary Society. It really was excruciatingly funny. Mr. Tours, our British Consul General, acted as judge; the counsels for the prosecution and defence being Garside and Harkness, respectively. Can you possibly imagine Harkness with eyeglass and gown, imitating the voice of a highbrow lawyer, and pouring out an impassioned speech in the most up-to-date legalistic phraseology? Honestly, I should have thought he was too shy to attempt it, but he appeared entirely free from selfconsciousness and carried it through splendidly.

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J.W. was of course the prisoner, and with an old cloth cap and an appalling neckerchief, and the appearance of not having shaved for a week, did perfectly.

Of course the whole thing was topical, the charge being that Jacot, who has recently distinguished himself by cutting down a good many of our campus trees, had been bitten by Hunter's dog, which was alleged to be mad. The defence took up the double plea (1) that the animal was not mad, evidence for which was provided by Maitland, who absolutely surpassed himself as an elderly lady doctor, and secondly, that it was not even a dog, but was merely a larval form of a very rare parasite. For this last point Shields was of course the main witness, appearing in top-hat and frock coat, and a very Germanic moustache and pointed beard. He was so extraordinarily well got up, that one or two people did not know him until he began to speak.

One of the Southern Baptist Missionaries, Mashburn, also appeared as nigger witness. He was beautifully got up for the occasion, and of course his acquaintance with the negro dialect served him in excellent stead!

Evans, who appeared as a workman, and Mrs Ayers, a barmaid of St. Paul's Hotel (J.W., by the bye, was described as the proprietor of that Hotel!) also did their parts excellently, whilst H. Smith was the court policeman, and was most amusingly rigged up for the occasion. We had a splendid turn out, and everybody greatly enjoyed the event.

Dr. & Mrs McAll are already back here, and living for the time being with the Struthers. In two or three weeks we are also hoping to have the pleasure of welcoming Mr. Whitewright.

I must not stop for more, and this letter is already long enough. Spring is upon us, and our feelings, as usual, are divided between the keen delight of seeing the campus becoming greener, and a spirit of desperation at the violent south winds.

With warmest wishes to you all,
Yours ever sincerely,

Harold Salome

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SHANTUNG

April 12, 1924.

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

TRANSFER

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

My dear Dr. Balme and Dr. Moorshead,

RE MINUTES OF ANNUAL MEETING OF NORTH AMERICAN JOINT BOARD
OF THE SHANTUNG CHRISTIAN UNIVERSITY.

It has been a great pleasure this week to have with us the representatives of the British Joint Board and of the faculty of Shantung Christian University, and they have been of invaluable assistance in connection with matters that came up in the Annual Meeting of our North American Joint Board. We only wish that each of you might have been here.

The enclosed copy of the Minutes of the Annual Meeting will, I believe, be largely self-explanatory, but I will write a further word on a number of items. Under separate cover we are sending you further copies of the Minutes in quantity. The numerals below are those used in the Minutes.

2,3. Treasurer's Report. Inasmuch as Miss Lucy Lepper has now been elected Treasurer of the Joint Board, she will correspond with the Field as the official representative of the entire Board. The report on the building funds was quite gratifying. We, however, must keep in mind that the large receipts from the Joint Campaign for Women's Colleges and from the China Medical Board are exceptional and not recurrent, and the money should be used with unusual care as further large sums for property for the Woman's Medical Department are not in sight and will probably be very slow in coming.

4. Charter and Incorporation. The proposed Draft Bill as revised in response to every suggestion from the Field and from the British Joint Board was presented at the Annual Meeting and at the meeting a few further suggestions were made, mostly by Dr. Wier, all of which were incorporated and the proposed Bill as finally revised to date is enclosed herewith. Under separate cover copies are going to you in quantity. (Twenty-five copies to Dr. Moorshead were dispatched yesterday so as to reach today's mail for England.) I thought that a copy revised by pen was dispatched to Dr. Moorshead last Tuesday night along with a copy of my letter to the Canadian attorneys, but I am chagrined to learn this morning that through a misunderstanding it was not enclosed; however, it is possible that it could not have reached Dr. Moorshead any earlier than the quantity shipment of yesterday.

Everyone at the Annual Meeting representing both Joint Boards and the faculty was agreed that we should push forward with the Bill at the present Session of

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April 12, 1924.

Parliament, with the understanding that the proposed, revised Bill would be sent to London as quickly as possible with the hope that the British Joint Board would have a chance to reply by cablegram if it had any objections or further suggestions before the Bill is finally passed by Parliament. The attorneys inform us that they think that "changes could be suggested at any time before the Bill actually goes to the House although changes should if possible be made before it reaches the Private Bills Committee. We doubt if the Bill will reach the Committee this month (April) ." Consequently if any further changes are desired by the British Joint Board, will Dr. Moorshead advise me by cablegram at the earliest possible date. In pushing forward with the Bill we of course understood that the British Joint Boardⁿ was entirely agreeable to such a course. Of such course Dr. Wier and Dr. Cochran approved in view of the fact that the British Joint Board would doubtless have a chance to register further suggestions prior to the actual passage of the Bill.

The Payment of \$500.00 to the Attorneys was requested by them. Inasmuch as on this side of the water the University has no funds or account other than that designated for the Woman's Medical Department, Miss Lepper and I requested the Presbyterian Board to advance the sum and charge it out against the Treasurer on the Field. We, of course, hope that later special contributions may be made through the two Joint Boards to cover the cost of Incorporation which was roughly estimated at approximately \$1,000. Gold.

The Corporate Seal referred to in the Minutes is something on which you may wish to advise us.

The Committee on Preparation of Proposed By-Laws will work in harmony with the British Joint Board and with advice from the Field. Mrs. Roy is Chairman of the By-Laws Committee of Yenching College and Mr. Moss, as Secretary of the Central Office of China Union Universities, has had a good deal to do with Constitutions and By-Laws of four or five of the union universities in China. Dr. Wier, Dean MacRae and Mr. Cassat have kindly been working over an outline draft of By-Laws and I have placed in their hands constitutions and by-laws of several other institutions. In our discussion to date one general question and one divergence of opinion have arisen as follows:-

(a) The general question is as to whether the By-Laws should be quite full, outlining in some detail the composition, powers and functions of the various administrative bodies, committees, etc., with certain fundamental articles, subject to amendment only by approval of a certain proportion of the constituent Mission Boards, or whether the By-Laws should be quite brief with only the fundamental, constitutional matters covered, with minor and detailed questions drawn up in less formal documents for each of the three administrative groups. Some institutions operate on one basis and some on the other. As we have thought into the Shantung situation we are not at all clear as to which procedure would be the wiser.

(b) The divergence of opinion comes on the question of the basis of cooperation. The British basis makes the unit of cooperation the undertaking of a certain amount of responsibility in a particular school or department, whereas the North American basis of cooperation makes the unit the undertaking of a certain amount of responsibility in the university as a whole. Furthermore, for undertaking a single unit of cooperation the British basis gives two memberships and the North American basis one membership on the Joint Board. Our North American basis, as you will recall formerly particularized the different schools and departments of the University, but

April 12, 1924.

none of the other universities or union institutions with which North American Boards have to do observe such a plan. Moreover, when a year or two ago, strong Women's Boards were being invited into the medical work of the University and it was hoped and expected that a woman's organization like the strong Methodist Episcopal Board's, with a constituency of two or three million women, would enter the medical department and would enter no other department of the University that such a woman's organization undertaking large responsibilities should not be penalized in Board representation for being represented in only one branch of the work. Also it was felt that if, for instance, the Methodist Board eventually undertook from five to ten units of cooperation in only one department its responsibility should be supported by representation greater than that of some other organization that came into only one department with the bare minimum of participation.

(c) A third matter just occurs to me, namely, the implications of transferring large authority to the Field Board of Managers. We believe that the Field Board of Managers should have large powers if its membership is somewhat representative of the amount of responsibilities represented by the Field Board. For instance, I think of two missionary organizations that have in the Shantung University area very large Missions, great Christian constituencies, numerous preparatory schools, large student bodies in the University and are meeting these responsibilities with heavy property, staff and recurrent commitments to the University, which occupies a large and vital place in the general missionary program of these two bodies. While their representation need of course not be dominating or commensurate with their responsibility nevertheless it should be on a basis which recognizes exceptional responsibilities. I believe that an acceptable middle ground between the two viewpoints in this regard can be found to the agreement of a great majority of those concerned.

(d) Still another matter occurs to me. Should not the minimum unit of cooperation be increased in view of the great increase in the size and needs of the University, the increase being especially needed at the point of annual financial grant, the minimum being now at \$1,000. Mexican in addition to a member of the staff with residence or rent. The University is so much in need of current funds that it might be wise at this time of incorporation, with its marked step forward, to "raise the ante." (You will recognize "ante" as classical Latin!)

Whether or not the Board of Managers should be represented by full voting members on the Board of Governors is an interesting question. Without discussing it now, as we have thought it through the last two or three days, I am inclined to believe that elected representatives of the Field Board of Managers might sit as corresponding members of the Board of Governors, having full privileges of the floor but without vote. This would give the Managers practical and influential representation, would relieve the representatives of embarrassment that could easily arise in personal questions effecting their associates on the faculty and Field Board and would not jeopardize the securing of a sufficient proportion of voting members to make a legal quorum.

5. 0153. The Presbyterian Board is already on the hunt for a Head for the Department of English but its Candidate Department informs me that it is doubtful if it can discover a qualified man in time for sailing this summer.

0168. I have not conferred with Dr. Cheng personally on the question. Dean MacRae had a long interview with him and was favorably impressed with Dr. Cheng's attitude. I purposely have refrained from taking it up with Dr. Cheng, leaving it by your wish to be handled through British channels. I, however, am now intending

April 12, 1924.

to let him know of the cordial reaffirmation of our North American Joint Boards' position. The letter from Dr. Cheng referred to in the Minutes was quite non-committal and yet not discouraging. For his support, of course, the Presbyterian Board would without doubt be quite willing to have the University use the guaranteed appropriation on account of either of its vacancies, that is, for Dr. Hayes in the Theological School or for Mrs. Chalfant in the English Department.

0171. This should be taken in connection with the earlier record and Minutes on Charter and Incorporation.

0173. I very much wish that funds were available for the Middle School. Certainly the program as outlined by the Field Board is modest. With Mr. Cassat and Dean MacRae both now in North America we hope that some promotional work can be done, although Mr. Cassat cannot undertake strenuous work. See also Minute No. 7.

11. Dr. Balme please note that the Field Board has been formally requested to explore and report its discoveries in the somewhat unchartered field of non-resident students. The experience of other Christian universities in China would be helpful. To us at this distance certain obvious benefits and detriments are at once apparent, but on the whole I should think we are now inclined toward a limited number of carefully selected day students.

The various, welcome letters from each of you have not been specifically answered but practically all of the points upon which you have touched are covered in the enclosed Joint Board Minutes and in the enclosed revised Draft Bill and above in this letter. However, I will go through your letters again to make reference to any other particular points.

The Overdraft and General Building Funds has, I believe, largely been covered by pledges which Mr. Cassat has secured chiefly from Mrs. McKelvey.

Re Buildings of Other Boards on Presbyterian Land. Dr. Moorshead wrote of the desire for some sort of record and Dr. Wier took the same matter up with me in conference yesterday. Enclosed to Dr. Moorshead is a copy of a proposed Minute by the Presbyterian Board as suggested and dictated by Dr. Wier. The proper amounts should be filled in the blank spaces. I am sure that the Presbyterian Board would be only too happy to make record, pending the time of the transfers of these particular properties to the new University Corporation. Perhaps the English Baptist Society would also wish to make similar record of buildings which others have constructed on their land within the suburb wall.

During these days of University reconstruction, preparation of By-Laws etc. we of course will wish to continue to confer with one another by correspondence with the utmost frankness, which I believe is the only safe way of carrying forward the complex mechanism, with which we are dealing.

With warmest regards, I am

Very sincerely yours

Copy for Mr. Hunter.

GTS JWJ

George T. Scott.

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APR 18 1924

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SECRETARIES

SHANTUNG

April 17, 1924.

TRANSFER

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

Dear Dr. Balme,

RE RETURN OF MR. PAUL G. CASSAT.

Just a line in reply to your inquiry of April 22nd regarding the health of Mr. Paul Cassat and of his possible return to the Field.

Mr. Cassat came on to New York about ten days ago and for a couple of days this week was under observation and examination at the Presbyterian Hospital, New York City. His case was, I believe, in the immediate charge of Dr. Palmer, Head of the Medical Department of the Hospital. Dr. Palmer reported to Dr. Dodd and together they are quite encouraged by Mr. Cassat's evident improvement, and they believe that there is fair probability of his being in fit condition to return to Tsinan next fall, 1924. Dr. Dodd naturally would expect further improvement in Mr. Cassat's health and if he were to permit him to return to the field, he would not wish him to reach there for the rush of the opening of the University, but rather a few weeks later, and would wish to be assured that both Mr. Cassat and the University understood that Mr. Cassat was not to undertake such a heavy burden of activities as would seriously jeopardize his health.

Please understand that this memorandum is quite tentative and that Dr. Dodd is not in any way committing himself to Mr. Cassat's return next fall and would desire further and fuller information before he would express even a very definite probability at this time. I know that this letter is not very satisfactory but it is the best I can report and I know that it will be at least encouraging.

With best wishes, I am

Sincerely yours

George T. Scott.

GTS-JWJ

cc. Dr. Moorhead

0779

mscott
RECEIVED

JUN 3 1924

Harold Balme
Shantung Christian University



MRS. C. K. ROYS
Answered _____

Tainan, 9th May, 1924. REC'D

To Members of Staff Overseas.

Dear Everybody,

As usual I am dictating a letter to you on the eve of leaving Tainan for one of my periodical flittings. This time I am on my way to Shanghai for the Annual Meeting of the National Christian Council, which I should be looking forward to more keenly than I am if it were not for the fact that our Chairman, David Yui, is away in America, and that I shall probably have to take his place. There is a good programme arranged, and we shall have before us the reports of some excellent committees which have been at work during the year, on such subjects as Retreats and Evangelism, China and the Industrial Problem, the Development of a Christian Home, the Opium Menace, etc. etc. There will probably be a good attendance at the Council Meetings, and I hope we shall have some valuable work done.

There is no question that this past year has seen a great advance in the work of the Council. It has met with favour in all quarters, and is making a valuable contribution towards the drawing together of Christian forces in various localities.

We recently had a delegation from the N.C.C. in Tainan, consisting of K.T. Chung, T.Z. Koo and Fletcher Brockman, who came here for 5 days for a special Retreat to which representatives of the various Churches and Missions in this city were invited. Unfortunately it took place at a time when I was laid up with a kind of influenza attack, so that I was unable to be present, but those who were there spoke warmly of the good spirit which was present throughout the meetings, and of the growing desire on the part of the various Chinese representatives to join forces in attacking the large problems of this great city. A follow-up meeting is being held once a month and plans are on foot for united evangelistic work in the autumn, and for conference on the industrial and other problems.

You will have seen from the Weekly Bulletin of the splendid recovery which Mrs. Cochran has made. I do not think that any of us were sanguine enough to believe that she could get through so serious an illness without grave after effects, as meningitis usually leaves serious results behind. I am glad to say, however, that there is not at present a trace of any loss of nervous function or other complications, and she is now making splendid progress, and able to walk about the house. As I always tell her, she is really in a most enviable condition, for any future tendencies to irritability, loss of temper with incompetent servants, or even lapses from veracity,

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can always be put down to the effect of that meningitis! How happy some of us would be if we could find a similarly convenient stalking horse for our various defects!

Mrs. Mosse and her little girl have gone on splendidly, and so are the other babies of the community. The only invalid among us at present is Miss Logan, who, I am sorry to say, has been having considerable trouble of late, either rheumatic or neurotic in origin, which has been confining her to the house. I hope it is not going to prove serious.

This has been a very gay month as regards general community activities. The former Mothers' Club has broken out into a number of new places by reorganizing itself as a Woman's Club, with I dare not say how many different sections, each of which seems to find it necessary to meet either weekly or fortnightly! On top of all this we have had a great dramatic performance on the part of the Literary Society, who gave us "The Mollusc" at their last meeting. Mr. Tours, Dr. and Mrs. Wright and Miss Harpham were the performers, and it was extremely well done, so well, in fact that they were invited to give a repeat performance at Tsingtao on behalf of Russian refugees, and managed to raise no less a sum than \$1,300.

Our students also have had various activities of interest, including a successful Athletic Meet with the Tung Wen and East Suburb Schools, and an amusing entertainment given by the Medical Y.M.C.A. The latter included a mock operation for which Dr. Mosse was, I believe, mainly responsible, and which caricatured every possible form of surgical technique in the most ridiculous fashion.

Our Easter Services were most impressive this year, and I wish you could all have seen the Chapel on Easter morning. Mrs. Lair, who is an adept at floral decorations, was in charge of the small committee of ladies who looked after the arrangements, and they certainly made the pulpit and stone screen look charming. A very striking effect was also produced by the use of a single arum lily just above our new brass Cross on the Communion Table. Its symbolism was perfect, and it added greatly to the beauty of the decorations.

The new Tainan Choral Society, which was formed about 6 weeks ago, helped us very much at these services. On Palm Sunday the whole English Service was given up to them, and they gave us a beautiful rendering of Stainer's "Crucifixion", kindly repeating two of the selections at our special Good Friday Service that same week. The University Choir, which has been making excellent progress of late, was also much to the fore on Good Friday and on Easter morning.

You will all be interested to know that we are to have a new member of the Theological Staff for the next two years, the English Baptist Mission having kindly agreed to lend

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us the services of the Rev. S.C. Harrisson of Shansi for that period. Mr. Harrisson is a graduate in Theology of the London University, and has just completed one period of service in this country. He has the reputation of being an excellent student, and devoted to theological work. In addition to this he also has great ability as an organist, and should be able, therefore, to help us greatly in connection with our Chapel services, taking Mr. Hunter's place when the latter goes on furlough next year. Incidentally his coming adds a new problem to the already very harrassed Housing Committee.

Next September we are faced with the prospect of having to find accomodation for 4 families, the McAlla, Garsides, D.J. Evans and Harrissons, for whom at present there is only one house available, namely that which will be vacated by the Struthers this summer. Nor do our problems end there, for we are also looking forward to welcoming back Dr. McClure and Mr. Drake in September, and the MacRae and Stearns in January, to say nothing of our old friends, the Cassats, who may turn up at any time. Can you wonder that the Housing Committee is threatening to resign! It certainly is an extraordinary coincidence that out of the big staff which we now have in this University, Dr. Struthers is the only man whom we know for certain will be off the field at the beginning of next year. I certainly hope it will never happen this way again, for not only does it mean a great difficulty to provide the necessary accomodation during the present year, but it also means that in other years we shall have a larger proportion of the staff away than we can really afford. Fortunately we have not only got the three new houses completed during this past year, which at once upon their residences. In this way our real estate continues to grow, so that in future years our problems should be much lessened.

The Medical School has also decided to build two semi-foreign bungalows, which could be used either by Chinese or foreigners. This is a step which I have been advocating for a long time, and I am glad to know that it is to be put into operation at once. It is proposed that a row of such houses should be built immediately north of the foreign residences extending from Mr. MacRae's house to Dr. Heeren's. There will be room for 5 such bungalows in that row, and the first two of them will probably be occupied by Dr. Han and Dr. Hou.

By the time this letter reaches you, you should be receiving the first copy of the long-expected Alumni Magazine, and I think you will agree with me that we are all under an immense debt of gratitude to our Managing Editor, Mr. Garside, for the splendid work which he has done in getting out this very creditable publication. He and his associate Chinese editor have been working immensely hard on this paper for the last two months, and already have succeeded in getting in over \$600 on advertising. This, together with a moderate subscription list, should make the paper self-supporting, apart from the

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salary of the Chinese editor. We have found some excellent printers in a Chinese firm in Shanghai, who have done the work more cheaply than our own press could do, and have relieved us to a great extent of the heavy task of proof-reading, only part of which we have had to do ourselves. When you look through the Magazine, be sure you do not forget to notice the one gorgeous brick which we have dropped - I allude, of course, to the advertisement of quack pills on the second page of the Chinese section! As one of the men here was saying the other day, it would need to be some medicine to do all that is claimed for it in the advertisement! It certainly is amusing that in an institution which prides itself on its medical standards, we should have made such a delightful slip in our first issue. This occurred through leaving the Chinese advertisements to our Chinese editor, who saw nothing at all strange in this particular puff. We shall of course have it altered for next month, and meanwhile are encouraging ourselves with the thought that most of the foreigners will omit to read it, while the Chinese will see nothing peculiar about it!

A copy of the magazine is being sent free to every alumnus, and it is hoped that in this way we shall secure subscriptions from a good number of them. The cover, I may mention, was kindly designed for us by Mrs. Alfred Swan of Shanghai, whose husband, formerly physical director of the Y. M. C. A., is well-known to many of you. You will, of course, have noticed that it is based upon the sketch for the new Alumni Gate, and uses our own University colours for its general colour scheme.

The campus is beginning to look beautiful, and in spite of the teasing which they receive, and which they certainly take in very good part, the Campus Committee is doing excellent service for us. They have laid out two very nice flower beds in front of the Church, and are making the centre of the campus - the site of the Greek cross - very attractive. You will all notice the difference when you get back here, for every year seems a remarkable advance.

Next week will see a delegation of 10 students leaving us for the North China Athletic Meet, which is to be at Kaifeng this year. As the Athletic Association budget did not allow for their expenses, and I was quite unmoved by their appeals for a special grant from a well-nigh exhausted General University budget, they got up a cinema entertainment at the Institute, in order to raise the necessary funds, and were successful in raising nearly \$200 for the purpose. This will not only cover their travelling expenses, etc., but also their new athletic outfit. If any are successful in their events, they will afterwards have to go on to Wuchang, where there is to be an All-China Meet. Although progress is slow, I think

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there is no doubt that the Athletic spirit is growing. You have probably heard that through a private contribution which Cochran generously secured for us, the whole Athletic Field has been leveled, and a much better cinder track made. The next thing we want to do is to put some form of simple grand-stand, and fence, so as to be able to charge fees for our Athletic events. This should greatly help their funds.

I have omitted to mention what is really the greatest event of the month, and that was the visit of Dr. Tagore to Tsinan. I must say that on that occasion Cheeloo really came into its own, for although the great man only had 24 hours in this city, and was unable to undertake more than a single address at a public welcome meeting at the Provincial Assembly Hall, we not only formed part of the Reception Committee which received him there, but also managed to carry him away in triumph in our own motorcar directly after the meeting, and bore him back to the University, where he charmed the students and staff with a fervent address lasting over half an hour. The students were wild with delight when they heard there was a possibility of his coming here, and to work immediately to decorate the Medical School Assembly Hall, which was packed for the occasion. The other members of his party also accompanied him, and it certainly was a great occasion in our history. He spoke in the most intimate and friendly fashion of the educational work which he is doing so successfully in India, and of his desire for closer co-operation with China. After the meeting we took him round the campus and escorted him back to his rooms in the Railway Hotel, where the heads of the Government Schools gave a select dinner in his honour in the evening, at which four of us had the privilege of being present. Dr. Tagore was also good enough to receive Dr. Li Tien Lu and myself for a private interview in the morning and we had a delightful talk with him about educational work in this country.

It has been a very great pleasure to us to see Mr. Whitewright and Mrs. Ellis back amongst us, both of them looking remarkably well. It was of course a very sad homecoming for Mr. Whitewright, and I thought him looking much aged and burdened on his arrival, but he has thrown himself into his old work with his usual enthusiasm and vigour, and with the help of his daughter and Mr. Tang En Liang, who you will be glad to see has come back to us, things are going as strong as ever in the Extension Department. Payne has certainly done excellent work there whilst Mr. Whitewright was away, and he was very pleased to see how everything had been kept up.

I know you will have been rejoicing over the news contained in last week's Bulletin with regard to the special gifts to the University. I have been particularly touched by Cochran's generosity in handing over the gift of \$10,000 Gold which was made to him privately by one of his own relations,

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and allowing us to use it where we felt most needed in the institution I think that most of us would have been inclined to utilize such a gift for the particular department in which we were personally interested, but Cochran's generous act has done far more than anything I know to cement the three schools and make us feel that the welfare of each Department is the concern of us all, you will notice that we are using this sum for the installation of central heating in the Arts and Theological dormitories. This has for a long time been a source of grievance with the wei-tzuwai students, and now that the nurses and women students have headed dormitories, their sense of grievance was naturally aggravated. If they are to do good work in their students during the winter months they certainly need a moderate amount of heat, and I am very thankful that we are now in a position to supply it.

The promise of a stained glass window for the University Chapel is also most welcome, coming as it does at the time when we are making special efforts to beautify the Chapel and deepen the spirit of worship there.

I must tell you one spicy story before I close this letter, though it is absolutely unfit for publication, and I shall have to rely upon you not to give me away for repeating it: Of course you know the amusing way students have of getting English expressions slightly mixed. One of the students in the Arts School, who apparently had heard something about blood relationship, but was not exactly sure of his terms, was engaging in conversation the other day in English with Mrs. Heimburger, and after referring to the fact that she was the member of a leggs family, electrified her by asking how all her bl., dy relatives were: History does not relate what her reply was.

Here is another story which Mrs. Smith is circulating. She says that someone was telling a certain American lady of the exemplary wife the last Lord Tencynsen had, and was informing her that when the muse was upon him, he would often wake his patient spouse two or three times in the night with the remark that he had thought of a good word, whereupon the lady immediately got up, lighted a candle and proceeded to take down from his inspired lips' According to Mrs. Smith, the American lady's reply was, "Well, if that had been me, I know what I should have said, I should have said, you just get up yourself. I have thought of a bad word'."

I must stop irivalling and send the best of good wishes.

Ever your affectionately,

H. Balme

LECTURED BUT NOT

P.S. Under separate cover I am sending to each of you a small package of the little pamphlet which we have issued, entitled, "Cheeleo Papers", and which, as you will notice, contains some of the lectures given in last year's lecture course. If you want any more, you must let us know immediately.

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R. Fletcher Moorshead

JUN 4 1924

Shantung Christian University

JUN 26 1924

TELEPHONE 1111

TSINAN, CHINA

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CHINA—

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SHANTUNG PROVINCE,
CHINA.

N. AMERICA—

156, FIFTH AVENUE,
NEW YORK CITY, U.S.A.

ENGLAND—

19, FURNIVAL STREET,
LONDON, E.C.4.

Copy for Rev. G. T. Scott.

May 21st, 1924.

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

My dear Balme,

When you wrote to me on March 31st., you surmised that your letter would be reaching me shortly before the meeting of the British Joint Board, and you asked that I would send to you a rough type-written copy of the Minutes of that meeting at the earliest possible date. You pointed out that you needed them very early in June in order to be in time for the meeting of the Field Board, and you were good enough to say that you would make copies to circulate amongst the members of the Board.

You of course based your understanding upon the information that had reached you that the Board was meeting on May 9th. Unfortunately owing to a perfect inflow of other engagements which stood in the way of our getting the members of the Board together on the 9th inst. we were obliged to postpone the meeting until May 16th, last Friday, and hence it is impossible for even a rough copy of the Minutes to reach you as speedily you wished would be the case.

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I am now despatching the copy desired by you without waiting to have the usual thirty copies made, and I trust that though arriving later than you could have wished, yet the date of arrival will not seriously inconvenience you in the matter of circulating the information to your Board. If we may, especially as we are extremely pressed here, we will take you at your word and leave you to get copies made in China.

Before the meeting of the Board took place I had circulated copies of your letter of February 28th with the Minutes of the Administrative Council of February 27th, and so by that means the information contained in these documents, and other memoranda that we were able to circulate, the Board was somewhat prepared for the important discussions that had to take place.

I think that now perhaps the best plan would be for me to go through the Minutes, touching upon any point here and there which may call for special notice.

261. Correction of Minutes.

The various points contained in this Minute will all, I think, be quite straight forward, but I am afraid that you will feel that some, at least, of those of us here have been anxious to stress what to you may well enough seem matters of academic rather than practical concern. I must confess that my own feelings very much run in the line of that sentiment, but when you have a Board that possesses members who have not stunted their critical faculties, the only thing to do is to "meekly wait and murmur not"!!

265 Representatives of Co-operating Societies, 1924-25.

You will, I am sure, be very pleased indeed to note that the Women's Auxiliary has appointed its first representative, Miss M.V. Hunter, M.A. ^{Miss} Miss Lockhart nor Miss Hunter were able to be present, but we shall hope to have them with us at the next meeting.

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267. Election of Officers

I am extremely sorry that nothing was possible at the moment in the matter of appointing a new Treasurer, but the matter is under very careful consideration, and we trust that by the September meeting some announcement will be possible.

So far as my own post is concerned, I told the Board once more that they were to look upon me simply as a stopgap, and that in the interests of the work of the Board I was certainly looking for someone who would take on the work and do what is ^{as far as possible} impossible so far as I am concerned.

268. Report of Special Sub Committee re Nominations for Co-optation.

This Minute, I am sure, will greatly interest you, and you will be very pleased indeed to learn that Mrs Carr has accepted the invitation to join the Board. I hope that we shall get a similar reply from Miss Emily Kemp, and that some at least of the others may be willing to accede to the request.

Sir Alfred Lewis is a leading financial man in the City of London, in fact one of the General Managers of one of the big Banks. If we can secure him we shall have one who will supply the link that we want with those accustomed to big finance.

As for Dr. Andrew Balfour, you will recognise him as the head of the Rockefeller Institute of Hygiene, and as for Dr. Wilson, he, I am told, is quite a keen man on Medical Missions. Either of them would supply a link with the Medical world that has been missing since the death of Sir Alfred Pearce Gould.

Mr. Ramsay Muir is a Journalist with keen Missionary sympathies, and if we can get him he should be of great value to the Board.

Miss Spicer is the daughter of Sir Alfred Spicer. Professor Doxby of course you know. I will report later as to what replies we get from these different people.

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269. Correspondence re Dr. C.Titterton Maitland.

I read to the Board your letter of April 14th and their Minute may be read as a reply to your enquiry concerning future responsibilities in the matter of the homeward passage of Dr. and Mrs Maitland. You may read that word "emphatic" underlined twice over, indeed there was a very strong feeling on the part of some members of the Board that instead of Dr. Maitland looking to the Board for further assistance in his homeward passage, the Board might well turn to him and expect that he would refund them for some at least of the expense that they had incurred in sending him out, all of which might now be looked upon as practically dead money so far as the work of the British Joint Board is concerned.

The predominant feeling was however, not to press that point, and I was very glad that was the case as it would have exposed the Board to a good deal of misconception had action been taken in the way of asking Dr. Maitland to make a refund. I think that the best thing we can hope for is that having got to Changsha he may be able to remain on in the work there, and if not that some other post may open up in the East which will be a congenial sphere for him.

270. Letter from Dr. Cheng Ching Yi.

There is nothing in this Minute that I think calls for comment, but you will be very interested to hear, as indeed you have already done through Dr. Bruce, that our friends in Newcastle-on-Tyne are endeavouring to carry through a scheme which would mean providing the University with nearly the whole amount that would be required in order to provide the support for the Vice President.

I think that Newcastle will put this thing through, but after so many other disappointments that one has had during the past few years it would not be wise to count our chickens until they are hatched.

In the event of Dr. Cheng Ching Yi not accepting the invitation of the University, I gather from Dr. Bruce that the Newcastle friends would almost certainly be willing that their contribution might go forward some other particular need of the University, whether in the matter of personnel or otherwise. The question of an alternative, however, must of course stand deferred until we know what Dr. Cheng Ching Yi decides

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to do and what is the actual result of the Newcastle campaign.

I think, however, that I should let you know that during the discussion in the Board there was a view expressed concerning Dr. Cheng Ching Yi and the Vice-Presidency which does express a real point of view. It was said that the title "Vice President" is generally supposed to stand for an office held by someone who takes the place of President whenever the President is away, or functions for him in some definite Administrative work. That point is, I suppose, incontrovertible. If however, we accept it then what about the bearing that it has upon the particular type of work that Dr. Cheng Ching Yi has been invited to undertake? It is argued that that particular work is not the work of a Vice President, and that it is somewhat open to question how far anyone who was not going to fulfil the usual duties of a Vice-President should be appointed to a position described by that title.

You will not need me to say that any thoughts that have been expressed along this line are by no means meant to convey a impression that there is the slightest weakening in the desire to see Dr. Cheng Ching Yi appointed to Tsinan, for everybody is as keen on that as ever, but it is purely a question how far his appointment should really be looked upon as a Vice Presidency that has called up this particular point of view.

Having said this I do not think that I need say anything more, but you will perhaps be interested to hear about it and to let us know when you write next just how the point strikes you.

271. Revised Draft Bill of Incorporation of the University.

You will see from this Minute that it would seem as if things were moving in Canada, and that as far as the Co-operating Societies and Joint Boards are concerned things seem advancing along a very favourable line. I have been immensely amused at what you have said in your last letter of April 29th, to the effect that whilst you have heard all about what has been going on you have never had a copy of the latest Revision of the Charter. I venture to think, however, that that is simply due to delay in the post and that long ere this you will have had a copy of the Revision which was agreed to at the Annual Meeting of the North American Joint Board last month and sent to us here before the close of April.

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You will no doubt be fully apprised by now of the terms of that document, and I trust that you will feel that they are quite satisfactory.

Dr. Weir emphasizes that the question of the Bye-laws is the vital thing, and I understand that both you in China and we here in Britain will have ample time to put our heads together over the provisions set forth in the Bye-laws before anything final has to be done with them. We were assured by Dr. Weir that the views of the Field Board had been thoroughly considered at the meeting in New York, and, as you hardly need me to say, everybody both there and here are desirous of doing everything that is humanly possible to approximate our respective positions.

273. Minutes of the Administrative Council.

0167. Grants towards the cost of Pre-Medical Education.

I did the best that I could to emphasize once again the great need that existed for Societies that were only co-operating in the School of Medicine to increase their grant so as to provide further help toward the serious expense of the Pre-Medical instruction.

I hope that before long it may be possible for the Societies to come into line on this matter, and you may rest assured that we shall not forget the importance of it.

0170. Dean of Women.

The Board were very delighted at the news of the appointment of Dr. Eliza Leonard as Dean of Women in the University, and I am sure that you will assure Dr. Leonard how very pleased the British Joint Board have been at the news of her appointment. In fact I will write a note to her and convey this in a direct way, and to let her know that the British Joint Board are one with the North American Joint Board and the Field Board of Managers in hearty endorsement of the action taken in appointing her to this position.

0173. Department of Education and Middle School.

This constituted the main discussion of the whole meeting and certainly the matter was very fully thrashed out. From one point of view all feel very sorry indeed to think that any difficulty was being felt in the way of falling in with

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the desires that you had so earnestly expressed concerning the support of this Middle School.)

I can realize how much you had been building on the hope that this thing might go through without any further delay and I wish that the position taken up here might have coincided entirely with your views on the subject and meant the raising of no further difficulty. Unfortunately, however, the matter was not to go through in that way, and the discussion at times was somewhat delicate. I would not like that you should think from this that there was any desire on the part of the British Joint Board to pay small heed to the experienced judgment of all of you on the spot for certainly that would be missing the mark. There was in very deed and in truth a full recognition of the fact that if your department of education was to function as everyone would wish should be the case, then it must have practicing facilities in order to ensure the desired success. There were two big points, however, which emerged and which simply claimed consideration.

First of all, of course, there was the financial one. It was argued, and that with considerable force, that if we started out with this School, then it was no good to think in terms of the next year only, and that what was involved was something much more far reaching than just the beginning of things. We were asked to turn to that summary of the special needs of the University in the shape of Buildings etc, and it was pointed out that there in the list of things was a sum put down for the provision of dormitories and classrooms for the Middle School. The Board was asked in solemn earnestness how far it was at all possible for it to contemplate an early possibility of being able to provide such an amount of money as was evidently envisaged in this particular need, and we ^{could} hope to be able to do such a thing as that within the early future, and if not, was it wise that we should start out on a course which in a sort of way, and almost of necessity, would lead to our being obliged to the more permanent scheme.

One experienced member of the Board who could not be present wrote most earnestly deprecating the commencement of a School in temporary quarters from the point of view that unless the Board were prepared to go on and do the bigger thing, then it meant in all probability subjecting the workers on the spot to a condition of things for an indefinite period

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which must breed overstrain, discouragement and dissatisfaction.

So the discussion went on its way, backwards and forwards, going over old ground and exploring new ground, and the stubborn fact of the financial position seemed to be immovable. It was not even as if any assurance was forthcoming that our friends in North America would be able to do something, we had no guarantee on that score. Not even that they might be able to help in the financial support that was required for the purely temporary quarters. Our Board quite hoped that as the Promotion Campaign got on its way contributions would come in which might permit of things being done that could not be faced up to now, but Dr. Bruce was not able to tell us, nor could I say anything, that an early result could be expected in the shape of substantial contributions to the University fund.

The fact is, as Dr. Bruce had to point out, much time has to be given to creating the interest, sowing the seed, as it were, before results could be secured, and consequently it was idle to indulge the idea that on a comparatively early date the British Joint Board would be in possession of even ^{fresh} what would make possible what is wanted in the shape of accommodation necessary.

Then came the second point of view, and that too was very important. It was the point that was urged a good deal by those who had been across to North America, (Dr. Cochrane and Dr. Weir) as to the very great importance of our doing nothing at Tsinan which might involve unnecessary duplication with the work in Peking. Some evidently had got the idea that both Peking and Tsinan were going to come into competition, shall I call it, anyhow, into duplication over this educational work, and there was naturally a strong disposition against such a situation. Dr. Cochrane was very emphatic in this feeling, that in this work of higher Christian Education in China we simply must co-ordinate our activities much more than has been done in the past, otherwise we were heaping up trouble for ourselves and for others too. Ought not schemes of this kind to be worked out together and to be developed with the closest possible amount of collaboration between the sister Universities?

As I heard all this I could not help going back to the correspondence that we had had at the time of the Education Commissions report, when you and Dr. Leighton Stewart had been so earnest in your desire to see a combined University in the North China area. I felt that had you been here with us and

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heard this discussion, you would have said that this linking up was just what you yourself had seemed to consider so necessary and so vital to the welfare of the whole. But the scheme had miscarried, and here we were basing our own discussions not as a united body but as separate units. You of necessity had to think out your own programme for Education in Tsinan; a matter that was vital to your work, and Peking doubtless feeling that they must do the same. What was so necessary, however, was that overlapping should be avoided to the utmost extent, and any wasteful duplication eliminated from all our plans.

Well now, from what I have said you will just see how the discussion proceeded, and how this last idea against duplication and the former fact of the difficulty of finance came together and made the matter of coming to a conclusion upon the Minute of the Administrative Council exceedingly difficult. At one point I really wondered whether we were going to come to any conclusion at all, but finally we came round to that decision which is expressed in the Minutes. You will not find reflected there the particular question of Tsinan and Peking which I have dealt with above, for the reason that some of us felt that it was hardly the place to bring it in, and that we had better confine the official minute of the Board to the more immediate issue of finance.

I trust that the Minute will not be too discouraging for it is certainly not meant to be that, and that our friends in North America may be able to find the other half of what you require so as to permit of your making a start this year.. It may be that if you can make such a start that the result would be that local funds would be forthcoming which would transform the situation and make the position considerably easier to that extent. I would like to see the start made provided there is the clear understanding that we cannot hold out any hope at the moment as to the provision of funds for the permanent buildings that have been alluded to in your statement of needs. We simply dare not ~~put~~ ourselves to that or else we may lead up to a very grave embarrassment both for you and for us. The starting of the school of these temporary quarters may, however, mean that you may have to continue with them for some time, and you will doubtless consider that possibility very thoroughly before coming to a definite decision.

I am sending a copy of this letter to Mr. Scott in

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New York, and I am sure that if he sees any way whereby it is possible for funds to be provided in North America toward making up the other half of what you require in order to start the School this year, that he will communicate with you upon the subject and do everything that he possibly can to make possible what you feel to be so important and urgent.

I have just been speaking to Dr. Weir on the telephone on this very subject, and I think that he may write you a note which will convey an opinion he has upon the subject.

0174. Staff furloughs.

You will naturally understand that the question of the furloughs of Dr. Ingle and Dr. Moss had to be referred to their respective Societies. I will see that at the next meeting of the M.M.A. and General Committee Dr. Ingle's furlough is brought up.

The one point that I would like to ask is whether, at any rate so far as our own Mission is concerned, a matter of this kind ought not to be dealt with through the Shantung Conference. May I take it that that is the course which the matter is taking and that we shall receive a recommendation on this subject from Shantung? It seems to me that that is the right way to deal with it. Are we to understand from this recommendation regarding furloughs that the University wishes its members to take furlough at the close of five years, whether or not that period is the period determined by any particular Society for its Missionaries to take furlough?

0176. Annual Budget.

I think that what is set out here will be fairly clear, at least I hope so. Everybody was very glad to note the way in which the Chinese support of the University was increasing, and the progress that has been made during the past few years in this matter is certainly very striking. I am sure that it must have been most encouraging to you on the Field, as well as to those of us at home. We know that it must have meant a good deal of hard work on the part of you and your colleagues, and we trust that increasingly you will be encouraged by the advance in Chinese interest and support.

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Naturally the British Joint Board had to concern itself in the main with the particular items that had been put down for the Board to meet. The greatest question naturally arose concerning the \$5,000 for General University Expenditure. I pointed to what you had said on this subject, and dealt with that question of \$1,000 for Senior Science. Unfortunately the past year has not resulted in much being forthcoming for the British Joint Board funds. Dr. Bruce has done a great deal and has laboured hard, but these are days when instead of getting £10 and £20 contributions, one often has to be content with £1 or £2., and naturally it takes a lot of those sort of subscriptions to make up what you on the Field want.

For Senior
Science

I could see that it was hopeless to anticipate that the B.J.B. would be in a position to promise again the grant of \$2,000/ as well as, to try for the \$5,000, and in the light of what you said I urged that the \$5,000 should be our aim and that the other should be dropped. This was agreed to, but as the Minute states the Board did not feel that here and now they could assume responsibility for more than \$3,000, which was the same, you will recall, as they undertook to find last year.

I hope, as do others, that as the year passes on the Board may be in a position to supply a good part at least, if not the whole, of the remaining \$2,000, but we have to ask you to exercise faith on this point with the assurance that we shall make it our supreme aim to try and reach \$5,000 during the next year.

Respecting the grants set down as grants from the Co-operating Societies. We had, of course, to leave this to be dealt with by the different Societies, and I hope there will be no difficulty in that matter.

I should point out that we were reminded that the estimates for the Theological School did not include an estimate for Mr. Burt, who is still, so far as the B.M.S. is concerned, on its staff of Missionaries and looked upon as a man whom on furlough from Tsinan. Properly speaking, however, he ought to figure in the list of Tsinan, and naturally my colleague Mr. Wilson had to point out that the B.M.S. had to find his support even though Mr. Burt's allowance did not figure in the list on the Theological Staff of the University.

274. Accounts for 1923-24.

You will see from this Minute just how we stand at

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the moment. We are doing our best to try and secure such further contributions as shall make it possible for me to send to you another \$1,000, or at least a fair share of it, before your books close at the end of June. Unfortunately we have not got that money at the moment in hand on our General Account, and I do not feel that we ought to encroach further upon the balance that we have had for special expenditures.

275. Engagement of Miss F. Hope Moore.

This will, I think, quite explain itself, and I am writing to Miss Moore. I hope that someone else may be found ~~in~~ who can go out to be her successor, and Mrs Carr has that matter particularly in hand. We all recognise the need for someone, and will do our best to try and supply it. I suppose there is no one obtainable in China; I do not mean necessarily a Chinese, but someone who may perhaps be on the Field and of the kind you want. Mrs Carr doubtless will be writing to you upon this subject, and may be we shall be in a position to report something before long.

I understand from your correspondence that the Norwegian Lutheran Board will be willing to provide the University with the equivalent of the passage out of the new secretary, and that the British Joint Board will not therefore have to reckon on expenditure on that score. If I am wrong in that assumption will you please put my right, and I would be glad to know the exact figures that we may understand will be at disposal for this particular expense.

And now with warmest possible greetings and trusting that you are keeping better than you were some time ago, and that you are making arrangements to have that thorough holiday this summer to which I alluded in my last letter,

Believe me, my dear Balme,
Ever yours affectionately,
(signed) R. FLETCHER MOORSHEAD

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JUN 23 1924

SHANTUNG CHRISTIAN UNIVERSITY

TSINAN, CHINA

British Joint Board

Ans'd

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

Harold Balme

British Office

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

North American Office

156 Fifth Avenue, New York City

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JUN 26 1924
Office of the University
HAROLD BALME, F.R.C.S.
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Dean, School of Theology
LI TIEN-LU, Ph.D.
Dean, School of Arts and Science
SAMUEL COCHRAN, M.D.
Dean, School of Medicine
J. S. WHITEWRIGHT
Director, Extension Department
J. WALTER HUNTER
Registrar, Acting Treasurer
PAUL C. CASSAT
Treasurer

SHANTUNG

TSINAN

31st May, 1924.

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

TRANSFER

My dear Dr, Scott,

I have to acknowledge to-day with many thanks the receipt of your letters of April 12, 17 and 21, together with the Minutes of the Annual Meeting of the N.American Joint Board. Before referring to the latter may I first comment briefly upon your letters of April 17 and 21.

1. Return of Mr. Paul C. Cassat.

We are grateful for the very careful report which has reached us with reference to Mr. Cassat's health, and which includes a letter from Dr. Dodd. to Dr. Heimbürger, and the professional views from Dr. Howard of Iowa, Dr. Franklin McLean of Chicago, and Dr. Palmer of New York City. Our Medical Board, which is now dealing with matters concerning the health of members of the University staff, gave careful consideration to these reports, and have strongly advised that we should not press for Mr. Cassat's return until he had had a fuller opportunity of testing out his physical condition in active work. They fear that once he was on the spot, his natural enthusiasm and vigour would lead him to place an undue strain upon his health.

In receiving that report I was also considerably influenced by letters which I had received from Mr. Cassat himself, and which made it plain that he would prefer to have a longer opportunity of testing himself at home. I therefore cabled both to Dr. Dodd, and to Mr. Cassat recommending that he be allowed to remain during the winter in Atlantic City, where I understand he has an excellent opportunity of profitable service in connection with the first Presbyterian Church. If this meets with the approval of your Board, we should hope that Mr. Cassat

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might be able to return to us next Spring in time to take over from Mr. Hunter before the latter leaves on furlough, though in that case I think it would be imperative for him to have some assistance, so as not to have to bear the ~~whole~~ burden of the dual office of Treasurer and Registrar, such as Mr. Hunter is at present endeavouring to carry. Meanwhile I feel that Mr. Cassat's presence in America will be of great value to us in interesting friends in the work of the University.

(2) Dr. Cheng and the Vice-presidency

Your joint letter to Dr. Moorshead and myself regarding Dr. Cheng was very encouraging, and at the same time I received a delightful letter from Dr. Cheng himself with reference to our invitation. I fear it will be impossible for him to give us any decided answer until he is back in China, and I cannot but appreciate the fact that the National Christian Council is making desperate efforts to secure him as a full-time secretary. In this connection my own position is a somewhat delicate one, as I have been Vice-Chairman of the N.C.C. for the last two years, and was Chairman at the Annual Meeting this Spring, when an urgent and unanimous request was again sent to Dr. Cheng that he should take up full-time secretaryship for the Council. As I myself approached him with a view to the Vice-Presidency of the University before the N.C.C. extended its invitation to him, I do not feel that I can be accused of disloyalty ^{to} ~~against~~ the N.C.C. in claims of this institution, and in the event of his accepting we should naturally look forward to his serving the Council in many ways in an honorary capacity. At the same time I know that the pull of the N.C.C. work will be a difficult one for him to resist. In any event the ultimate decision must of course be in his hands, though we are still hoping ~~that~~ with all our hearts that he will decide to come here.

(3) Charter and Incorporation.

2489
Turning to your letter of April 12 and the Minutes of the N. American Joint Board, I want to thank you for the helpful and explicit details which you have been good enough to send us regarding the Bill for Incorporation, with copies of the revised draft. These are now being circulated amongst the Field Board and members of staff, and are naturally arousing great interest in both quarters.

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It seems to me that the new draft has well covered the various points which were raised, though one of the most important questions affecting us on the Field will be the composition of the suggested bye-laws.

In this respect I notice that there has been a general question raised by your Committee, as to whether or not these bye-laws should be brief and dealing only with the fundamental constitutional aspects, or whether they should be full and detailed. My own personal opinion would certainly be in favour of the former course. There is no question that at the present time our Field Board is suffering through an attempt to write into its constitution a great many minor details which are really out of place there, with the result that there is a constant danger of certain byelaws of the Constitution becoming a dead letter, owing to their impracticability in working.

I am interested to hear of the divergence of opinion with reference to the basis of co-operation. As that, however is a matter which primarily concerns the two Joint Boards, I hardly feel that it would be in place for us to pass any comment on the question.

The third matter to which you refer, namely the implications of transferring large authority to the Field Board of Managers, is, however, a vital one to us, and I notice that under this heading you again refer to the question of increased representation upon that Board for those co-operating units which have the largest financial interest in the University.

local interest

This matter, as you know, was discussed by our Field Board a year ago, and I wrote to you then with reference to it. I confess that I should view any ~~that~~ alteration from our present procedure with the greatest apprehension if it involved an increasing amount of foreign control.

The greatest problem that we have before us at the present moment in Christian Higher Education is the development of a sense of proprietorship on the part of the Chinese Christian Church for those institutions of higher learning, and the more we insist upon local control being entirely proportionate to financial investment, the more shall we retard the day when the Chinese will feel that sense of proprietorship

—no

to which I have referred.

I have just come back from a remarkable meeting of the National Christian Council, where the outstanding fact was not merely the fine spirit of fellowship and co-operation, but the active and aggressive part which was taken in the work of the Council by the Chinese representatives. The Budget of the Council for this present year is \$75,000, of which the Chinese have underwritten \$10,000, but the membership of the Council is on a 50/50 basis. Unless the representatives of Missions had been prepared to act in this generous way, and to forget altogether the disproportion of financial investment, it would have been impossible for us to develop the sense of solidarity which the Council represents. I believe the same holds good of our educational institutions.

and responsibility

The question which you raise as to the minimum unit of co-operation appeals very strongly to me. I wish I were a good enough "American" to understand quite clearly what "raising the ante" exactly connotes, but as I imagine that it refers to an increase in the original basis, it certainly has my heartiest support! When one thinks of the enormous increase in buildings, equipment, staff and educational facilities which this place represents to-day, as compared with the conditions when the \$1000 minimum was adopted, I think that a very strong case can be made out for an increase.

\$500. is the figure sent to Dr. Balme

500. ?

Your reference to the \$5000 Gold which is to be charged up against us for attorney's fees, comes rather as a blow, as we have no funds in hand to meet it, and I fear it will simply go to swell an overdraft on the building and equipment fund which I am most anxious to see wiped out at the earliest possible moment.

(4) Promotional Activities

I read with deep appreciation the sympathetic minute passed by the Joint Board with reference to the possibility of some active promotional work being carried on in N. America in the interests of the University. May I express to you and to the Joint Board my sincere thanks for this sympathetic reference. I earnestly hope that your Executive Committee will be able to follow out the suggestion of the Joint Board in finding some ways

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of promoting interest. In this connection the presence of Mr. Cassat and Dean MacRae should be of great service, and I trust that the Board will see its way to giving them some facilities for placing the needs of this institution before possible supporters.

I notice also that the Board has expressed its willingness to make an endeavour to secure the balance of funds needed for the salary and maintenance of Dr. Cheng, in the event of his accepting the Vice-Presidency, and the available funds from Great Britain being inadequate. Again let me say how keenly we have appreciated this action.

(5) Department of Education and Middle School.

Here again your Board has given us occasion for real encouragement, and I earnestly hope that it will result in steps being made possible for some start to be made during the coming autumn. We at this end are doing our utmost to induce a wealthy Chinese friend of the Chi University to put money into this project, and I am hoping that if we can make a temporary commencement in rented quarters, we shall find him willing to do something more permanent and substantial.

Our Field Board will hold their Annual Meeting on 18th June and the following days, and at that time the Minutes of the British and N.American Joint Boards will be laid before them. I shall then be writing to you in detail with reference to such actions as may be taken.

You will be interested to know that at the same time as the Field Board meets we shall be having our first Alumni Day, when the new University Gate, which has been built by old graduates, will be formally presented to the University. We are doing our utmost to make this an opportunity for rallying interest, with a view to securing fuller support for the University from these graduates in the future.

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I cannot close this letter without saying how profoundly we have rejoiced in the remarkable results which have attended the work of your Board for this past year year. Whatever critics may say as to the increase of false teaching ~~from~~ the decadence of conviction, ~~the~~ Church which is willing to provide more than five million Gold Dollars in the year for the carrying on of its missionary enterprise, is a Church that ~~has~~ is full of spiritual vigour and life, and I would like to offer you on behalf of the University our warmest congratulations upon this splendid result.

With kind regards,

Believe me,

Yours very sincerely,

W. D. D. D.

HB/FHM

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Harold Balme

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, CHINA

FILED
OCT 16 1924
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LI TIEN-LU, Ph.D. Dean, School of Arts and Science
SAMUEL COCHRAN, M.D. Dean, School of Medicine
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British Joint Board

F. H. Hawkins, LL.B., Chairman
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North American Joint Board

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Field Board of Managers

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156 Fifth Avenue, New York City

SCOTT REC'D

JUL 24 1924

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Dr. G.I. Scott,
156, Fifth Avenue,
NEW YORK CITY, U.S.A.

TSINAN 21st June, 1924.

JB TRANSFER

My dear Dr. Scott,

There are four matters which were acted upon by the Field Board of Managers at their recent meeting which involved special appeals to the co-operating Missions.

The first of these is contained in Minute No. ⁵⁷⁸ 522 and is an appeal for direct contributions towards General University expenditure. Expansion of the work of the University not only increases to some extent our overhead charges, but brings new demands upon us in connection with those matters which specially affect the corporate life of the institution and its policy of attempting to secure Chinese support. All general publicity work falls upon this budget, as do also the upkeep of the general buildings and grounds, of the development of the religious, social and athletic life of the student body, and a grant towards the University Library. In this way the University is serving all schools, but although we receive a small contribution from each school it does not begin to pay for the expenses to which I have referred, and had it not been for the appropriation from your Board and from the British Joint Board, we should have been in a very serious position. We are still needing further help, and as you will see, the Board is asking that each Mission which co-operates in the University should make a definite appropriation to the University itself, as well as to the particular school in which its representatives are working. I hardly think that any Mission Board can consider this request an unreasonable one.

250.00 per year

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(2) -523 The second matter is with reference to the upkeep of the Extension Department, the maintenance of which has so far fallen solely upon the Baptist Missionary Society, and has been made from a special fund known as the Arthington Fund. Unfortunately that fund is coming to an end, and there is no possibility of increased appropriations. The Field Board, however, feel that the extraordinary opportunities which the Extension Department possess for evangelistic and social work should not merely be confined to the daylight hours. There is a large population in this city which would throng the doors of the institution in an evening if it could but receive them, but the expense of lighting and the extra staff, would probably entail a further annual expenditure of approximately \$2000. The Field Board felt that this matter also should be brought to the attention of the different co-operating Missions, in the hope that some might see their way to make a grant towards the same.

(3) In Minutes 515-516 you will also find reference to two special staff needs, the former for an increase of nurses, and the latter for the special appointment of a superintendent of works to take over the growing burden of administration of our physical plant.

In the case of nurses, we have already had a promise from the Canadian Presbyterian Women's Missionary Society that they would be prepared to support a nurse on this staff, but we have never so far secured an appointment; whilst the need of extra nurses was included in the original appeal sent to the Women's Boards in connection with the amalgamation of the Peking Women's Medical College with our School of Medicine.

I do not know whether you would prefer for me to communicate directly with the co-operating Mission Boards in N. America, or for yourself or Mr. Moss to do so on behalf of the Field Board. Would you kindly inform me on this point. I shall of course communicate these matters to the Missions in China, but they do not all follow the procedure which is followed by the A.P.M. in requiring such matters to be acted upon first on the Field, and it is therefore an advantage for these requests to be presented not only to the Missions in China, but also to their Board authorities. I shall be glad to hear from you on this point matter.

Ann
7/9/24
Swth

With kind regards,

Yours very sincerely,

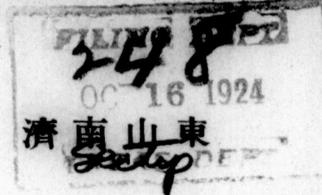
Howard Salter

HB/FHM

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魯大學

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA



OFFICE OF THE PRESIDENT

21st June, 1924. SHANTUNG

SCOTT REC'D Dr. R. Fletcher Moorshead,
191 Furnival Street,
LONDON, E.C.4., ENGLAND

TRANSFER

and Dr. G.T. Scott,
156, Fifth Avenue, NEW YORK CITY,
U.S.A.

Dear Dr. Scott and Dr. Moorshead,

We have just completed a particularly interesting week in the history of the University, as we have had our first Alumni Day, Dedication of the new Gate which the Alumni presented to the University, the Graduation Ceremony of the largest Theological Class which have ever received their diplomas at one time, and the Annual Meeting of the Field Board of Managers.

The spirit throughout these gatherings has been delightful, and it has been a most encouraging experience. Although it was not possible for a very large number of old graduates to assemble here, owing to the distance at which many of them live, and the fact that a large number of them are teaching in schools which have not yet commenced their vacations, we had between 60 and 70 representatives present, some of whom travelled a considerable distance in order to be with us. You will find in the large batch of papers which I am sending you, a programme of the ceremony; ~~and as~~ We were favoured with excellent weather, it passed off most pleasantly and happily.

Unfortunately Dr. Chang Po-ling was unable to attend this meeting, or the meeting of the Field Board, but Bishop Scott, as Vice Chairman, kindly took his place on both occasions. During the afternoon of Alumni Day the graduates met together for a considerable period, and are planning to develop their own Association more fully, with a view to enlisting the support of all former graduates. This will, I hope, result in the gradual development of financial aid for the work of the University. We concluded a very interesting day with a Chinese dinner at which the University staff and the alumni both partook.

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Our Graduation Ceremony consisted of a very impressive religious service, which was held in the University Church, and at which Dr. T.T. Lew of Peking delivered a very able address. Fourteen theological students received their diplomas out of a class of 17, the other three being put back for a further six months study.

The Annual Meeting of the Field Board took place on June 18 & 19, and for the first time we were favoured with the presence of our new women members, who added greatly to our Conference. Amongst other new members who were welcomed on the Board was the Rev. N. Astrup Larsen, Acting Superintendent of the Lutheran United Mission, Rev. Harold B. Rattenbury, Superintendent of the Wesleyan Methodist Central China Mission, Mr. Y.H.Wang, who has the distinction of being the first Chinese representative elected by a foreign mission as its delegate to the Board, and Mr. Sun Hwei-wu, Chairman of the Provincial Assembly of Shantung, who is the newly appointed representative of the Alumni Association. Our meetings were most harmonious, and as you will see from the Minutes a considerable amount of business was done. Without further comment I will now take up these Minutes in order.

494. Reports of Administrative Officers.

Copies of these Reports are being mailed to you herewith, and I hope you will have time to peruse them as various of the items dealt with in our Minutes arose from matters contained in those reports. My own report, which is to be printed, as was the case last year, and a number of copies will be sent to each of you together with the printed volume of Minutes.

495. Representation of Women on Field Board

We had before us in considering this subject, not only the point raised by the British Joint Board, but also a suggestion from the Dean of Women, that so long as there are but two women's Mission Boards actively co-operating in the maintenance of the Women's Unit, their representation on the Women's Committee should be increased. At present, as you know, there is but one representative, under our constitution, for each such Board, so that the total membership of the Women's Committee at present cannot exceed four, two Mission representatives and two co-opted. This is obviously inadequate.

0807

Missions connected with

The point which has been again raised by the the British Joint Board is by no means as simple as it may appear on the surface. I think there is no question that from the constitutional aspect their protest is a correct one, and that the Women's Boards should be entitled to direct membership upon the Field Board, as is the case with the men's Boards. The matter, however, is greatly complicated by the fact that with some societies, such as the American Methodist Women's Auxiliary, it is an entirely separate unit, whereas with others, such as the A.P.M. or B.M.S., this is not the case. If therefore we are to keep to the strictly constitutional aspect, or as others have urged, to ignore the sex question altogether, it would simply mean that the Board which did not have a separate Women's Society would not necessarily secure any women's representation at all, although its women constituents at home might be making large contributions to the support of the work.

I admit that this difficulty could of course be overcome, but it is only one of various complications inherent in the situation. However there is no question that the whole constitution of our Field Board will need complete reconsideration before long, for even if we do not secure the Charter from Canada, we shall still have to go into the question of our constitutional procedure out here. For that reason the Field Board considered it inadvisable to deal with this matter immediately, but to wait for the byelaws which your committees are now preparing for submission to the field.

496 and 497. Charter and Incorporation.

*764-9
764-10*

The Field Board have been much gratified with the progress which has been made towards the securing of our Charter, and we feel that we are under a special debt of gratitude to the Committees which have been working on this matter in New York and London. We anxiously await definite news as to whether or not the Bill is passed. If it is, through, I take it that we shall then be receiving suggestions from New York as to the constitution of the ~~provisional~~ Board of Governors and the suggested byelaws for the University. I shall of course take these up in due course with the organizations on the Field.

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The Field Board did not quite know what to do with reference to the bill for attorneys fees, as we have no funds which can be used for this purpose. We trust, however, that the special effort which is to be made at both home bases to secure money will pay the costs of incorporation, & will also be able to take care of this item.

498. Admission of Women Students

One of the most interesting matters which came before us in the reports of the Administrative Officers was that concerning the success of our experiment in co-education. It has been quite remarkable to notice how easily the adjustments have been made, and how little administrative difficulty they have caused. This has been due partly to the dignified and selfpossessed character of the educated women students of China to-day, and partly to the unique advantage which we possess in having with us such experienced helpers as Dr. Luella Miner and Dr. Eliza Leonard. There has been one element in the situation, and one only, which has caused some disappointment, and that is the failure of a somewhat large proportion of the women pre-medical students to make good on the scientific side of their work. There is no question whatever that the mental capacity of the women students is fully equal to that of men, and in some respects they are inclined to take their work far more seriously and conscientiously. In the Medical School, therefore, they are easily able to hold their own position, but in the first year of Pre-Medicine, when we are dealing with girls who have come straight to us from Middle Schools in most of which the teaching of science is sadly lacking, it is rather a different story. Although we took in a large number of such girl students last September, I am afraid that many of them will have to be dropped. This is of course a serious matter, and one which will only be solved when the various Girls' Middle Schools are better staffed with expert teachers.

This aspect of the situation was brought to the attention of the Field Board by a resolution asking that our new Department of Education which will shortly be offering courses should also be open to women students. This of course is a matter upon which we shall need the judgment and decision of the Joint Boards, as it will eventually entail the provision of larger dormitory accommodation than we at present possess, or as an alternative, the opening of a residential hostel.

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Such women students as could avail themselves of this course next September can be accommodated without any financial obligation, and in view of this fact and of the great undesirability of delaying a further year before admitting such students, the Field Board recommended to the University authorities that they be allowed to avail themselves of the facilities of the Department of Education during this coming year.

This, however, is really only an emergency measure in view of the fact that it is not possible to secure Joint Board action at so short a notice, but the larger question as to whether or not we should make it a practice to receive women students each year is the critical one.

Women

At the present time we are receiving constant applications on this point, and when one thinks of the large Christian community in this province alone, and the growing need for qualified Christian women teachers, it is difficult to justify a policy which would shut them out of the advantages which our Department of Education will now be able to offer, and which will provide accommodation for considerably more students than are at present enrolled. If it were merely a question of adding 10 or 20 men students per annum to this Department of Education, it would be a perfectly obvious matter. Ought we therefore to allow the fact that they are women to stand in the way of their securing these much needed facilities, now that we have women students in the other departments, and excellent supervision is provided for them?

classroom

499. University Middle School.

As I think you both know, I have greatly hoped that we might be in the position to open the first two classes of Middle School during the coming autumn, in spite of the fact that this would involve the using of temporary quarters. As however only half of the expense is guaranteed, and we do not yet know what attitude the N. American Joint Board will take towards providing the other half, I did not feel justified in proposing any such step to the Field Board. The Minute has therefore been worded, as you will see, in the hope that we may be in a position to make a commencement with this work next February. By that time Mr. Drake will be back and our Department will be in a good condition to look after this side of the work.

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Meantime you will be interested to know that we have as our alumni representative on the Field Board a Chinese gentleman who not only possesses considerable means, but who for some time past has been contemplating the possibility of erecting a private Middle School in this city. Hitherto we have not encouraged him very much in this matter, as we feared that the control of such a school would probably be out of our hands, and that although we might be allowed to use it for practice teaching, we should have little or no voice in the choice of curriculum or the selection of staff. Now that Mr. Sun has become a member of our Field Board, and will be brought into touch with our own situation regarding the Middle School, we are not without hope that he may be induced to put up permanent buildings for us, and to ask the University to run the School for him. This would of course at once relieve the home Joint Boards of the heavy burden of trying to secure permanent quarters for us. This possibility, however, adds to the urgency of our making a temporary start, so as to get our classes organized and students gathered together. May I commend this matter to the sympathetic consideration of the N.American Joint Board.

500. Continuance of Sub-Freshman Year.

The carrying on of this special year which was decided upon by the Field Board in June 1923, imposes heavy burdens upon our scientific departments. It was only instituted in order to give the Middle Schools a breathing space in which to raise their own standards to those of a full six-year school. We feel, therefore, quite justified, in giving notice that we shall abandon this sub-freshman year in September 1926. By that ~~time~~ time, however, we will probably be running three years of Senior Middle School ourselves, and ~~this~~ will be able to care for students of such schools as are still unable to make the change.

504. Non-residential students.

In accordance with the request of the N.American Joint Board we have been making enquiries from the various Christian Colleges as to their experience in the matter of non-residential students, and I am enclosing for each of you a statement which we have drawn up as a result of this enquiry.

You will notice that while a considerable number of the colleges have had no experience in this connection, those who have received non-residential students are distinctly divided in their mind as to the wisdom of such a course, the chief objections, where they exist, being on the grounds of (a) the deterring effect upon the religious life of the student body, (b) the difficulty of assimilating non-residential students into the general student body, and (c) the impossibility of providing adequate supervision of the lives lived by such students.

When the result of this correspondence was reported to the Field Board, the general feeling expressed was adverse to our taking any serious step towards the admission of such students. They did not feel that objections should be raised in the case of ~~limiting~~ any whose surroundings are well safe-guarded, e.g. students coming from good Christian homes in the city, or living at the Y.M.C.A. or Y.W.C.A. etc. As a matter of fact we have already received a few students of this type.

505. Support of Chinese Members of Staff.

The Field Board considered the amended proposal of the British Joint Board with reference to the procedure to be adopted in the case of Chinese members of staff, whose support is sought from home. They felt, however, that even the amended proposal would create endless difficulty on the Field. It may happen, for example, at any time that we hear of an excellent man who has hitherto been working for a Mission or Christian organization which has nothing whatever to do with this University. It is comparatively easy in such a case for us, as a body on the field to communicate with regard to him to the Mission or Church to which he belongs, and to gather together the necessary references. But if, as is proposed by the British Joint Board, we are to ask that particular Church or Mission to communicate direct with home, the difficulties would be greatly increased, and in many cases we ~~do~~ not know whether or not they would have done so. We might of course ask them in such a case to inform us when they have sent the necessary particulars, but if they have to communicate both with home and with us, they will naturally ask why we cannot forward these particulars ourselves.

I cannot help feeling that the most satisfactory procedure is for the Field Board to secure all credentials that are necessary, both with reference to academic and spiritual fitness of the individual in question; for us to transfer it to the Joint Board in the country from which the financial source is expected; and for that Joint Board to pass on the details to the particular communion which is affected. In that case the interdenominational character of the Field Board and Joint Board, to which reference is made in the B.J.B. Minute, hardly affects the case, as we merely act as transmitting agencies.

506. Post-graduate Facilities.

This Minute, as you will notice, is another attempt to obliterate distinctions between foreign and Chinese members of staff. We have already had some experience in this direction, as the P.U.M.C. has most kindly offered post-graduate facilities for three or four of the Chinese teachers on the staff of our School of Medicine, and they have benefited greatly by such ~~opportunities~~. We feel that this ~~opportunities~~

procedure should be extended, and although we cannot commit ourselves to the exact period at which it would be possible to offer a time of leave to the Chinese members of staff, it should not be difficult, once the principle is adopted, to make the necessary adjustments. It could probably be done in almost every case without incurring extra expense.

507. Limitation in Numbers of Medical Students.

1181 This Minute requires some explanation. It arose out of a statement which you will see included in Dr. Cochran's report, referring to an action recently taken by the Medical Faculty on the subject of the size of classes to which they could give proper attention.

Our laboratory accommodation is at present distinctly cramped, one particular laboratory, for example, having to serve three departments. With the recent increase in pre-medical students, the Medical Faculty have become somewhat alarmed as to whether they would be able asked to admit classes larger than can be accommodated in one section in the existing space, and the first Resolution which they presented to the Senate was to the effect that from September 1926 no classes larger than 30 should be admitted. This action was not due to any unwillingness to teach a larger number of students, but was dictated by the physical limitations of their present accommodation, that being the maximum number which can be taught at one sitting. If, therefore, larger classes are admitted, all laboratory work for such classes has to be duplicated, and that in turn is impossible without further space, further accommodation, and some increase in the number of assistant instructors, etc.

When the matter came before Senate, I pointed out to the representatives of the Medical Faculty that we had assumed large responsibility by the inclusion of so many Missions in our Medical School, and that it is justice to that wider constituency, it would hardly be proper for us to put out a definite notice that we would not admit more than a limited number of students. I urged that it would be more in keeping with our responsibilities if we should state what would be the extra requirements of space and staff which would enable us to take classes larger than 30.

In accordance with that suggestion the Faculty revised their original Minute and brought in definite details as to further requirements. When this matter came before the Field Board the representatives of the more distant Missions, particularly the Lutheran Mission and the Wesleyan Missionary Society, spoke very strongly against any suggestion on our part of limiting our medical

classes to such a figure as thirty. They pointed out that their only reason for co-operating in this School at so great a distance from their own territory lay in the possibility of sending students and receiving back qualified helpers. If there was to be any thought of excluding such students, their interests in the School would cease. If on the other hand the inclusion of larger classes entailed great demands, they would endeavour to use their personal influence with their Mission Boards to secure a larger measure of assistance.

It was in view of these remarks that the Minute was drawn up in the form in which you now have it.

510. Assistant Professors.

With the growth of our Faculties we are finding ourselves somewhat handicapped by our present constitution which recognises no intermediate step between that of an instructor and an associate professor. This difficulty is not only felt in the case of Chinese members of the teaching staff, but also of new foreign teachers, who hitherto have been immediately appointed as associate professors. This is what has led to the request for an additional rank to be instituted.

S Strictly speaking this is an amendment to constitution, but I hope that when we consider our new byelaws, a question of this nature, which is subject to change as conditions differ, will not be written into the actual constitution of the Field Board.

511. Staff Appointments

I do not know that this somewhat formidable list of staff appointments needs detailed comment. Each case has been gone into very carefully, and most of the new appointments are due to the reorganization of the Medical Faculty consequent upon the coming of the women teachers. This was first dealt with by a special committee of that faculty, and subsequently approved by the whole body, so that these recommendations come with the full approval of the Medical Faculty itself.

You will notice that our Librarian, Mr. Donald Parker, who came out on a three-year contract is resigning this summer, and returning to America. As he will not have completed the full three-years he will only be receiving a proportionate amount of the cost of his passage. He has done conscientious work and been most willing to help wherever needed in the University.

We are extremely fortunate in having ~~the~~ Mr. Kwei, a graduate of the Boone Library School, who has since been assistant librarian at Tsing-Hua, Peking and the P.U.M.C., and who has been helping in our own Library, supported by private funds, for the last 12 months. He comes of a fine Christian family and is himself a true Christian.

514. Rev. A.P. Moor.

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You will remember that the Departmental Committee of our School of Theology recommended to the Administrative Council in March of last year that an invitation be sent to Rev. A.P. Moor, to join the teaching staff of that school, and at the same time a request was addressed to the American Presbyterian Mission to use their kind offices in the attempt to secure this appointment. We have since learnt that Peking University is also making efforts to secure Mr. Moor, but on hearing of our prior negotiations, President Leighton Stuart has stopped action. I understand that Mr. MacRae is already in close touch with the Presbyterian Board offices with regard to this matter, and we earnestly hope that this may result in Mr. Moor's being accepted by the Presbyterian Board, with a view to appointment to the long unfilled vacancy on the Theological Staff.

515. Nursing Re-inforcements.

1181
The situation in our Nursing School is rapidly becoming a most critical one. Since Miss Pollard's return to England on health grounds two years ago, we have had but three foreign nurses for the supervision of the work in the University Hospital, and for the care of our large and important Chinese Nursing School. During the past few weeks Miss Logan has also been seriously ill with throat affection, leading to joint trouble with subsequent cardiac complications. At present the whole of our nursing work is entirely upon the Dinkelacker sisters. Furthermore we are, as you know, making plans with a view to large extensions in the University Hospital, which will call for considerably increased foreign supervision.

5 (More than two years ago the Women's Missionary Society of the Canadian Presbyterian Church undertook to support a nurse upon our Hospital staff, but referred the matter to of appointment to their Mission in Honan. That Mission has been unable to set anyone aside for this position, owing to the claims of its own expanding medical service. I am therefore asking them to join with us in our appeal to their Society to make an appointment direct from home, and should be most grateful for the support of the N.American Joint Board in forwarding this appeal.

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We have also for the last three years been looking for a representative of the S.P.G., as Prebendary Isaacs had kindly undertaken to find the support of a former member of his parish, who had qualified as a trained nurse, and was expecting to come to China. Unfortunately she was prevented by domestic circumstances from coming to the East, and since then no-one has been found to take her place. In view of our critical need here, and of the great desirability that our Nursing School, like our School of Medicine, and Hospital, should be equally served by both British and American nurses, we would appeal to the British Joint Board to assist us in the attempt to secure an S.P.G. nurse.

S | For the remainder we are looking to the Presbyterian and Methodist Women's Boards in America, as the supply of ~~th-~~ six new nurses forming part of the urgent needs outlined in connection with the Amalgamation Scheme. Might I also ask for the help of the N.American Joint Board in this connection.

516. Superintendent of Works

I have on more than one occasion referred to the heavy strain which is coming upon us, owing to the growing expansion of our physical plant; The care of our power-plant and workshop and the oversight of repairs, and of our staff of employees is preventing an extremely heavy burden. A large part of this at present is resting upon the shoulders of Mr. Harkness who as professor of physics had more than 150 students under his care last term, involving an enormous load of teaching duties. The rest of this work comes mostly upon myself, and I think that I can also claim to have my hands sufficiently full without these routine details.

There is no question that if we had a business man with some training in the care of machinery and of a workshop, who could take over these duties, and who could regard the spiritual and social care of our staff of employees as his main missionary activity, we should not only secure far more efficient services than has been the case in the past, but would relieve overtaxed teachers and administrators, and effect real economies in finance. There are a great number of places in our present system, particularly in such matters as the cost of repairs and the economic use of power plant, where our present system is as wasteful financially as it is from the point of view of man power. Might I ask you to bring this matter to the attention of the co-operating Missions in the hope that one or other of them will be prepared to set a man aside for this duty?

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518. Financial Support of the University.

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Although, as you will learn from the Treasurer's Statement, the University is succeeding in living within its income, in accordance with the rigid policy which the Treasurer and I are insisting upon, one of our greatest difficulties at present is the provision of an adequate source of income for general University administration. Since the three colleges were assembled in Tsinan, and the University became a definite unit, a large number of activities essential to the development of a corporate University spirit and to the cultivation of the Chinese community, have devolved upon the general University funds. The whole of the religious and athletic life of the institution, together with the upkeep of the general buildings and grounds, the cost of our publicity work, etc. have to be met out of this budget, and it is a very difficult matter to finance it.

We are greatly indebted to the American Presbyterian Mission North and to the British Joint Board for the appropriations which they have made during the past two or three years, but we have noted with some alarm, that the British Joint Board have not seen their way to guarantee the sum of \$1000 which for the past three years we have received from the Baptist Missionary Society, nor are they able to promise us the whole of the \$4000 for which we budgeted last year. This means therefore that at the very commencement of our fiscal year our General University Fund is faced with a possible reduction of \$2000. Such a reduction can only be made on our budget, but cutting out some of the items which as we see it are really essential to the life and progress of the University, such, for example, as the issuing of our already limited publications, or the salary of our physical director.

Such retrenchment would have serious consequences at the present time, and we are therefore appealing to the British Joint Board to reconsider their decision, in the hope that they may yet be able to guarantee the full \$5000 necessary to carry on our existing activities.

There is however another possible source of help. It always seems to the Field Board somewhat strange that while the General University Fund has to care for so many activities which help the component schools, ~~and~~ all Missions co-operating in any particular school make no appropriation whatever to the General University Fund itself. It is true that a small assessment is made from each school towards General University expenditure, but this assessment is a very small proportion of the actual expenses incurred; nor is it possible whilst the budgets of the school are so restricted to increase it.

0817

S/ The Field Board considered that this was a case in which an appeal should be directed to the co-operating Missions to make a definite appropriation towards General University Funds. You will notice from the Minute that they have suggested a minimum of \$250. I felt obliged to utter a word of protest against that minimum, as we have learnt from somewhat sad experience that a minimum is very apt to become a maximum. The Board, however, did not feel that a larger sum should be included in the Minute, but earnestly hoped that some of the Missions would see their way to making a more generous appropriation than the actual figure named.

This last year has been a most anxious one from the point of view of finance, owing to the uncertainty as to the sum which we should receive for general University purposes from the British Joint Board. It would greatly relieve my own personal anxieties if a more certain source of income were assured to us by additional appropriations from the various Missions.

519. Revised Scale of Salaries

The action for this revision has arisen partly because of the new rank of assistant professor, recently decided upon, and partly because we are finding it essential to leave a somewhat larger scope for possible increases of salary in the case of well-qualified Chinese members of staff whom it is not expedient to promote to a new rank. Before deciding upon this ~~scale~~^{scale}, we secured information as to the scale of salaries which obtains in other institutions in this country, and I may mention that the rates recommended by the Field Board are in an intermediate position between a minimum and maximum prevailing at other colleges.

522. Additional Microscopes.

At the time when our Pre-Medical and Medical Departments were equipped, the money in hand was insufficient for the purchase of an adequate number of microscopes for the Department of Biology, and during the past year that Department ~~has been~~^{would have} unable to carry on its work but for the fact that it was able to borrow some from the School of Medicine. With the increase of our pre-medical students, that provision will no longer be sufficient, and the Department has therefore been obliged to give notice that it will be unable to teach a larger entering class than 45 during the coming term unless additional microscopes are provided.

NI
 S
 Dr. Leonard who has been greatly concerned about this matter for some months, has already written to the Women's Committee in New York requesting them to make a grant towards this needed apparatus from the money which they have ~~ex~~ reserved for equipment, and we should be grateful if the N.American Joint Board would ~~take~~ take up this request; otherwise I am afraid there will be nothing for it but to limit the entering class in September. Seeing that in any case a comparatively large proportion of our new pre-medical students fail to enter the School of Medicine, owing to insufficiency of scholarship or inability to cope with the somewhat heavy requirements of our Pre-Medical course, such a limiting of the entering class would greatly prejudice the possibility of adequate classes eventually reaching the Medical School.

523. Extension Department.

I am not sure how far you are aware of the fact that in spite of the remarkable work that is being done in our Extension Department, the limitations of its budget, which have hitherto only been provided by a single Mission, have made it impossible to open the doors of the Institute during the evenings. This means that a large number of people who are occupied during the day time can never avail themselves of the opportunities of the Institute. Mr. Whitewright has for a long time been greatly concerned about this, and the Field Board ~~are~~ urged that an attempt be made to secure ~~addi~~ the necessary additional appropriations. We are therefore appealing both to the Baptist Missionary Society which at present supports the Department, and also to the other Missions, for help in this direction.

525(a). Dr. Li Tien-lu's House.

P.A.
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 The action which has been taken by the Field Board is in accordance with the Minute of the Presbyterian Board recently referred to us by Dr. Scott. A sum of money has been placed at the disposal of the University which can be used for the re-payment to the Presbyterian Board of that share of their former appropriation of Gold \$6,000 which has been used in the erection of this house. That sum will now be paid over the Presbyterian Mission for use as they may indicate, and the house will therefore be regarded as belonging to the University for use either by Chinese or foreign members of staff. May I take this opportunity of expressing on behalf of the Field Board our sincere thanks to the Presbyterian Board of Foreign Missions for their generous action in releasing all claim to this residence.

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525(b). Water Supply.

There was no matter brought before the Field Board of more serious moment than the Report of the Manager of the Power Plant upon the condition of our water supply. When the present artesian well was sunk a few years ago and pump installed, the buildings were far fewer in number than they are to-day. We have however seen rapid increases in our physical plant without any proportionate increase in our water installation. When the women's dormitory was erected, and the Manager of the Power Plant was instructed to connect that building also with the well, he sent me an official protest, pointing out the serious risk which we were running.

At the present time our pump is worked by electric power, but so great are the demands upon the well in relation to the pumping capacity of the plant, that water is used as fast as it is drawn, and any temporary stoppage of electric power or breakdown of machinery means that all water supply is instantly cut off.

I need hardly point out to you the seriousness of this situation. With property of ~~the~~ a value exceeding \$1,000,000 and with all our sanitary arrangements ~~attendant~~ dependent upon an adequate supply of water. A special Committee has been investigating this matter for several weeks past and we have had considerable correspondence with engineers as to the most economical scheme which would ensure a due reserve. The first estimates have been ruthlessly pared down, and we have at ~~last~~ reached an irreducible minimum by which a second well and additional pump, together with repairs to our existing machinery, would be provided for an estimated cost of Mex.\$9,500.

S | As you will observe from the Minute, the Field Board are making this a matter of appeal to the Women's Committee, regarding which Dr. Leonard has already written to New York some weeks ago. The Board felt, however, that the situation was so grave, that it was quite unjustifiable to delay action for a single month. They have therefore taken the unprecedented step of instructing the Power Plant to proceed immediately with the boring of a second well, and the installation of a new pump.

This expenditure will of course have to be dealt with for the time being as an overdraft, the interest upon the same being added to existing charges for water.

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I felt very hesitant about this step when it was first suggested, in view of the clear and strong action taken by the N.American Joint Board a year ago, when the proposal to raise a loan for the building of houses was considered by that body. I think, however, you will agree that the situation with which we are at present faced, is hardly analagous to the sithation then presented to the Board. We are at present running a most grave risk and it is difficult to ~~see~~ how we can do otherwise than take immediate steps to place ourselves in a safer position, in spite of the expense involved. I earnestly trust that the Joint Boards will support us in this action.

525(c). Overdraft on Building Fund.

S You will remember that in presenting a statement as to the existing Overdraft on the various Buildings which have been erected here during the past few years, a clause was included in our Minute, pointing out that the greater part of this sum was covered by the deposit in the Banque Industrielle. Mr. Hunter has since discovered that this is an inaccuracy, and we are therefore anxious to correct false impressions which the previous Minute may have given. Unfortunately we have not at present any word as to the recovery of our deposit in the Banque Industrielle. Should that money be lost our Overdraft will have to be increased by that sum, which is a serious condition to be faced.

525(d). Tax for Maintenance of Public Services.

This Minute is the outcome of the action taken by the Administrative Council in November last, details of which are already in your hands. A special committee will be appointed to make a careful estimate of the charges for public services, which should rightly be assessed, and a small municipal tax will then be charged upon all University property in order to cover these items. This will not only include the present upkeep of such services, but also leave a small balance for necessary extensions.

525(f) Leper Hospital.

You will, I am sure, be gratified to hear of the steps that have been taken with regard to the establishment of a Leper Hospital in close proximity to the University. Two of our old graduates have been most enthusiastic in support of this scheme, one of them himself advancing the whole sum required for the purchase of land, the repayment of which he is hoping eventually to secure from some of his Chinese friends. Plans are now being drawn for submission

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to the Mission to Lepers, and we are hoping that it will be possible to erect a building very shortly. Although it will be under its own special Board of Management, the Deed of Trust, which is being drawn up, not only gives us full liberty to undertake the medical care of the patients, and to use the Hospital for the purpose of teaching our students, but also confers upon us full facilities for evangelistic work. In this way I trust that we shall be able to render a real service to this unfortunate section of the community.

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I feel ~~is~~ most apologetic as I think of the length of this letter, but it did not seem possible to forward to you so many important minutes without giving you some idea as to the reasons which have led the Field Board to take the various actions contained in them.

If my statements are not as clear as they should be, will you please excuse it on the ground that we are at the end of an extremely heavy term, and my mind is not working as satisfactorily as I might wish. I am feeling pretty tired out these days, but I am hoping to get away for a time during the vacation.

With kind regards,
Yours very sincerely,

W. O. Salome

HB/FHM

0822

FILING DEPT.

JUN 25 1924

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SECRETARIES

SHANTUNG

June 23, 1924.

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

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

Dear Dr. Moorshhead and Dr. Balme,

Thank you for your fine recent letters of May 26th and May 31st respectively regarding the University. Dr. Moorshhead enclosed a copy of the Minutes of the British Joint Board Meeting of May 16th and a copy of his letter of May 21st to Dr. Balme. It is fine to be assured of the steady and satisfactory progress and development of this important institution.

248-10
By-Laws. We have had very little time as yet to give to these By-Laws. Various changes have been made in the Draft Bill for the Charter throwing new matters into the By-Laws and it would seem advisable that the drafting of the By-Laws await the actual completion and passage of the Bill. The two matters that have been relegated to the By-Laws are,- provision for representation by proxies, which was finally changed to permissive rather than mandatory in the Draft Bill, and the matter of degrees becoming available only after examination subsequent to the passage of the Act.

248-9
Draft Bill. This has been going through almost daily changes lately. I have hardly been able to keep up with them. The most serious question has been in regard to Section 10 on the conferring of degrees. This is a very long story. The matter finally came to a head in the Senate Committee last Friday and as a compromise the Committee adopted the clause reading as follows,- "The University may, subject to such regulations as the Board may by By-Law enact, grant such credentials and degrees, including honorary degrees, as are in accordance with the laws of China." This proposal by a member of the Committee was "immediately accepted" by the attorney for the University who was presenting the matter to the Committee. It is easy to understand what the Committee had in mind in adopting the clause, yet its implications might be quite serious if attempt were made to force a full and strict interpretation of the clause and bring the degree granting authority of the University under the Educational Laws of China. Opinion in New York, which I have tried to canvass, seems to be that the clause is somewhat unfortunate but that it might be better to accept it or an attempt at revision might make matters worse. The position of the attorneys has been to get the best Charter we can now and to apply for any necessary amendments at a later date. Feeling that the University on the field should be apprized of this revision in the degree granting article, I at once cabled Dr. Balme, the morning of June 21st, as follows:-

B A L M E
T S I N A N (SHANTUNG, CHINA)

DIAPZAWHIB - QUOTEWONPS CUTOGRAJEP

0823

June 23, 1924.

A W U C G A D K O D D R O P L E E K S S C E U G O A C I P

Translation:- Charter is likely to be approved Quote - Such Degrees as are in accordance with laws, China. Telegraph if any objection.

George T. Scott.

Our assumption is that what the Committee of the Senate intends is that degrees shall not be granted "contrary to Chinese Law." I have suggested to the Canadian attorneys that this wording of "not contrary" would impress me as wiser than "in accordance with."

Middle School Funds. We are looking for funds to help toward the temporary fitting out of the quarters for the Middle School and its dormitories, but as yet none have been found. Naturally this type of temporary construction does not make much of an appeal.

The Presbyterian Term of Service, concerning which you inquire is five years for the first term in China and either five years, six years or seven years for successive terms with respective furloughs of six, nine or twelve months. No distinction is made for missionaries in educational work. The first term was recently shortened and the first furlough made a period of continued preparation and study.

Mr. Cassat will not return to the University this year, but we hope that he can qualify in 1925. We note Dr. Balme's desire to have him arrive sufficiently early to relieve Mr. Hunter before the latter departs on furlough.

The Support in Relation to Representation. In suggesting that the larger Missions in the University might have more nearly proportionate recognition on the Field Board, I was not basing the matter chiefly upon "financial interest" or "financial investment" the terms which Dr. Balme uses. I think especially of the "vital" interest represented for instance by twenty-nine members of the local Presbyterian Mission (counting the quota as married.) The Mission which places twenty-nine members of its staff in an institution would seem to deserve on the Board of Management more than twice as much authority as the Mission which places only two or three of its members in the institution. Neither did I think of "local control being entirely proportionate to financial investment" but merely that there be somewhat more recognition than there is at present of the larger interests which the English Baptist and American Presbyterian Missions now have at stake and which other Boards might be inclined to undertake if they felt that their contribution would provide suitable recognition of their heavier responsibilities. You of course realize that my objective is the placing of larger powers in the Field Board as the one body which represents all of the various parties engaged in the University. The Home Boards would, I believe, desire to transfer the larger powers only if the Field Board became a little more representative of the scale of interest in the University. The larger Missions having larger representation might naturally desire to elect a Chinese within their quota of Managers. Moreover it is earnestly desired to maintain strong vitalizing contact with the two great Missions. In no other union institution in China does any Mission contribute as much as the English Baptist and the American Presbyterian Missions contribute to Shantung and in no other institution does a fully cooperating Mission have as small a representation on the Field Board as do these two great Missions at Shantung.

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June 23, 1924.

Teaching Staff. Let me summarize briefly a few points in the situation regarding new and possibly new appointments for the University Staff.

(a) Rev. D. Campbell Butler was appointed by the Presbyterian Board at its latest meeting, June 16th, for the Department of English. He is a very estimable young man with a nice wife and a three or four months old baby. Mr. Butler has been very highly recommended by many types of people in many different places. He was graduated from College at eighteen years of age, taught Junior College English for one year, took the regular three years at Princeton Seminary, getting his M.A. degree at Princeton University and then held a Church History fellowship in Great Britain. During the past year he has been student pastor in a College in Texas. He comes to us from the Southern Presbyterian Board which is sending no new missionaries to China this year. He is now taking special courses in New York City on teaching English to foreigners. He would prefer an appointment to teach Church History in the School of Theology, but because of his youth and his inexperience and the desirability of having the Shantung Mission know the man who is assigned to the School of Theology, especially at just this juncture, Mr. Butler is quite happy to take the English appointment. Perhaps later on there may be some transfer of assignment agreeable to all parties concerned. He is a most likable person and will be a fine student leader and will be a very welcome addition to the University circle. The reports regarding Mrs. Butler are of the finest, but we do not know her personally.

(b) Mr. Moor has been asked to go to Hangchow College by the Southern Presbyterian Board to fill a vacancy in its quota there. Hangchow surely needs him. That the final decision will be I do not know. Mr. MacRae would be glad to have him in the School of Theology. The appointment at this time by the Presbyterian Board for that post would have the same difficulties for Mr. Moor as for Mr. Butler.

(c) Mr. Cassady is on a fellowship in Europe. He was proposed by Mr. Moor for the Theological Staff. As Mr. Cassady belongs to the Church of the Brethren we wrote to the Secretary of the Board, Dr. Bonsack, asking if the Church of the Brethren could not support him in the School of Theology. Dr. Bonsack conferred with me about ten days ago and reported that his Board was favorably inclined if their Mission on the field desired to make such assignment. It seems that the Church of the Brethren Mission has not known whether to cooperate in the theological work at Peking or Tsinan. It seems to me from what little I know of their situation that Tsinan is the better place for them. You will wish to take this up with their Mission on the field. Please note that all of these young fellows wish to be professors of Theology right from the start!

(d) Mr. King Gordon, the son of Dr. C. W. Gordon (Ralph Connor), a graduate of Manitoba University, who has spent the last two years in Oxford, might be available for the Department of English. I heard of him first just yesterday in a letter from Mr. MacRae who is now in Winnipeg. I am writing informing Mr. MacRae that Mr. Butler has been appointed for the English Department. Mr. MacRae approved of such a course a fortnight or so ago intimating that later Mr. Butler might be transferred to the School of Theology. Perhaps Mr. Gordon could go out to some other department of the institution. He has specialized in history and in economics. Possibly the Canadian Presbyterian Board would provide his support.

June 23, 1924.

(e) Mr. Cassat. If Mr. Cassat's ill health should prevent his return to China next year, will the University wish to have a new man appointed for the Treasurership or would one of the men at present on the field take over that responsibility. The University must continue to have a good Treasurer.

Dr. Cheng Ching Yi is soon to depart for China. He has written or telephoned me two or three times recently, but without any information as to his future course in China. No doubt the call of the National Christian Council will strongly appeal to him.

The Southern Presbyterian Board writes under date of June 19th that our request for a grant for the Pre-Medical Department of the School of Arts and Sciences "has been referred to our Mission for recommendation." Mr. Willis' letter concludes, "As you know, our only active connection with the University is the Medical Department." Please see that the Southern Presbyterian Mission realizes that Pre-Medical work is an indispensable part of the Medical Department!

Action of Committee of Reference and Counsel on China Educational Report. This should have been referred to Dr. Balme in an earlier letter, and perhaps it was. At any rate, I am enclosing herewith to Dr. Balme a copy of that action which the North American Joint Board approved in general and asked to have submitted to the field. It is possible that there may be an enclosure to each of you showing not only the action of the Committee of Reference and Counsel but the covering action of the Presbyterian Board with Secretarial comment thereon to Presbyterian Missions in China.

The Cheloo Magazine has been received and has made a very fine impression. It will obviously render a good service and I hope that it meets with the highest success.

Presbyterian General Assembly and Union Institutions. There was an attempt made in the Foreign Missions Committee in the recent General Assembly to have the Presbyterian Board withdraw from all union Theological Schools on the foreign field. The Committee, however, made recommendation on this matter as shown in the enclosed pamphlet of the actions of the General Assembly. The Assembly was very friendly to the foreign missionary cause, showing what a deep and abiding place it has in the heart of the Church.

Dr. Heeren has written very enthusiastically of his work and life in England. He will reach the States about the middle of July and plans to be in Tsinan for the opening of the fall term.

With best wishes for a very happy and helpful summer and with warmest personal regards to each of you, I am

Very sincerely yours

George T. Scott.

GTS-JJJ
ENCLOSURE.

0826

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

re-Charter

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JUL 30 1924
Officers of the University
SECRETARIES

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Dean, School of Theology
LI TIEN-LU, Ph.D.
Dean, School of Arts and Science
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Dean, School of Medicine
J. S. WHITEWRIGHT
Director, Extension Department
J. WALTER HUNTER
Registrar, Acting Treasurer
PAUL C. CASSAT
Treasurer
SHANTUNG

SCOTT REC'D

JUL 24 1924

TSINAN 27th June, 1924.

Ans'd

✓ Dr. G.T. Scott,
156, Fifth Avenue,
NEW YORK CITY, U.S.A.

TRANSFER

Dear Dr. Scott,

Three or four days ago I received a cablegram which when decoded appears to be as follows:-

"Charter is likely to be approved in such degree as is in accordance with the laws of China." Telegraph if there is any objection."

*See
6/22/24?*

Two words were incorrectly telegraphed, but we make out that this is the sense of the message.

I am not quite clear as to whether the final clause is a request on your part as to whether there is any objection in Chinese law to the securing of such a Charter, or whether you are enquiring if we have any objection to the granting of a Charter "in accordance with the laws of China".

I laid this matter before the Senate three days ago, and have consulted with various Chinese friends. The latter tell me that so far as the laws of China are concerned, it would be far better for us to act upon the precedent of other foreign established colleges in this country, which have Western Charters, if for once we definitely ask for a ruling on the matter from the Board of Justice or other Governmental Department, there will be endless delays and difficulties arising.

So far as we ourselves can see we could not well object to any clause suggesting that the Charter be granted in accordance with the laws of China. I am therefore cabling to you as follows:- "As far as we know, do not see any objection". Ever yours sincerely,

Harold Balme

HB/FHM

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