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SHANTUNG

INDEXED

January 8, 1932.

Dr. Arthur L. Carson,
Cheeloo University,
Tsinan, Shantung, China

Dear Carson:

Let me acknowledge receipt of your letter of November 24th.

Publication of your thesis. As yet we have had no word either from the Institute of Social and Religious Research, or the Agricultural Missions Foundation, with regard to what progress they are making in the publication of your thesis. Our office here will certainly be interested in the publication, and I hope the Institute will be able to do the job for you in satisfactory shape.

Personal effects. We bequeath to you, with no strings attached, the copies of the T.C. Records which you so conscientiously list. I hope that you can put Elsie, the First, to some useful work, for it would be too bad to have her poor old joints rusty from lack of use after her long years of faithful service. We have not as yet heard from Mrs. Lair as to the list of things you are desirous of purchasing, but no doubt she will be writing soon. Why do you folks want to pass the buck to us when it comes to setting a price on the dinner set? I haven't the ghost of an idea as to how much it is worth on the basis of 1932 Tsinan prices. I'll put the problem up to Margaret and see if she has any more wisdom on the subject. The best way to solve that problem would be to x-ray your pocketbook and see how much we can hold you up for.

As to Professor J.B.Taylor. Professor Taylor has been considered one of the most valuable members of the staff at Yenching, and while one recognizes immediately that he would be able to make an outstanding contribution at Cheeloo, we cannot start any raiding parties without having a satisfactory gentleman's agreement all the way round. (Of course I know that Cheeloo has suffered from some raids of this sort in the past, and may be so tempted to take a hand at the game, but two wrongs never yet made a right). It seems to me that if Professor Taylor finds that the opportunity for service at Tsinan is the one that attracts him most, that the two universities, and the London Mission Society should enter frankly into a discussion on whether the transfer might be made. Certainly we would all rejoice if Professor Taylor were available for the important service he could render in helping to build up the Rural Program at Cheeloo. I am sure that everyone here in the West would be happy to see such an arrangement worked out if it were found possible to make the necessary adjustments on the field.

Dr. Arthur L. Carson

January 8, 1952.

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We are all keeping anxious eyes on Manchuria these days. It seems just now that most anything could happen there before this letter would have time to reach you. Probably however, in true oriental fashion the days will form themselves into weeks and go marching by without anything very definite being settled.

With all good wishes for the Cheeloo friends, I am,

Very cordially yours,

B. A. Garside

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SHANTUNG

Shantung Christian University

February 16, 1932.

Dr. Arthur L. Carson,
Cheeloo University,
Tsinan, Shantung, China

Dear Carson:

Glad to have your good letter of January 22nd.

You give a very encouraging picture of the progress that has thus far been made in spite of the various obstacles you have had to overcome. If we keep hammering away at the job long enough, some measure of results will be accomplished eventually.

We can appreciate the urgency of your need for a little additional money to get things started. You know however, that even to whisper a request for more money is likely to start a riot in these times. The fashionable thing just now is to cut down at every point; and the height of good fortune is to be able to hang on what one already has. I am afraid therefore, that the best we can hope for in the immediate future will be to get foundations for the rural program soundly laid, to get this spirit of viewpoint firmly to the thinking of everyone at Cheeloo, and to accomplish whatever can be done on the basis of available resources. If this much can be done it should put us in the best possible position for going ahead as soon as we turn the corner we have all been talking about for the last couple of years.

I am very glad indeed to know that you have been able to clear off most of your personal obligations, and that you are able to breathe fairly easily again. It is too bad however, that you still have several hundred dollars due on insurance policies, or even your family circle. The exchange situation does offer a little help here, and possibly the present conditions will continue long enough to get you in the clear. I am passing on to Mr. Cochran and Dr. Milliken the gist what you say as to how their assistance saved the situation for you.

The question you raise as to securing new staff members for work in connection with the rural program, has been running about in my head for some time. I believe however, that we must look to the field for the answer. With the resignation of Mr. and Mrs. Jacot I believe we have a vacancy in the Presbyterian quota for which no one is yet in sight. Would the powers that be on the campus approve the filling of this vacancy with a new appointee for some phase of the rural program?

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Dr. Arthur L. Carson

February 16, 1952.

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This is a matter that will have to be threshed out on the field, and it will probably give you an opportunity to demonstrate how smooth a politician you are. I do not know of any vacancy in other Board quotas, nor do I know of any possibility of persuading any of the boards to support an additional staff member, but if you have any leads that I might follow up I will be very glad to undertake them.

As yet I have not received the pamphlets which you state are going under separate cover. They sound interesting however, and I will be very glad to get them. Congratulations on the review of your study of agricultural missions which appeared in the November 21st issue of the Information Service of the Federal Council of Churches

As I asked once before, how in heck can we tell you what that dinner-set is worth? We do not know how many of the dishes have escaped the juggling of Chinese cooks and table boys, nor do we know anything of current Tsinan quotations of that type of chinaware. If you and Edith are afraid that you might cheat us in setting a valuation on the dinner-set, can't you rope in some impartial appraiser who would set a suitable price?

I would be very glad to know that Elsie's declining years were being spent in the service of your extension department. I hope that you get her rusty old joints oiled up where she will function in this capacity without too much of a clatter. As to her worth to the department we leave that to your tender conscience.

Aren't the Japs making an unholy mess of things in Shanghai?

Very cordially yours,

B. A. Garside

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SHANTUNG

June 2, 1932.

Dr. Arthur L. Carson,
Cheeloo University,
Tsinan, Shantung, China

Dear Carson:

Thanks for your letter of April 30th, and for the enclosed order on the Presbyterian Board for \$35.00.

Margaret agrees with me in thanking Edith and yourself for your generosity in estimating values on our household goods which you have now taken over. Margaret is planning to write direct to Edith in regard to various matters, so I will leave the details to her.

I am very glad to have your description of the encouraging progress you are making in the Rural Program at Cheeloo in spite of the difficulties of the times. I certainly wish we could find some added support for this work during the coming year, but this much publicized depression is certainly getting no better very rapidly. During the last few months things have been sliding downward with increasing speed, and a great host of individuals and organizations which have heretofore adopted the attitude of sitting tight and endeavoring to carry on as usual are now rapidly approaching the end of their courage and their resources. Every day brings new hard luck stories. This morning's mail contained notices of one company omitting its dividends entirely, another company reducing its dividends, and a certain warm friend of the University notifying us that he could not meet a tentative pledge he made earlier in the year. So we will all be quite lucky if we manage to keep going ahead with what we have already undertaken, deferring all hopes for improvement to the day we are all looking forward to when we finally "turn the corner" back toward more prosperous times.

It is very gratifying that Professor Taylor is taking such a sympathetic interest in the work at Cheeloo. Even though there seems no possibility of securing his full time service for the present, I hope that we will be able to make use of a substantial portion of his time and interest.

With the appointment of Dr. and Mrs. Winfield for Biology, as well as Miss Fenn for English, there seems very little prospect of any new appointments to Cheeloo this year. I sincerely hope that Miss Fenn and the Winfields will take a sympathetic interest in the Rural Program at Cheeloo. I have talked with Miss Fenn about the ideals toward which Cheeloo is working, and apparently

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Dr. Arthur L. Carson

June 2, 1952.

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she is quite interested and sympathetic. I will also try to do a little missionary work on the Winfields if they come to New York this month for the June conference.

I hope this will find you and your family enjoying a quiet and restful summer somewhere off the Cheeloc Campus. If you do get a real rest this summer, it will be the first time that has happened for more years than I can count.

Very cordially yours,

B. A. Garside

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SHANTUNG

CHEELOO UNIVERSITY
TSINAN, CHINA

January 22, 1932

ack. 2-16-32

Mr. B. A. Garside,
150 Fifth Avenue, New York City, U.S.A.

Dear Garside:

The first term of the school-year has just come to a successful termination, in spite of a sudden vacation through governmental orders. The spirit of the students is fine, and it seems to me that we are also making steady progress toward a functional rural program, although there is not much to report in the way of tangible results. I am proceeding on the policy of a re-direction of the institution as a whole in the way of study of and service to the villages, as well as the common people of the industrial centers. It seems as if we should include both in our theoretical program, but begin with the most immediate and most neglected feature, that of the rural districts. With this policy in mind, we are holding in abeyance the organization of any separate "rural institute" or department. If we can not make satisfactory progress through the institution as a whole, then it may be advisable to start with a separate department, but I am convinced that we shall suffer in the end from too severe departmentalization. That is the difficulty with a good many institutions now. Professor Adams of Oxford, who was here this autumn, has given us a great deal of encouragement in our present policy. I have been trying to suggest the introduction of rural subjects and research projects in various departments. Then we need an extension department of the university as a whole in order to bring the contribution of various departments together for service without. Along with our own contributions which are now largely in the line of health and education, we should be able to combine the service of other organizations such as the university of Nanking, in order to approach the villages and the rural centers with a well-rounded program. Such a plan has already been drawn up, but I shall not bother you with it more until we get some action here. In the meantime I am teaching a course on the Introduction to Rural Education, stressing the sociological and economic background, and am adding a course on Extension Teaching, or Popular Education, next term. I feel that it may be a mistake to attempt the second course, but it is one way of working over the material myself and becoming acquainted with the students, and until we have a budget for travel and other work, I am rather limited as to outside activities. I wish very much we could find a little additional money to start us off, for the Arts College is so hard pressed that any suggestion of even planning expansion sticks on the question of finances. They need to see that a well-worked out plan is one step toward securing new funds. In several lines we could make a small start within our present resources.

We enjoyed your long and interesting letter, and I hope that Mrs. Carson will be able to answer some of Mrs. Garside's questions. Do not forget to give us an estimate of the price of your dishes, out of which we are now ingesting three square meals a day. Your typewriter is still reposing in my study, but I have it tentatively ear-

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1932

marked for our Extension Department, if this is ever formed. You can be your own best judge as to what your chances are of ever being paid for it on this basis, but I shall guarantee to look after it and report to you the final disposition of it, subject to your approval.

I believe I told you that the deposit for five hundred dollars was heard from, and I can now add that it has all been spent in clearing up old debts. This leaves me with several hundred still owing but it is all on life-insurance or within the family, and there is a chance of clearing of most of it from the interest which we preserved in the farm at Ithaca. So we are breathing freely again, thanks to your efforts and the generosity of your friends. What we could have done without this help, I can not imagine. At the present rate of exchange we have hopes of being able to set up in housekeeping again, but it would have been impossible to clear off these old obligations. I am reporting thus informally, but shall be glad to make an itemized statement of the expenditure of these funds if you think the donors would be interested.

In a separate envelop I am sending copies of several miscellaneous pamphlets which I happen to have on hand. One is a bulletin by Julean Arnold, another is a catalog of the Commercial Press, and there are also several copies of a sermon which Lautem preached two Sundays ago. I am interested in knowing whether you get these things through other channels, and whether your office has need of such material on China.

Before closing may I also raise a question as to what the chances are of securing new staff members from the west. I am thinking of openings which we might be able to fill with rural specialists. It may that this can best be answered from this end, but no one has made any suggestions of the kind as yet, and I have not made specific inquiries. Everyone is so new in the administrative offices that I feel you may know more about the possibilities than anyone here.

very cordially yours,

A. L. Carson
A. L. Carson

N.B. In case this important item has escaped your attention, it should be added that a review of my study of agricultural missions appeared in the Information Service of the Federal Council of Churches, issue of November 21, 1932.

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JAN 22 1932

Marked for our Extension Department, if this is ever formed. You can be your own best judge as to what your chances are of ever being paid for it on this basis, but I shall guarantee to look after it and report to you the final disposition of it, subject to your approval.

I believe I told you that the deposit for five hundred dollars was heard from, and I can now add that it has all been spent in clearing up old debts. This leaves me with several hundred still owing but it is all on life-insurance or within the family, and there is a chance of clearing of most of it from the interest which we generate in the farm at Ithaca. So we are breathing freely again, thank to your efforts and the generosity of your friends. What we could have done without this help, I can not imagine. At the present time exchange we have hopes of being able to set up in business again, but it would have been impossible to clear these old obligations. I am reporting this informally, but shall be glad to make a detailed statement of the expenditures of these funds if you think the matter would be interested.

In a separate envelope I am sending you a copy of several articles on the subject of the "New Path" which I happen to have in my possession. One is by Julius Arnold, another is a copy of the "New Path" by Sundberg, and there are also several copies of a book by the same author, "The New Path" through other channels, and I am interested in knowing what you think of the material on China.

Cherwell

Before closing my letter I also raise a question of securing new staff members from the East. I am thinking of sending you a list of names which we might be able to use. It may be that this can best be answered through the East, but I have not made any suggestions of the kind as yet. I have not made any suggestions of the kind as yet. I have not made any suggestions of the kind as yet. I have not made any suggestions of the kind as yet.

Very cordially yours,

A. A. Brown

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UNIVERSITIES
FEB 13 1932
JOINT OFFICE

U.S. It is this important that a review of my study of a similar mission appeared in the "New Path" Service of the East. Council of Churches of New York, N.Y.

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CHEELOO UNIVERSITY
TSINAN, CHINA

SHANTUNG

July 22, 1932 - act. 8-29-32 ca.?
" 9-9-32 b.a.g.

Mr. B. A. Garside,
China Union Universities,
150 Fifth Avenue, New York City.

Dear Garside:

INDEXED

The enclosed copy of a letter to Reisner will give you a summary to date of the Cheeloo rural program.

Probably the thing which needs to be pushed most vigorously is that of work for rural health. It just needs a little more assistance to put the Medical College on the road to real service in that line. The North China Rural Service Union has asked us to give special attention to training workers for this field. The government organizations in the province are asking for assistance, and the field is wide open for whatever can be done. We would have had a proposal worked out before this if Dr. Shields had not been put out of the running so unexpectedly.

Reisner can explain the reference to a possible new staff member, under (a). There is no use of being more explicit for I see no way of starting negotiations for the man under discussion.

In fact, the one thing which baffles me is how to secure new staff members with special rural interests. The few attempts I have made have come up against a stone wall. It is too easy to find other people looking for positions and too easy to keep on along the old established lines. This is primarily a problem for the administration of the university, and I must disclaim responsibility for that. You may be sure that I shall let no chances pass to introduce candidates, but in the last analysis the policy of the institution and the selection of personnel must rest with those in administrative offices. So long as I am here I shall be loyal to those who have that responsibility. If, after a fair trial, it is evident that the policy of the university is incompatible with the development of an efficient rural program, then it will be time to consider something else. Because of the strategic place which Cheeloo holds in the rural field of China, let us hope that this will not be the case.

The financial situation is not very promising, but I am confident that we can accomplish something with whatever we can secure. It is my own feeling that this will be the hardest winter in America, and that the turn will come soon; but I doubt ~~if~~ if the old boom days will return for a long time. Let us hope, never.

If you do not object to my mixing personal and institutional affairs, may I informally announce that we have a new daughter? She was born on the 28th of June. You will receive an announcement in due time, but they are slow in arriving. We had only enough on hand for the immediate family. Both Edith and the baby are fine.

Sincerely yours,
A. S. Carson.

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CHEELOO UNIVERSITY
TSINAN, CHINA

July 22, 1932

RECEIVED

Mr. B. A. Garfield,
China Union Universities,
180 Fifth Avenue, New York City.

Dear Garfield:

The enclosed copy of a letter to Kerner will give you
a summary of the Cheelo rural program.
Probably the thing which needs to be pushed most
urgently is that of work for rural health. It just needs little more
assistance from the medical colleges and the road to rural health
is clear. The North China Rural Service Union has asked us to give
special attention to training workers for this field. The Government
organizations in the province are making for assistance, and the
field is wide open for whatever can be done. We would have had a
practical worked out before this if Dr. Salsola had not been out of
the country so unexpectedly.

Kerner can explain the reference to a possible new
staff member, under (a). There is no need of being more explicit
for a way of starting negotiations for the man under con-
sideration.

In fact, the one thing which earlier we had to
secure new staff members with special rural interests. We have
I have also have come up against a stone wall. It is not only
that other people looking for positions and too easy to keep
the old staff of the university, and I have certain responsibilities
for the university. For me to give up the university is to give up
these candidates, but in the last analysis the policy of the institu-
tion and the selection of personnel must rest with those in adminis-
trative offices. So long as I am here I shall be loyal to those who
run the university. It is a pity that the development of
the policy of the university is incompatible with the development of
an efficient rural program, then it will be time to consider
else. Because of the strategic place which Cheelo holds in the
field of China, let us hope that this will not be the case.

The financial situation is not very promising, but
I am confident that we can continue to work with whatever we can
secure. It is my hope that this will be the last winter
in America. I will be back in the fall, but I don't know if I
will be back in the fall. Let us hope, never.
If you do not object to my taking personal and
further attention to the rural program that we have a
very good chance. We will receive no more
sent in the time, but they are now in arriving. We have only
on hand for the immediate future. Let us hope that the baby will
be born.

Sincerely yours,
B. A. Garfield

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July 22, 1932

Mr. John H. Reischer,
Agricultural Missions Foundation,
419 Fourth Avenue, New York City.

Dear Reischer:

Many thanks for your very interesting letter of June 8th.

Your question about unifying the rural interests at Chee-loo University is a very pertinent one. Actually, more progress is being made in that direction than may be apparent. For example, we have just completed a joint summer conference for rural teachers and church workers. It lasted for two weeks and seemed to be a great success. Stanley taught the course in Rural Sociology, Li of the Experiment station and Yen gave a course in Practical Methods of Agricultural Improvement with a little help from myself at the beginning, and I took the responsibility for Rural Education. Every day there was a general lecture or discussion on rural-life problems, usually led by an outside speaker. The University of Nanking sent us one of Buck's men, Tsui who was formerly at Tsangchow, to lecture on Cooperative Societies. I mention this arrangement in some detail for it indicates how our mutual responsibilities seem to be working out. Stanley remains in charge of the Experiment Station but I have been asked to act as technical adviser. Together we form a committee to work with the extension department of Nanking in directing their extension work in this province. The responsibility for organizing a Rural Service Union among the churches of the province has been left with the Seminary. I imagine it will naturally gravitate to Chang Bao-hwai when he returns from Tsingchow this autumn.

Several underlying difficulties make it necessary to go slowly. In the first place, the seminary and university are actually two separate institutions, although their physical proximity has not been affected. By virtue of its registration the latter institution has been drawn closer to the government and it is natural that the Chinese staff should be affected by their official disapproval of religious-training schools. The Seminary group have shown a very fine spirit in quietly withdrawing from the university so that it could apply for registration without embarrassment. There has been no friction but there are a lot of tangled problems involved in the new arrangement. Eventually, I am confident that it will be to the mutual advantage of all concerned. Right now the seminary is having so many troubles that it is difficult for them to do everything as it should be done. That Rural Reconstruction Unit is a case in point. I really have no idea what it involves. It was mentioned to me, and I suggested that we work out a joint proposal. The next thing I knew it had been mailed. I have no feeling in the matter, for I know everyone was pressed for time and anxious to produce something definite, and mention it simply by way of illustration.

JUL 22 1932

In the meantime, I had been having my own troubles with the university. When I arrived they hailed me with open arms and requested that I produce as soon as possible a definite plan for the rural work. I studied all of the data available and outlined a proposal for an extension department which would be connected with a rural training and research program within the various departments of the university. This did not represent my personal ideas so much as what seemed to fit in with the policy already enunciated. Then the budget began to be cut right and left and everybody became panic-stricken. I suspect also that Dean Linn was not ready to go quite as fast as my first impression would indicate. After several months of discussion, it boiled down to a decision to continue the Rural Institute, with myself as director. In addition to the duties of this office, I am to teach two courses each term in Rural Education or related subjects. This arrangement suits me all right personally, and gives plenty of opportunity for development.

At Dr. Stanley's suggestion we are taking over the responsibility for the Village Service Center at Lungshan. The basic program for the Rural Institute, both as it relates to Lungshan and to other centers, is contained in the bulletin which was mailed to you a few weeks ago. Mr. Yea is moving there now under an arrangement with the University of Nanking which makes this their center for agricultural extension in the province. He will have a chance to do some direct work with farmers while he is also helping elsewhere. The Educational Department of the university is taking charge of the two village schools and the mass education classes. Miss Mary K. Russell is joining our staff in September to develop work for the village home. She was sent to China for this purpose by the Methodist Women's Board and has been temporarily attached to the Home Economics Department at Yenching. The Public Health Committee of the Medical College is giving active attention to the health program, and Dr. Stanley has just informed me that the Seminary, regardless of their financial difficulties, are planning to add a representative to the Lungshan staff to give special attention to Religious Education under rural conditions. We have a man there making surveys under the direction of Buck's Department. So I am hoping that we can have here a concrete example of a cooperative service project which will draw us all closer together. The basic principle, to which I was converted long ago, is that cooperation of specialized agencies is absolutely necessary as soon as we touch actual life conditions. Ideally, it seems to me that the church should act as the coordinating agency for it should be interested in the whole of life. I tried to persuade the seminary to carry on at Lungshan with this in mind, allowing us to work with them, but they felt that they had neither finances or personnel to take the full responsibility. So the coordination must come through the Rural Institute. In the same way, we hope to combine Lungshan with the work done in the villages about the campus. The latter deserves much more notice than it has received, and has done much to stimulate interest among both faculty and students.

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The greatest progress in the past year has come in relations with the government. Dean Linn, and more recently President Chu, have worked wonders here. The same Commissioner of Education, who not long ago was threatening to close all mission schools, is now acting like our best friend. He came twice to our summer school and gave a very earnest and constructive address on current problems of education in China. The well-known Rural Reconstruction Institute in Tsouping is eager for cooperation. If they can carry out their plans for training local officials it should make a new countryside in Shantung. They may be over-ambitious, but I feel it is worth risking a good deal if we can help them in any way. The Bureau of Popular Education is also anxious for our help in their rural work. If Shantung is spared a political upheaval for the next few years there should be permanent results from all of this activity.

On the mission side we are almost overwhelmed by stations who wish to develop special rural programs. Through the interest of Ralph Wells, we have the promise of a small grant to try out something at Weihsien. The mass-education work at Tsingchow has great possibilities and has arranged for ~~xxx~~ Dr. Stanley and myself to serve on their educational committee, along with Mr. Davies and Chang Bao-hwai. For the coming year I think we shall largely concentrate our efforts along the Kiao-Tsi Railway at these two places and at Lungshan, but beyond this there is the country field at Tsingtao, at Cheefoo, the Y.W.C.A. center at Kushan, also ^{at least} Weihsien, Taian, Tehchow, and Wutingfu; all of these places have the nucleus of a special rural program and one of more persons interested who have asked for assistance.

This is rather a long account, but I felt you might be interested in a summary of the situation to date. There has been lots of reason for encouragement, as well as a tremendous lot of inconsistency and lost motion. I suppose the only way for the people directing this institution to see the necessity for a more direct program of study and service aimed at the needs of the common people, is to have before them a demonstration on a small scale of the possibilities of such work. To do this, we must have some financial assistance from somewhere and added personnel. First of all I personally feel the need for patience and courage to go on with what is immediately before me.

As I study the situation, the following lines seem to be strategic.

1. Health: there is a great demand for the medical school to develop work for rural health. They are anxious to do this and have made a very small start. The refusal of the Milbank Foundation to assist them set back their plans, but in consultation with Dr. Shields and their Public Health Committee we are making our a modest plan which might allow us to do some real work on a small scale.

2. Education: The Department of Education has been one of the most cooperative ones in the university, and there is a great demand for help with rural education, and vocational education adapted to the ordinary student. In this we hope to work with Professor Taylor in his scheme for an Institute of Rural Industries.

3. Rural Sociology and Rural Economics. When Dr. H.C. Taylor was here he made the suggestion that we combine all of this under the one

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heading of Rural Life Study. There is no need, nor indeed ~~is~~ ^{is there any} chance of our duplicating the work done by Buck's department, but we do need several full-time workers who can dig out and assemble for teaching purposes the basic information about rural conditions in Shantung. This service has reference to both the seminary and the university. Stanley now holds the chair of Rural Sociology in the former institution, but he has no time for research. I have wondered sometimes if it would be possible for him to secure a Chinese Associate and for the university to try to develop the economic side.

4. Rural Church. This is not my business, strictly speaking, but it seems to me that the seminary should be strengthened so that they could have one or more Chinese workers giving full time to specialized problems of rural church development.

The above items represent those for which Cheeloo should take a special responsibility. The Women's Unit is ready to do more for the rural home than we can keep up with right now. The best way to strengthen their work is to develop a wider base. In agriculture, I am hoping that the University of Nanking and the Famine Relief Commission can increase their program.

Within a short time I hope to present a definite proposal for aid based on this discussion, with whatever changes may result from consultation with others. I realize, of course, that money is hard to get, but am interested in your criticism aside from the financial aspect.

Having covered what is probably the main point before us, let me conclude with a few of minor importance.

(a) I appreciate very much your personal note about the proposed addition to our staff. Your remarks agree with my own premonitions. If it were possible to interest the supporting board in placing the man here it would be all to the good, although we should not expect too much for agriculture. Unfortunately, I have no direct connection with the organization concerned and in the general uncertainty do not seem how an approach can be managed. I shall probably write to Professor Myers. If you have any further information please keep me supplied.

(b) The enclosure is a bibliography of periodicals dealing with rural life problems in China; it was prepared for the summer session and may be of some interest to you.

(c) When the Laymen's Inquiry Commission was here Dr. Taylor carried away my photostatic copy of the Nanking program, according to the thesis. I let him have this with the understanding that they would pay for another copy for myself. If it is not too much bother perhaps you could attend to this for me. I believe the original chart is in your office, or with Garside. If you can have a photostat taken and mailed to me, the bill could be sent to the Laymen's Commission with a note of explanation to Dr. Taylor's secretary. I really do not know how much use I might make of this chart in my present situation. So if it is much trouble for you, it may well be forgotten.

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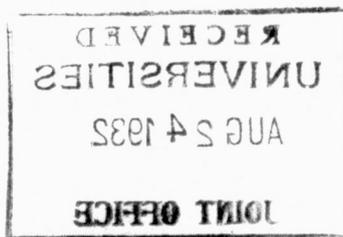
JUL 22 1932

I am taking the liberty of sending a copy of this letter to Mr. Garside. I would be glad to have you share it with Dr. Butterfield or anyone who may be interested.

Did you meet Dr. Susan Waddell when you were here? She is one of the most active supporters of the rural program, and has done a very fine piece of work in a quiet way in the villages near Cheeloo. Her position is that of Professor of Physiology in the Medical School, but she is greatly interested in public health work, and wishes to give some time to studying that while on furlough. She left here a week ago, and you will doubtless hear from her soon after her arrival. I gave her your name and address with the suggestion that you could help her to make contacts with people interested in rural work. Since she is on a short furlough, there may not be time to take in the Cornell school, but I hope she can see something of that is being done there for country women.

Very sincerely yours,

Arthur L. Carson
Arthur L. Carson



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JUL 22 1932

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Very sincerely yours,

Arthur I. Carson
Arthur I. Carson

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September 9, 1932

Dr. A. L. Carson

SHANTUNG

Shantung Christian University

September 9, 1932.

Dr. A. L. Carson,
Cheeloo University,
Tsinan, Shantung, China

Dear Carson:

The most important part of your letter of July 22nd is the last paragraph announcing the arrival of your new daughter. Margaret was very much excited over the news and was quite disgusted at me because I could not give her all the important details, such as the young lady's name, weight, color of eyes and hair, and all the rest. She thinks that men are hopeless in providing such information anyway, and is hoping that Edith will write her a letter telling all about the important event. Perhaps Margaret may get up sufficient enthusiasm to write to Edith herself. Meantime let me convey the heartiest of good wishes from both of us.

I read the copy of your letter to Reischer with growing delight and enthusiasm. You seem to have been making some remarkably fine beginnings in the development of a practical and comprehensive rural program at Cheeloo. It is a great pity that you have been so handicapped by lack of resources, but if we can find some way to remedy this deficiency within the next year or two, this lean period may prove worthwhile after all, because it gives an opportunity for learning what are the most important things, and at the same time developing gradually and solidly the program which is to be undertaken.

I hope that we can succeed in obtaining Reischer's cordial interest in and support of the program you are undertaking, for I believe that this is the only way in which we will ever be able to secure any substantial assistance from the Agricultural Missions Foundation. Thus far Reischer has been very luke warm, or even definitely cool, to all the plans and proposals that have been made regarding the ruralized program at Cheeloo. I am writing a note to Reischer today, and will try to discuss the matter with him more fully in the near future.

I have been trying to do some rural missionary work on all the new people going out to Cheeloo recently. I talked at some length with Dr. and Mrs. Gerald F. Winfield as to what Cheeloo is trying to do in the ruralized field and found both of them quite interested and sympathetically inclined. They seem to have a rural interest and background and are familiar with rural problems, which will make them potentially valuable recruits for the ruralized

Dr. A. L. Carson

September 9, 1952.

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program at Cheeloo. I hope you will be able to cultivate their enthusiasm and support after they arrive on the Cheeloo campus. Miss Fenn also assures me of her interest in the ruralized program, and I hope you can count on her support.

I am glad to learn that Dr. Waddell has been supporting this work so effectively. After all the ruralized program at Cheeloo is as much a matter of psychology as it is of curriculum. To really put such a program across effectively, we should have the sympathetic support of at least a majority of our Cheeloo faculty, regardless of their specific department of work.

I am interested to note the attitude at Cheeloo regarding the separation of the School of Theology, as this is revealed between the lines of your letter to Reisner. I feel that our friends at Cheeloo have leaned over backward in their compliance with the educational ministry's requirement for the separation of the School of Theology from the rest of the University. I know that in a number of other Christian universities in China which have long been happily registered with the Chinese Ministry of Education, any separation between the School of Theology and the other departments of the University has been almost wholly nominal, and has gone no deeper than setting up a semblance of separate organization in order to comply with government regulations. Perhaps the situation at Cheeloo has been such as to compel a more radical separation of the School of Theology, but I do wonder whether the University has not gone further in this respect than has been absolutely necessary, and perhaps even further than many of those in the Ministry of Education expected. The Board of Governors have already commented on this point and I have written to the field in a somewhat more formal way, but have not yet had time for a reply. You may find that I am wrong in the thoughts I have expressed above. If so, I hope you will set me right.

The economic situation has apparently improved slightly during the last six or eight weeks, but there is a very animated and bitter discussion just now as to whether this is a beginning of a new day, or merely a false dawn. Time will tell. At any event there are a good many months of hard sledding before us, and all missionary institutions are going to have to squeeze their nickels very tightly during the next year or two.

I hope you have had a pleasant and restful summer, and that you are plowing a straight, lusty furrow as the University opens this month.

Very cordially yours,

B. A. Carson

BAG:PW

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Arthur L. Carson

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SHANTUNG

CHEKLOO UNIVERSITY
Tsinan, Shantung
China

INDEXED

February 19, 1933

Dr. George T. Scott
Board of Foreign Missions
156 Fifth Avenue
New York City

Dear Dr. Scott:

Last summer a letter from Mr. Trull informed us that the church at Cambridge Springs in Pennsylvania has assumed a portion of our support. This notice came at the beginning of a busy year and I have had little time for writing but have tried to keep them supplied with material of various kinds. Just now I am taking time to write to all of my supporting churches: at Englewood, N. J., Cambridge Springs, and Endicott, N. Y. A copy of the letter to Cambridge Springs is enclosed. This is in accordance with Mr. Trull's request that we supply you with copies of such correspondence. The letters to the other churches are very similar.

A copy of the report of the Lungshan project (in Chinese) is also being mailed directly to your office, although it may not be of much practical use. Even if you could read the report there would not be much of inspiration in it, for it is a matter-of-fact summary of just what we are doing to date with a little of the plans for the future. It was produced largely to answer questions asked locally.

The work of the whole university is going forward on an even keel. One of the most encouraging features has been the steady growth of local interest in the institution and the beginning of financial support from Chinese sources. On the other hand, there is a great need for a clear and united policy. It was most unfortunate that President Chu had to be away at this time. This institution has some splendid people in it, both Chinese and foreign, but no university can develop new policies with the president absent. Everyone is working hard and loyally, but there is no point of coordination.

I feel the situation in a special way, for the rural program depends upon a cooperative effort by the whole institution. The only other way to do it would be by a separate Rural Life Department, or a similar development, which no one is advocating at the present. However, we are making steady progress. The various scattered efforts at village service are being brought together into one extension program, and a start has been made at having this serve as a base for a training program. A number of the students are interested and not a few have already entered rural work with some professional enthusiasm. Within the university we have built up several strong courses for training. In the direction of agricultural improvement a cooperative program has been set up with the University of Nanking.

If this were ten years ago we might be very well satisfied with the progress made. At the present time there seems to be room for serious

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misgivings. The demand upon all mission universities is so definitely for concentration and coordination, that we are not justified in keeping on with a comparatively feeble effort toward specialized rural training if it can be done better elsewhere. However, whenever these thoughts come to me, there always arises the reflection that here are the students who are the logical material for rural workers. In the way of specialized courses, I think that Yenching is doing much better than we are, especially in Rural Sociology. In Rural Economics they also have Professor Taylor. The P.U.M.C. is going ahead in Public Health. Rather than have two competing developments, I think all of us who are on the mission staff at Cheeloo would rather be transferred to Yenching, and have that made the center for mission rural work in North China. The difficulty is, however, that Yenching has such a large group of overseas students or other from wealthy homes, that they are too far removed from actual country life to furnish good material. A comparatively small number may become specialists in Rural Sociology, or similar fields, but the whole setting of Yenching is against producing any large number of graduates to go out into the smaller places where the real job is to be done.

I have been trying to look at the matter in the large, with no consideration for my personal feelings, and I am glad to say that so far personalities have not entered in to complicate the problems as sometimes happens. We are all in earnest about wanting to do the right thing, if we can only see what that is, and have the proper leadership to work it out.

As I look over the situation it seems to me that, apart from Medicine, Cheeloo is tending toward two fields -- Applied Sciences and a strong Department of Chinese. These are the things in which Dean Linn is especially interested, and he is showing signs of real leadership in these directions. The last thing I would wish to do would be to complicate the matter by trying to develop a rural program which would run counter to these policies. As a matter of fact, it seems to me that they would fit in together very well, but the rural work needs some professional field through which it can function. The logical place for this is in Education, with strong supporting courses in Sociology, Economics, and Biology. The last-mentioned department is already taking steps in this direction. In the social sciences we need two new men, one of whom might be a foreigner. It is in Education that the most critical problem arises. At the present time this department is being given little support although it has a very active group of students. If President Chu can come back -- as he has definitely promised to do -- I hope that he can give special attention to this department. If Cheeloo could get together on a program which might include the three main lines (i.e., Applied Sciences, Chinese, and Education for two Colleges of Arts and Sciences,) which I have mentioned, it seems to me we might enter a new era of service to China and to the church. Finances are an ever-present problem, but I am convinced a secondary one.

Within this framework, by cooperating with Hanking, and with other agencies through which Cheeloo might act as a center for the province, we might move forward to make a special contribution in Education, a part of which could be designed especially for the rural districts. If the Medical School can secure a Public Health man and start this work, it will be an invaluable addition. One of the encouraging things is the interest in the School of Theology, which has the nucleus for a strong Country-Church Department, and which is anxious to cooperate.

Dr. George F. Scott

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This letter has rather run away with me. Perhaps I have written too freely. However, there is nothing in it of criticism, although it may be that I have mistaken the trends, it represents a fair summary of the situation as I see it at the present time. I wonder if you would mind sharing it with Mr. Garside. Otherwise, it should be regarded as an expression of personal opinion not intended for general circulation.

Having written so much about Cheelee, I shall not cumber the final paragraph by any feeble effort to describe the political outlook, which is an everpresent cause for concern. Locally the situation is quiet. If the western powers can keep their heads, and not repudiate sober leadership for ill-balanced politicians, I have confidence that the new world spirit will triumph, no matter what the military party in Japan may do temporarily.

Very cordially yours,

/s/ ARTHUR L. CARSON

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A. L. Carson

SHANTUNG

Rec'd 8/14/33

REPORT OF THE RURAL INSTITUTE

1932 - 1933

INDEXED

The past year has seen a remarkable growth of interest in rural reconstruction throughout China. For the rural program at Cheeloo the call is no longer to assume leadership in a pioneer movement, but rather to aid in a task of fundamental importance to the whole life of the people. Close contacts with a rural constituency, the background and interests of the student body, and long traditions of rural service, throw upon us a peculiar responsibility to share in this movement and to contribute at every possible point. It is essential, however, that we be prepared for thorough work in whatever is undertaken, and that our plans be carried forward in close cooperation with others.

At the present time, two lines of development are indicated.

(1) DIRECT SERVICE TO THE COMMUNITY AND TO
A RURAL-CHURCH CONSTITUENCY

- In cooperation with the University of Nanking, which furnishes the technical direction, and with the International Famine Relief Commission, which supplies the bulk of the funds, an agricultural experiment station, located on university land, is working to produce superior strains of wheat, millet, kaoliang, and soy beans, which will be directly adapted to Shantung conditions. Within the past year the untiring efforts of Dean T. I. Linn have secured the promise of additional financial support from the Kiao-Tsi Railroad for agricultural improvement. This should make it possible greatly to strengthen and eventually to enlarge the present program. This agricultural experimentation does not compete with the government stations now in process of organization, but encourages and supplements their efforts. For example, as this report is being prepared, a trained man is being loaned to a neighbouring station to relieve an emergency created by an unexpected resignation. The closing of the door in Manchuria has thrown a tremendous burden upon an already overloaded economic system in this part of China. The aim of the agricultural work is to help the farmers, and through them the entire province, in whatever way and as directly as possible.

In the same way, the Rural Institute has combined forces with the University of Nanking in the agricultural extension program for Shantung. It is hoped that Cheeloo can make special contributions to extension in education and public health. As a step toward closer relations with rural church bodies, the Rural Institute has become a constituent member of the Shantung Christian Rural Service Union, recently organized under the auspices of the National Christian Council.

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University extension has a history of sixty years or more of fruitful activity in the west. It is so new in China that we may borrow a definition from the Journal of Adult Education for April, 1932:

"Extension it would interpret, not as thinly stretching out its resources to the state boundaries for the purpose of protecting popularity, or as carrying down to those without the castle gates broken bits of learning, but as the radiating power of a new passion, carrying in natural circulation the unified culture of the race to all parts of the body politic. It would interpret its service, not as sacrifice, but as life, the normal functioning of life as fruitful and fundamental as the relation between the vine and the branches."

Specific rural service projects, such as the center at Lungshan, now under the direction of the Rural Institute, are described in a separate section. Research or experimentation, and extension represent two distinct functions, but they should be closely related. Together they form an essential foundation for a training program.

(2) TRAINING FOR SPECIALIZED
RURAL SERVICE

- At Cheeloo we should be prepared to offer such training in the fields of health, rural education, rural social service for women and the home, and - in conjunction with the School of Theology - for rural church leadership. It is also hoped that we may be able to share in the preparation of personnel for rural industries, as proposed by the North China Industrial Service Union. The construction of special curricula for these purposes receives discussion elsewhere.

In its present form the Rural Institute is primarily a center for coordination, extension, and promotion. The activities of the field staff are described below. A number of university faculty members have rendered assistance from the standpoint of their particular departments. An office has been maintained in the Education Department, where a student has given an hour each day to clerical duties. The Director has divided his time between the Institute and the teaching of courses in Rural Education, Adult Education, and Rural Life. During the past year the main responsibility of the organization has been the rural service projects already established.

1. The Village Service Center at Lung Shan. The Rural Institute took over the direction of this project in July 1932. At the same time, arrangements were made with the College of Agricultural and Forestry at the University of Nanking to have Lungshan serve as a center for their agricultural extension activities in Shantung. Whatever success has been achieved during the year is due very largely to the enthusiasm

and practical ability of Mr. K. L. Yen, the agricultural extension representative, who has also served as Chairman of the Service Center. A detailed report in Chinese has been issued for the period, July - December 1932. A summary of this with some additional material has appeared as a supplement to the English Bulletin. The work at Lungshan is now organized into six divisions.

a. Agriculture - The program for the first six months is related in the report already mentioned. It included meetings for farmers, an agricultural fair, and demonstration of the copper carbonate treatment for kernel smut of millet and kaoliang. This spring a small beginning has been made with pure-bred White Leghorn chickens and the farmers are much interested in exchanging eggs for hatching purposes. The ~~old~~ land formerly used by the experiment station, before its removal to Tsinan, has been planted to improved cotton in order to secure seed for distribution among the farmers. The feature which has met with the most hearty response from the villagers has been the organization of two cooperative credit societies, as shown below:-

<u>Location</u>	<u>Membership</u>	<u>Amount and Source of Capital</u>
Lungshan	17	\$100 Local Savings 200 Hsien Government 500 University of Nanking
Niu Wang Chuang	14	\$75 Local Savings 200 Hsien Government 500 University of Nanking (promised)

Interest is charged at the rate of 12 to 15 per cent. When this is compared with the 30 per cent or more required for ordinary loans in the country, it is easy to see why these societies are welcomed. Members are selected very carefully and the loans are secured by land deeds, to be deposited in care of the Cheeloo treasurer. Extreme care is being taken, not only to safeguard repayment, but to instruct members in the wise use of credit. At the time of writing, four other groups are asking for organization and a training program is being carried out for them. A valuable result of a successful cooperative society is the gain in community leadership, and this is already evident at Lungshan.

In order to relieve those in need of small, short-term loans, a private gift of sixty-six dollars has been utilized to do a miniature banking business. To this there has been added ten dollars from a second private source, and twenty-nine dollars from the local church. From February to June, thirty-one loans have been made from this fund to twenty-four persons from ten different villages. The loans range from one to ten dollars, the median being \$8.36. Interest is charged at the rate of ten per cent yearly, although most of this business

is conducted on a monthly basis. So far all obligations have been punctually met. Most of the recipients have been small tradesmen. Five women have used this means to buy a supply of cloth for home industry. Such business seems small, indeed, but the eagerness with which individuals avail themselves of it is pathetic witness to the hard economic conditions prevailing in the countryside.

b. Health - Since November, Miss T'an Shu-en, a graduate of the Weihsien Nurses' Training School and the Peiping Midwifery Course, has been in charge of the dispensary. A doctor from the Cheeloo staff has conducted a clinic regularly on market days. A previous tabulation showed a total of 190 patients coming from 26 villages and Lungshan to the clinic between the dates of September 27 and December 6, sixty-three of these being women. A summary of the second term is shown below:-

PATIENTS AT THE LUNGSHAN DISPENSARY AND CLINIC, JAN. 1-JUNE 1, 1933

Classification of Cases	Number at Clinic		Number at Dis- pensary		Total
	Men	Women	Men	Women	
Medical	38	33	27	33	131
Surgical	19	5	90	20	134
Eye	13	20	205	353	591
Skin	8	5	13	4	30
Dental	2		2	8	12
Ear & Throat	3		4	9	16
Obstetrics				25	25
Gynecology		3		1	4
Vaccination	15	13	76	48	152
Syphilis		1	2	2	5
Total	98	80	419	503	1100

The medical work represents a wide and growing interest. The response of the women to the midwife service has been especially gratifying. Plans are now being made to open a special training course for village mid-wives. Much credit is due to the Surgery Department, and especially to Dr. Liu Jung-Yao, for the sacrifice of time and comfort which has made the weekly clinic possible. It is now hoped that both the curative and educational aspects of the health work can be re-organized in direct connection with the appropriate departments of the medical school and hospital. A well-worked-out plan of this kind has been recently prepared by Dr. S. S. Waddell, based upon a study of the experience of the Mass Education Center at Tinghsien.

c. Homemaking. - By common consent, this field is recognized by all students of rural life as one of the most difficult and yet most strategic. In September, Miss Mary K. Russell was appointed to the Rural Institute staff by the Methodist Women's Board for special work in this field. The first year has been spent largely in making a study of the actual conditions in the village, and in living with the Chinese staff at Lungshan, considerable time going to language study. Some literacy work has been carried on in several villages, as well as in Lungshan, and special meetings have been held for women in connection with the various activities of the Service Center. A weekly sewing class has been taught in the girls' school. An exhibit, which included a layette, an infant's bed, and foods for children and adults, was arranged for the Country Life Exhibit at the Tsinan Institute. University students, nurses, and Rural Institute staff members helped to explain these articles to a greatly-interested audience. The future development of this work may be indicated by the following extract from Miss Russell's personal report.

"Plans for the coming year assume the addition of two full-time workers. One of these will be resident at Lungshan. She will spend four or five months in teaching two 'thousand-character' classes for women and girls, one in the morning and one in the afternoon for six days a week. Because of the almost complete absence of literate women in the district it seems necessary for a member of the staff to teach the first class in each community, with the hope that that ~~through this~~ first class will train volunteer teachers for future classes. The classes will be held in those communities which promise the greatest amount of local support and backing. It is hoped that these may be much more than literacy classes - that through this contact and organization real help in homemaking may be given, and that the women may be guided to use this new tool, their ability to read, to the profit of themselves and their homes. It is planned that the work in the villages near the campus may be developed with the university students as volunteer workers, the chief contribution of the staff being made in guiding and assisting those students. The second worker to be added to the staff will work with me on the development of subject matter and working out of methods to be used in all the work. We hope that in every contact with the folk of the villages, whether in a large meeting, a class, or in personal contact, we may have a wealth of material to share with them which will be for the upbuilding of these homes. The finding of that will be the major task of these two people. In some phases it will probably mean original research, perhaps in cooperation with other departments of the Rural Institute or the university; in other phases it will mean adapting the things that other folk have done in other places. The period of study is not ended - we hope it never will be, but in the coming year we hope that we may begin putting into practice some of the things that that study is teaching us."

d. Education - The location and mid-winter enrolment of the two lower-primary schools are shown below:-

<u>Location</u>	<u>Enrolment</u>	<u>Teacher</u>
Lungshan	27 (girls)	Miss Han
Yu Chang Chuang	25 (boys)	Mr. Sun

The village of Yu Chang Chuang is too faraway from the Center for effective supervision. It is now registered with the government and arrangements have been made with the local people for a gradual withdrawal of our subsidy, although we shall continue to cooperate in health and community service. In both schools the children have had physical examinations and treatments for skin and eye diseases. These schools are filling a real need in the community, and represent a phase of rural reconstruction which cannot be overlooked. As schools of the ordinary type they are fairly successful, but more experimentation and supervision are greatly needed if they are to make any larger contribution.

In mass education, nine literacy classes have carried 72 pupils through to graduation, eleven of these being from the higher grade. For several years, the literacy work has been closely related to the Mass Education Department of the Church of Christ with headquarters at Tsingchow. Since Lungshan is in the area normally served by this department the decision has been made to incorporate the mass education for men and boys with their work.

e. Religion - The church in this region represents what is all too common a situation in the country - a scattered membership divided by local interests. Through cooperation with School of Theology, plans are being made for an intensive effort in evangelization and Christian nurture within a limited area, with the aim of building a spiritually vigorous church with a vision of community responsibility, which will be able not only to carry its own burdens but also help with those of others. Dr. Stanley and other members of the School of Theology have been making regular visits to Lungshan for this purpose. A new spirit of hope and loving helpfulness among the church is already making itself evident.

f. Investigation - An outstanding need has been that for more systematic study of conditions. During the summer of 1932 an investigator spent three months collecting information by the use of forms supplied by the University of Nanking. A preliminary report of his survey appeared in the Chinese Sociological Journal for October, 1932, and the survey-blanks are now in process of tabulation. More recently, a special survey on a limited scale has been carried on of the area to be included in the proposed community parish. This information, along with a summary of previous studies, will appear in the second semi-annual report, to be issued after July.

The cumulative results of several years of patient effort in this region are now beginning to be apparent at Lungshan. The local people are gradually accepting the Service Center as one of their own institutions, which, to borrow an expression from one of the Tingsien speakers, "at least, means well". Most encouraging of all has been the emergence here and there of responsible local leadership, interested in community improvement. Some, as mass-education alumni associations and the cooperative societies, are the direct product of the Social Center training. Others, as church members, or village school teachers, represent existent institutions with a new desire for service.

(3) VILLAGE WORK NEAR THE CAMPUS - For several years members of the staff and student body, fired with the desire to know and help the country people, have been visiting the villages nearest the campus. In two of these, Wang Chia Chuang and Chang Chia Chuang, primary schools have been organized. During the past year the Rural Institute has been asked to assume the general oversight of this work with the aim of coordinating it and relating it to similar efforts elsewhere. The Education Department has given some time to the schools, meetings have been held in the villages, and a public health nurse has made regular visits. A number of students of the university and School of Theology have given of their spare time to carry on Sunday Schools and literacy classes. Two women students have been engaged for a part of their time to work with the women in each of the two villages in order to lay a foundation for future organization and leadership. An encouraging feature of this project is that both of the students are entering rural service as a life work.

In these neighbouring villages there is an excellent opportunity for students to make friendly contacts with village people, and to give voluntary service. The present need is for a more carefully-planned program into which such efforts can fit, and for more local responsibility. There is reason to think that the coming year will see progress in both of these directions.

The question may be raised at this point of the desirability of carrying on practical work at so many points. At no place do we have property investments and it would certainly simplify matters to concentrate upon one villare, but it is ~~but~~ very doubtful if any one point would answer the purpose. At Lungshan there is a rather typical market town area, the center of which is easily accessible from the railroad. To date no more convenient setting has been discovered for a comprehensive community program. The nearby villages, on the other hand, while scarcely a typical rural community offer the advantage of quick and easy access for spare-time activities or those which must fit into a closely regulated schedule. In both regions contacts have been made and experience gained

which are too valuable to be sacrificed. It is to be hoped, however, that fairly rapid progress can be made in reaching the point where the work in both places will be able to progress more under its own power, and will at the same time yield more in the way of experimental results.

During the last two weeks of March the Rural Institute united with the Whitewright Museum in Tsinan in a Rural Life Exhibition which was visited by over fifty thousand people, many of them from rural districts. Members of the Institute staff have also helped to conduct agricultural fairs, or to hold meetings at Weihsien, Tsingchow, Tsouping, Huangtai and Tehchow.

It is the opinion of the writer that the most important question for Cheeloo is that of a research and training program which will both support and make use of the potential laboratory made available by the work described above.

It cannot be over-emphasized that rural improvement is not a one-man undertaking. By its very nature it is concerned with the whole of life. In Shantung, in particular, there is a lack of basic research in practically every phase pertaining to rural reconstruction. To do work with any degree of adequacy, specialists are needed in several fields. The need is especially acute in the fields of rural social science and in rural education. In the first of these, there are well-developed departments at several sister institutions but we need to be able to meet the local situation and to have enough of foundation to cooperate with more specialized departments of Rural Sociology or Agricultural Economics. Although both a rural sociologist and a rural economist are needed here, one well-trained man could select the most important elements from both fields. Such a person would be responsible for local surveys, and help to teach the basic courses in rural social science. A second need is for a woman trained in rural education to take the supervision of the village schools, use them as places for experimentation and training, and also to teach courses in Rural Education. We are constantly being called upon to furnish students or training for students in rural education. In fairness to both students and constituency we must either do this work with better facilities or drop it altogether.

It is inspiring to see the interest among our students in rural problems, and to hear from graduated who are engaged in self-sacrificing service for country people. It must be recognized, however, that the time is fast passing when mere interest or disposition to "endure bitterness" can be considered sufficient qualifications for rural service, indispensable as these elements are. There is now rapidly growing up a body of tested experience, and specialized information and technique, about rural reconstruction, which is an essential part of rural training. Furthermore, there must be an opportunity for abundant practical experience under supervision.

A possible means of accomplishing these ends is suggested by the proposed plan to move the North China School of Engineering Practice to Tsinan in connection with Cheeloo and the Industrial Service Union. One of the serious questions which arises out of this proposal is that of fitting in the type of work now carried on by the first-named institution with that of an academic curriculum. As now organized, students in training are sent out for six months for actual field experience. In rural work of all kinds, we may need to do something as drastic. In medicine the same end is probably accomplished by hospital experience and internships.

As a concrete suggestion it is proposed that there be organized at Cheeloo a Rural and Industrial Institute, to include the work of the present Rural Institute, the contemplated Industrial Institute, and possibly agricultural experimentation. The outline of such an organization is given on the accompanying diagram, where it appears as a separate department directly under the President of the University. It should, however, be an integral part of a university dedicated to the service of the common people.

Cheeloo University

Executive Council

President

RURAL AND INDUSTRIAL INSTITUTE

<u>Training</u>	<u>Research</u>	<u>Extension</u>
1. Engineering and Engineering and Industrial	1. Industrial	1. Industrial
2. Rural Education	2. Social and Economic	2. Agriculture (Nanking)
3. Rural Social Service	3. Agricultural Experimentation	3. Health (Med.School)
		4. Education
		5. Social Service for homes
		6. Surveys
		7. Social & Economic Organization
		8. Religion (School of Theology)

A. L. CARSON

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October 27, 1935

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Dr. A. L. Carson

over

SHANTUNG

I have been more and more convinced that the Chinese in China want to see a change in the rural program, and I have been working for a few years to bring about this change. I have been working with the rural program in Cheeloo, and I have been working with the rural program in Cheeloo, and I have been working with the rural program in Cheeloo.

Shantung Christian University

October 27, 1935.

ack - 11/23/33

Dr. A. L. Carson
Cheeloo University
Tsinan, Shantung, China

Dear Carson:

Mr. Reiser has very kindly shared with me your letter of September 15th.

We note what you say as to the probably setback to our rural program at Cheeloo because of the resignation of Dr. Chu. We have really had no opportunity whatever here in America to judge what influence Dr. Chu would exercise on affairs at Cheeloo, since he was never on the campus long enough to make any real impression. From one mysterious letter we received in the spring, in which he protested with some indignation against the statement of the rural program for Cheeloo as adopted in China and the West, we have all been very puzzled as to just what his attitude really was. But it makes us all the more regretful with having lost him if he is the type of leader that could have pushed forward vigorously and intelligently with this vital part of our Cheeloo program.

We do earnestly hope, however, that whoever may be chosen to succeed him will be fully as much interested in the rural program, and as capable of carrying it forward. At the meeting of our Cheeloo Governors ten days ago, this hope was expressed as emphatically as it seemed wise to the Governors to put the matter. Since the election of a president lies in the hands of the Directors, the Governors felt they should avoid expressing themselves so vigorously as to raise the charge of meddling.

I have studied with interest the seven conclusions you enumerate as you review the situation of the rural program at Cheeloo. Some of them are encouraging, others are not so cheerful. I am glad to find that at least there is a growing sentiment among our faculty, students, and constituency for rural service. It is almost impossible to accomplish anything in the face of the indifference, and even hostility, which we have had to confront for several years. If a strong sentiment favoring such a program can be developed, that in itself will be more than half the battle.

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I have been more and more strongly impressed by the rising tide of conviction that the Christian enterprise in China must give primary emphasis to serving towns and villages, rather than confining our work to a few larger cities. Again and again during recent weeks I have met with instances where some well known leader who has heretofore shown little interest in rural problems, is now saying with real sincerity and conviction that this is our biggest and most urgent task in China. The thing that I most greatly fear is that Cheeloo may let its opportunity for leadership in this field slip from its grasp by delay and lack of vision. This opportunity will not remain in our reach very long, and we must either seize it quickly or see it taken by other hands.

As you say, the crux of the whole problem is to be found in the administration of the University. The men who occupy the positions as president and dean can either make the rural program succeed or fail. But there is nothing we in the West can do to influence the selection of these men in any direct way. We can only hope that those on the field who are responsible for making these selections have the wisdom and the vision they will need.

Meantime, I hope that nothing will interfere with the very fine service you are already giving in this field. Since you went to Cheeloo you have had need of all the courage and patience and tenacity which any one individual could possibly possess. Fortunately you are well supplied with all three of these qualifications.

With warmest regards, I am

Very cordially yours,

B. A. Carside

BAG:PW

Copy to Mr. John H. Reisner

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濟南齊魯大學
CHEELOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

November 23, 1933

Ack 1/6/34

Mr. B. A. Garside,
150 Fifth Avenue,
New York City, U. S. A.

Dear Garside:

Your letter came today just as I was getting set to write to you .

For one thing, I wish to report that your typewriter is sold. The price was only \$25.60 Mex, and of that five dollars is due the Rural Institute for repairs. I had it put in shape last year and used it occasionally, but since I have one of my own at the house, it was not used enough that I felt justified in buying it for the Institute. Not long ago it developed another defect. When I asked the business manager to call the repair man, he offered to buy it, as was, for the sum mentioned. Since it is for the East Suburb Church he did not wish to offer more, and it seemed that it would be better to have it put where it could be of more constant service. After deducting the five dollars, there is a residue of twenty dollars to pay to you. Since we have waited this long I think that I shall await your final instructions before sending the money. Perhaps Dr. Lair will have some suggestion as to how it can be sent. I do not wish, however, to hold up this letter until we can get together, for you should know how the plans for the rural work are developing since my letter to Reisner.

I wish very much it were possible to see you occasionally. It is so difficult to make anything like a fair statement of the Cheeloo situation in a letter. For that reason, I have hesitated to write at all. As I have re-read my letter to Reisner, the points made in regard to the real interest ~~atowards~~ rural service among both faculty and students here and the potentialities of the whole set-up for a strong rural center stand out more clearly than ever. For example, when I came back last fall I found an organization of Christian students very much like a Student Volunteer Band who were determined to give their lives to rural service. They are from all schools of the University, including Theology. There are not so many of them in this one group, but many others would doubtless join if given a chance. The best thing about it is that it was a purely spontaneous development among the students themselves. Several of us have been asked to act as advisers, but they take full responsibility for the whole program. Of course, we have other things going on in this line in which students take part, but I am citing this as one illustration of the deep and growing interest among the students, the same thing is true of the faculty. In this respect, the situation has entirely changed since the time when the rural program was first suggested.

I think I am safe in saying that the present administration is just as interested as anyone. Among the Chinese there may be a little bit of going with the tide, for rural reconstruction is the popular slogan in China today, but there is probably less of that here than in some of our sister institutions. This morning Mr. Davies and I went to the

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清 南 大 學
CHEELOO UNIVERSITY
TAIWAN, SHANTUNG
CHINA

Mr. S. A. ...
120 Fifth Avenue
New York City, N. Y.

Dear ...

to you.

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mat with a proposal which I have made in regard to reorganizing the Rural Institute. While we decided nothing, we did clear up a lot of points about which confusion has reigned for some time, and I am more hopeful about the whole outlook than at anytime in the past year.

To speak very frankly, I think that Dean Linn is just as interested in the rural work as anyone, perhaps more so, but organization is not his strong point. Being an engineer he likes to see action, and produces lots of it. Unfortunately, a rural study and service program is not so simple as setting up a steam engine, at least it is a different proposition. What we must have is an organization within which those of us who are interested and trained for this job can work, and yet which will fit into the whole picture. That is what we are struggling with now. Otherwise, it seems that the main lines of our possible plan are already fairly well indicated, and we have made a fair start along some of them. Most of all, this institution must have a policy and program which those within the institution can loyally support. Ever since I came here there has been one whirl-pool of criticism and counter-criticism which is fatal to real progress. A certain amount is needed, but we have had more than is good and more than has been needed. Probably I have not been entirely free from blame myself, although I have struggled against the tendency. It seems to be a peculiarity of our administration to rub people the wrong way, and yet they have done a lot of things of real value. In spite of all kinds of difficulties the place has been going forward. If some decision can be reached on these matters of policy and organization which can be announced with a solid backing within the institution, I am not much concerned with other problems.

We have heard a great deal about Yenching's program, and I talked it over with Cato Young a few weeks ago when in Peiping. Professor Tayler and I agreed last year that the best procedure at present was a coordinated effort for the industrial service. The field of rural work is so broad that there is room for both Yenching and Cheeloo to do certain phases. There remains the danger which Mr. Cressy points out of dividing ourselves to the point of being spread out too thin in each place. I think there is more than one possible solution, but it should be worked out cooperatively if possible for the good of the future as well as the present. If there is any chance of getting Professor Tayler here it would be a great asset. If Cheeloo goes whole-heartedly into this work here is the best place for him.

Mr. Gunn of the Rockefeller Foundation was here recently, and we had quite an encouraging conference with him. We should plan to have some part in whatever program he is to promote along rural lines.

I shall try to keep you in touch with things as they develop. After a period of stagnation, it looks as if there would be a development of some kind. Of course, our big hope is in a president, and I am assured that it is definitely understood that he will be someone who can support and direct a rural program. At the best this is not an easy undertaking, and we must set up a concrete plan in the meantime, even if it is a temporary one.

I am also writing to Reisner.

Cordially yours,
A. R. Carson

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SHANTUNG

January 6, 1934.

Dr. A. L. Carson,
Cheeloo University,
Tsinan, Shantung China.

Dear Carson, my lad,

You are a financial wizard! To net L.C.\$20.00 from my faithful "Elsie", who accompanied me through three years of teaching school, two years in France, two years in postgraduate study, and four years in China — not to mention these last seven years she has been pining away for me there in Tsinan — that's marvellous! Didn't you forget to deduct your commission? Such an old China hand as yourself ought to be more adept than that at the gentle art of "squeeze".

But now that you have such a handsome surplus to my credit, I would like to add to your record of good deeds by asking you to do one more job for me. In some way Margaret and I managed to lose the very ornate birth certificate which was conferred upon our daughter when she came to add her somewhat tempestuous presence to the dull routine of existence. So now we are anxious to get a duplicate copy of the certificate so that we will be able to demonstrate whenever necessary that she is a good and loyal American citizen and all the rest. I trust that you can get a duly certified copy from the American Consulate there in Tsinan. Jean Alston Garside, born December 17, 1925.

If you will pay for this certificate and will pay Miss Hickson for one subscription to the "Cheeloo Monthly Bulletin", 1933-34, that will pretty well use up the twenty. If any residue remains, tuck it into your budget for your Rural Institute and we'll call it square.

Glad to have your comments on the progress being made toward the development of a real Rural Program at Cheeloo. Our opportunities in that direction are going to disappear very quickly if we do not seize hold of them. It is very fine indeed that "rural service" is now becoming la mode, and that everybody wants to take a hand in it. But this development is likely to spell the doom, rather than the salvation, of our Rural Program at Cheeloo. For if we are simply doing what everybody else is doing (and some doing it better at that) we haven't much of a special claim for support. There is likely to be an overpowering chorus from all sides "You had your chance to lead, but refused to have anything to do with it until it became the fashionable thing. Then you were willing to get on the band wagon with the rest."

This critical problem of finances may prove to be the determining factor. A recent action by the Rockefeller Foundation indicates they

Carson

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1/6/34

are determined to cut off the Cheeloo School of Medicine with the proverbial shilling. In that case it may be necessary to concentrate all our Cheeloo support on Medicine, and to move the whole Rural Program in Arts and Science bag and baggage down to Nanking. The School of Theology should no doubt remain where it is, if it can find the necessary support. All this may of course be quite visionary - or night-marish if you prefer. But I'd like your own frank judgment as to the relative merits and demerits of such a proposition if it were forced on us.

Now I'm going to seal up this letter and beat it for home, for the Saturday afternoon sun is getting low, and I promised my good lady I'd be home in time to milk the cows - if there were any cows to milk.

Greetings and profound respects to all the honorable members of the distinguished household of Carson.

Cordially,

B. A. Garstide

BAG/G

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濟南齊魯大學
CHEELOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

February 2, 1934.

ack 2/27/34

Mr. A. B. Garside,
China Union Universities,
150 Fifth Avenue,
New York City.

SHANTUNG

Dear Garside:

A good many letters to you have gone into the fire. It did me good to write them, but the whole situation has been too confused to send you any interpretation of the bearing upon the rural program.

In spite of all kinds of difficulties and mistakes, it really seems as if some kind of a program is developing. Mr. Davies is drawing up several charts to illustrate various phases of this, which you will doubtless receive in good time. There have been many times when things have been extremely difficult, but it is not necessary to elaborate on this point. The realization that you and other friends of Cheeloo were expecting me to stay by the job here, has helped a lot. Another factor of fundamental importance is what Professor J. B. Tayler likes to call "the obvious destiny" of Cheeloo. To make this institution the outstanding center for professional rural training in North China will call for responsible leadership with somewhat different qualities than is now apparent.

On the other hand, there is every reason why Cheeloo should make a great contribution along certain limited lines, and also to the whole problem of rural reconstruction in Shantung. In a province of 30,000,000 the latter is no small undertaking by itself. There is a great deal of solid effort being put forth by government people, and there is also a live interest among the churches and Christian schools. As a registered Mission University we have an unique opportunity to draw these groups together in practical service. We have already made arrangements with the University of Nanking to serve as a local center for their experimental and extension work in agriculture. If Prof. Tayler's recommendations go through, Cheeloo will be the main center for textile and metal trades in connection with the Industrial Service Institute.

At Lungshan we are much encouraged by the progress in co-operative organization among the farmers and in the medical work. We need very much a qualified person to deal with the educational problems, and another for women's work. Yesterday I learned that Mr. Wang Mei Yuan is available, as well as his wife. You may remember Mr. Wang. I think he was your assistant when you were running mass athletics at Weihsien. He graduated here two years ago, and has since been in Y.M.C.A. work at Kaifeng. He is much interested in rural service, and took all the courses offered at Cheeloo when he was here. His wife has been a very successful Y.W.C.A. secretary in the rural center at Fushan. I mention this case because it illustrated the need for enlarging our budget. Heretofore, I have worked more to get people with rural interests into the Arts College. Now, it is apparent that the Rural Institute should be able to select

南開大學
CHEE LOO UNIVERSITY
TSINAN SHANTUNG
CHINA

February 2, 1934

Mr. A. B. Garfield,
China Union University,
130 Fifth Avenue,
New York City.

Dear Sir:

A good reply has been received from you regarding the matter of the
of the position upon the matter.

In reply to all kinds of letters and answers, it is a matter of
kind of a program of work. It is a matter of fact that you have
various kinds of work, and you have a number of different kinds of
been many times when I have been in the office, and I have seen
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Mr. A. B. Garside.

and support certain persons directly, allowing them to combine teaching with practical service. This is rather a vital point, and I am wondering how far you would encourage me to try to build up a separate budget.

Another promising development is the short course for rural workers which will open next fall. This was Dean Linn's idea. At first I feared we might be competing needlessly with the short course at Nanking, but there are some special reasons for a short course here:

1. Something of the sort is needed in North China. Conditions are different in the Yangtze Valley, and it is too expensive for students of this type to go there.
2. This course will emphasize social service and education rather than agriculture.
3. It will be open to women.
4. There is a good opportunity to co-operate with the local Mass Education Bureau, both in giving the training and in placing graduates.

In a way this is a small thing, but it may mean a great deal in opening a rural curriculum at Cheeloo.

Do not lose hope in the situation here. It is not what we would like to see - perhaps it is better in some ways - but I have been much impressed by the fact that there seems to be a spirit of prayer and faith at work among the whole group which I believe will go far towards remedying the human shortcomings involved.

You may feel free to show this letter to Reisner, or to anyone who is interested.

Sincerely yours,

G. L. Carson

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FEB 24 1934

Mr. W. B. Garstide.

would encourage me to try to build up a separate budget and support certain persons directly, allowing them to continue teaching with practical service. This is rather a vital point, and I am wondering how far you

Another promising development is the short course for rural workers which will open next fall. This was Dean Linn's idea. At first I feared we might be competing needlessly with the short course at Nanjing, but there are some special reasons for a short course here:

- 1. Something of the sort is needed in North China. Conditions are different in the Yangtze Valley, and it is too expensive for students of this type.
- 2. This course will emphasize social service and education rather than artistic culture.

- 3. It will be open to women.
- 4. There is a good opportunity to co-operate with the local Mass Education Bureau, both in giving the training and in placing graduates.

In a way this is a small thing, but it may mean a great deal in opening rural curriculum at Chensho.

Do not lose hope in the situation here. It is not what you would like to see - perhaps it is better in some ways - but I have been much impressed by the fact that there seems to be a spirit of prayer and faith at work among the group which I believe will go far towards remedying the present situation.

You may feel free to show this letter to Palmer, or to anyone else interested.

Sincerely yours,

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SHANTUNG

February 27, 1934

ack 3/19/34

Dr. A. L. Carson
Cheeloo University
Tsinan, Shantung, China

Dear Carson:

Let me acknowledge receipt of your letter of February 2nd, also the printed folder on the Village Service Center at Lungshan and the material of the organization meeting of the North China Christian Rural Service Union. The folder describing the Village Service Center at Lungshan is quite interesting and encouraging. I believe you sent us only two copies of this. I wish you had sent us a supply so that we could have distributed this to the members of the Board of Governors at least, and possibly to a larger group as well. This is the first really concrete and constructive statement I have ever seen of the work at Lungshan. If you have a sufficient supply, and have not already mailed us more copies, will you send us from 25 to 100 copies of this leaflet, depending on what you can spare.

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See
"Miscellaneous
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What is the difference between the North China Christian Rural Service Union and the North China Industrial Service Union? So far as I can discover they are quite distinct and unrelated bodies. Would it not be possible to have one group dealing with all the various aspects of rural service in North China? We are already cluttered up with so many organizations of one kind and another - all quite worthy in themselves - that we expend all our energies keeping machinery in motion. I do not know enough about what is contemplated for these various rural service groups to know whether these general criticisms are applicable or not, but at least we ought to be very careful indeed about starting any new groups whatever until the ones already in existence have either been made effective or have been voted out of existence.

I am very glad indeed to see that at last there are evidences of a broadening and deepening interest in the rural program at Cheeloo. For several years you have been compelled to carry on practically single handed. Whether or not this growth of interest has come too late is still to be determined.

I find that during the past few years my beliefs as to the ultimate success of worthy enterprises have undergone some radical changes. I used to think that any worthy enterprise, if supported with sufficient patience and tenacity, was bound to succeed ultimately. I no longer believe that is necessarily true. I have seen quite a number of very worthy enterprises go down to hopeless and final defeat, not through any lack of patience and tenacity on the part of their supporters, but because of blunders and absence of skill

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and good judgment. Even in the realm of good intentions, we see the operation of the law of the survival of the fittest rather than the survival of the best.

Cheeloo was given a five year start over the other China Colleges in its opportunity to take the lead in rural work. Most of that time was hopelessly lost because of short-sightedness, inertia, and even active opposition on the part of those who should have given the movement their heartiest support. Now we are merely one entry in a large crowd of competitors. Whether we can retake the lead we have thrown away is an open question.

The one thing that is quite certain in the rather pessimistic situation at Cheeloo is that you yourself have done a wonderfully fine piece of work under very difficult conditions. If the rural program does go forward at Cheeloo, you are the one who should continue to lead it there. If this program is shifted elsewhere you should go along with it and have an opportunity to render an even more effective service than would ever be possible in the barren soil of Shantung.

I am very glad that Mr. Wang Mei Yuan and his wife are available for the work at Lungshan. I hope that you have been able to obtain their services. Whether you should build up a separate budget for the rural program or should make this a part of the general budget is a difficult question that will, I believe, have to be worked out on the field in the line of your rural situation. My own conviction has constantly been that the rural program of Cheeloo is in a small and separate compartment, but is inclusive of everything that Cheeloo is undertaking. It seems to me that the proposed short course ~~course~~ for rural workers would be an excellent thing if it could be worked out in harmony with your other program and also with what is now being done at Banking.

I am passing along your letter to Reisner as you suggest.

Very cordially yours,

B. A. Carside

BAG:MP

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SHANTUNG

濟南齊魯大學
CHEELOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

*for Course
in Rural Program*

鄉村服務社
THE RURAL INSTITUTE.

INDEXED

March 29, 1934

ack 5/17/34

Mr. B. A. Garside,
150 Fifth Avenue, New York, N. Y.

Dear Garside:

Your letter of February 27th arrived just as I was trying to get up steam to answer a previous one, which has caused me a great deal of cogitation.

To take care of business first, your subscription is entered for the Cheeloo Bulletin, and the duplicate of your daughter's certificate of arrival in this realm of trouble should be on its way to New York. The Consul apparently thought I was trying to put something over on him, and insisted on sending it to you directly. He allowed me to pay for it, however. After deducting the charges for these services, and paying a repair bill on the typewriter there remained a balance of \$5.50 L.C.. I have taken you at your word and entered this as a contribution to the Rural Institute, for which we send you our vote of thanks. Somewhere I have receipts for all of this business, but if you are satisfied with this account we shall not delay this letter by looking up any details.

The most important portion of your correspondence is, of course, that which bears on the future of the Cheeloo rural program. I am sorry that there are no more copies available of the Lungshan report, but the next monthly bulletin will be devoted to the rural work, and some of the material may be brought up to date. By the way, there was an error in printing that report, apparently one which came in proof reading, for it is all right in the Chinese original. The "arable land in mou" on the first page should be 81,627. A feature of this monthly bulletin will be a set of charts showing just what is happening in the line of rural work here. Mr. Davies has given me several copies, and I am venturing to send you a set under separate cover. I may as well say that I feel the use of this material for publicity purposes is rather premature. I helped to prepare it with the thought that it would be used as a basis for discussion among ourselves first. It reveals considerable weakness as well as evidence of some activity.

You are quite right in your judgement that Cheeloo has lost a rare opportunity to take the lead in the rural movement. It is trying hard to catch up with the procession, and is making some decided gains. So far as the Arts and Sciences are concerned we may as well face the real situation, which is that we are in the hands of a very active and determined dean, who has considerable ability, but who does not want anyone to tell him his business. It seems to me that the real weakness lies in the Board of Directors on the field,

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CHANGUNG
學大普魯前青
CHEELOO UNIVERSITY
TSHAN, SHANTUNG
CHINA

THE RURAL INSTITUTE
農林服務部

Dr. H. A. ...
115 Fifth Avenue, New York, N. Y.

Dear ...

[Faint, mostly illegible typed text body]

TO RECEIVED
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MAR 29 1934

If they had wished to follow intelligently and sincerely the original correlated program, a different type of leadership would have been necessary. Whether such leadership was available is another question. As it is, we have asked a certain Chinese group to take the responsibility for the institution, and they are determined to do it their own way. Recently, Dean Linn told me that he wished to have an institution where poor boys could get a good education. That is probably as near to a declaration of policy as you will get with him. His mind runs toward action, not statements of principles. Under these circumstances, there would seem to be only two logical courses. One is to call for a showdown, and insist on a detailed plan before continuing financial support. The other is to support him so far as support can be secured for the sort of thing which is going on, and see what he can produce. If you want my honest -to-gosh opinion for personal use only it is that there is no chance of any big or highly creditable piece of work being done under the present leadership, but that there may come about some very useful and helpful pieces of work. The present regime, for example, is quite capable of carrying on a traditional arts and science curriculum. This is a necessary foundation for any kind of professional training. We have the equipment, and a fairly good staff. The lines are set, and some financial support can be secured locally for this. We may also raise fees, and at the same time secure more scholarships for poor boys. The latter is a form of financial support which appeals to our Chinese friends, and Dean Linn is quite efficient in working up such support. At the same time, he is much interested in practical short courses, such as the one in radio. This is very successful, and being an engineer himself the Dean is very skillful in organizing this work. When it comes to projects in the field of agriculture, education or social service, where he has no personal experience, he is not so good. He is so built that he must have everything under his own hands, and professional people who know him are afraid to be too closely tied up to him.

If you carefully analyze this analysis, it will suggest a junior college organization. To my mind that is just what we are headed for, but for goodness sake, keep it quiet unless you think the process should stop. If it were once mentioned, people would go up in the air. We are registered as a full university, and will probably struggle to keep up a framework, but I repeat that we seem to be headed for a place where the most efficient work is going to be done on the junior college level, whether it is called that or not.

The big question to me lies in the Education Department. Dr. Tan the new head, is a Ph.D. from Leland Stanford, an earnest Christian, and a very fine fellow. He also seems to have the confidence of the Dean, and deserves our support. The Christian movement in China needs very much a good training school in this part of the country, and I feel Dr. Tan should have a chance to show what he can produce under the present circumstances.

What about the rural work? Right now I see little positive hope for high-grade training. Dr. Tan is in charge of the proposed short course, and it is a step in the direction of specialized training. On the other hand, I can see considerable development in our extra-mural experimental work, and extension. We took over some rather discouraging problems at both Lungshan and in the nearby villages. Without patting ourselves on the back, I can say that there is some real evidence of progress. There is a growth of local leadership, which will make it possible to do some vital things later. Furthermore,

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in spite of a lot of grief and disappointment, we are beginning to assemble a staff who would make a foundation for a real teaching or extension program later.

You spoke of moving the Rural Program to Nanking. I am quite willing to consider moving anywhere for the good of the cause, although we are just beginning to see some foundations here. Also, I am convinced of the prime necessity of keeping Nanking going as a strong professional center. So far as I know, however, there is no question of Nanking needing us or even desiring us. Why not put it the other way, and strengthen the Nanking program in Shantung? In other words, what can be done to build up a strong cooperative program with the Rural Institute and the College at Nanking? As I talk to the people from there it seems that this is what they are quite willing to do.

To come down to brass tacks, it amounts to this. At present, I am under suspicion in the Arts College of not being thoroughly loyal to the powers that be, and having suspicious alliances. The fact that I have tried for two years to use these alliances to build up a program which would help everybody is overlooked. They are glad to have me teach, and are willing to enter into a tacit agreement whereby they will not interfere with any outside activities, if I do not interfere with the internal program. That means I must find some outside organization, go to seed professionally, or get out. The latter would be the easiest course, but I wonder if we really want it to come to that. Rural work by its very nature can not be concentrated too much, and there is still the vital need for a professional center under Christian auspices in North China. I do not know much about Yenching, but my friends who have spent considerable time on its campus seem to be very skeptical of a practical program for rural training and service being built up there, although some specialized phases are quite possible.

There is the further consideration that any work among the rural churches in China must reckon with Cheeloo graduates for they are the ones who are actually on the job in most places. Would it not be better to carry on here a little longer before we give it up? A good many things have happened recently to give me considerable hope. One is the outlook that the Rural Literature Department of the Rural Service Union should be located here. We shall decide that at a meeting next week. If that happens, I feel I simply must stand by for a time, at least, for this is one of the most significant projects of the Christian rural movement. Another is the possibility of a central experiment station, for which the governor has just given a large piece of land. A third is the possibility of considerable development in public health. We have just secured a fine public health nurse for Lungshan and there is a great advance of interest in the medical school.

This letter is already beyond all reasonable bounds, but I wish to add two items. One is to ask what the Presbyterian Board means to do about the School of Theology. This institution is not perfect but offers the best chance of a progressive church leadership in this part of China. Tenghsien has its place, no doubt, in the present status of the Chinese church, but does the Presbyterian Board mean to support an institution which is openly allied with the narrow and non-cooperating Westminster seminary group at home, and refuse support to our School here? The second is to urge you to come to China

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this year, if possible. There are too many things which can not be explained in even a long letter like this. Neither can you depend upon second-hand impression from visitors who come through for a few days. The work of fifty years is at stake in some of our institutions, and we must have more first-hand and vital contact with the home offices if we are to look for support and advice.

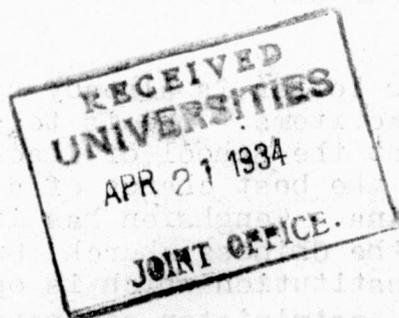
Sincerely yours,

G. H. Carson

P.S. Many thanks for your words of encouragement and appreciation. If you knew the circumstances better you would probably feel less congratulatory about our work, but so few bouquets come our way these days that anything of the kind is gratefully received.

I shall write about the Service Unions later. They arose separately at about the same time. You are quite right that the organization needs to be closed up. Some of your points will be considered at our meeting next week.

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SHANTUNG

May 17, 1934

ack. 6/22/34

Dr. A. L. Carson,
Cheeloo University,
Tsinan, Shantung, China.

Dear Carson,

Thanks for your very frank and illuminating letter of March 29th. It arrived just on the eve of the meeting of our North American Section of the Governors April 26th. I had to struggle to respect your wishes that the letter be considered confidential, for the things you say are just what our Governors need to know in order to deal with the situation intelligently.

The situation as you picture it is pretty much as we have feared it to be. Also it gives little hope for much progress along the lines Cheeloo has had pointed out to it for distinguished leadership. Personally I regret this greatly. But I have the feeling that already during the last seven years I have been leaving the "ninety and nine" other sheep for which I have been responsible here in the China Colleges in order to go out looking for this wandering sheep of the Rural Program at Cheeloo, until it has become a case of my neglecting more important duties that can and should be performed in order to make futile attempts to rescue one crazy sheep that wants to hang itself anyway. So for awhile I'm going to be forced to take the other position of looking after some of the other sheep and letting this one shift for itself. If the Cheeloo Rural Program wants to come into the fold, all well and good. If it doesn't - well, it's merely another vision that didn't materialize, and we won't shed any more tears over it. There will simply be that much more fodder for the rest of the flock.

The type of development which your letter indicates may take place would not be far afield from what I had in mind. As I see it, we would have at Cheeloo, in addition to Medicine and Theology, the following - (1) A Rural Institute that should be related to all departments of the university, and with Nanking as well, and which should be able to render a very fine service to rural Shantung. (2) Arts and Science colleges which could render a distinct service in pre-medicine and pre-theology, and might also justify their existence on what would be essentially a junior college level, whether or not that status were publicly acknowledged. The chief problem would be to find any support from Western sources for the Arts and Science work on this basis. If they can find it in China, more power to them!

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At the meeting of our North American Section on April 26th a special committee on Rural Program was appointed with instructions to make a thorough study of the whole problem. At least two or three of the members of this Committee expect to be in China during the next year or two and so should be able to study the problem at first hand. I hope with such men as Fairfield, Cartwright, and Armstrong planning to visit the field, and with such other men as Butterfield, Keisner and Vaughan all familiar with conditions on the field cooperating with them on this Committee, some really worthwhile results can be accomplished.

One consideration we must keep in mind is that Cheeloo's unwillingness to go ahead heartily with the work it has been asked to do under the Correlated Program is having a serious effect on our whole cooperative undertaking. Cheeloo's example is an encouragement to all the other Colleges to hold back or to kick over the traces. We are not, therefore, simply confronting a situation where we must deal patiently with a difficult situation in a single institution until in course of time it works itself out. We are compelled, for the sake of the whole Program, to say to Cheeloo that it must either make good or else be left behind. I am afraid we have waited much too long already.

We have necessarily addressed Mr. Davies in all of our frank, and sometimes very blunt, communications on the matter. We realize that in a certain sense he is only a powerless intermediary between those forces on the one hand working for the Rural Program and those on the other hand that oppose it. But it would be very undesirable for us to go direct to Linn with these matters, and of course it would be quite impossible for us to approach directly either the Chinese staff or the Chinese Board of Directors.

The question you raise as to the Presbyterian Board's attitude toward our Cheeloo School of Theology is a very difficult one. The Presbyterian Board is struggling to avoid an open break with the reactionary section of the church headed by Dr. Machen. I am not sure just how successful their tactics of Christian patience and forbearance will eventually prove to be, but I am not well enough informed to be any competent judge. It is of course an anomalous situation for the Presbyterian Board to be withdrawing its support from a loyal theological seminary, in order to support another institution that is bitterly antagonistic to all of its policies, and that is always seeking to create divisions in the work on the field. I hope that some of these things can be straightened out in due course, but for the present there is not much we can do.

Thanks for securing the duplicate copy of the daughter's birth certificate. Thanks also for your invitation that I come out to China this year. That seems to be quite impossible for many reasons. One of the most important ones is that we are struggling desperately to get the promotional work of our Associated Boards under way during the next year and it is going to keep all of us on the job every minute if we are to succeed. A more personal consideration is that I could not very well leave the family just at the present time for the period required for such a trip, nor could I very well take the family along. Margaret continues to have her ups and downs, sometimes with the ups predominating and sometimes with the downs in command.

Dr. A. L. Carson

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5/17/34

At all events you will probably have three or four members of the Chesloe Board of Governors on the campus during 1934-35. If they can't solve all your problems I am sure that I wouldn't be able to accomplish any more than they.

I hope that by the time this reaches you you will be winding up your year's work on the campus, and will be getting ready for some weeks of real rest and relaxation. Give our regards to Edith and the young people.

Very cordially yours,

B. A. Garside

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May 21, 1934

Dear Mr. MacLennan:

May I present to you a statement of the contribution which Cheeloo may be expected to make to rural reconstruction in China?

As you know this institution has been asked by the Council of Higher Education to specialize in training leaders for this work. This action undoubtedly rests on the close contacts which the school has always enjoyed with rural churches and mission institutions, on the fact that the majority of graduates have served in rural or semi-rural districts, and on the atmosphere of simple living which has been characteristic of the student body. In 1931, the Board of Directors accepted this charge with the provision that the development should be an evolutionary one which would not do violence to established traditions. What could or could not have been accomplished by a less cautious policy is beside the point now. The fact remains that this institution still occupies a most strategic place as regards rural service under Christian auspices, and especially in North China. It is also true that considerable progress has been made along certain lines toward specialized rural training and service. While the advance has probably not been marked enough to allow us to claim for Cheeloo precedence over all other centers in this part of the country, we feel that we should be allowed a definite place in the mission program on these grounds.

Three years ago, the writer was sent here under the American Presbyterian Board (North), upon the request of the university, to help work out the rural program. This process has suffered a great deal because of the strain incident upon registration and the problems of administration. Any major development in a new direction in the immediate future is greatly hampered by the financial situation. I may say, as I have said frankly to all concerned, there is much in the whole situation which I regard as unsatisfactory from the standpoint of the greatest possible usefulness of the institution. Nevertheless, here we are with a very significant start in a direction which opens up most enticing possibilities. We are prepared for a long, hard pull with confidence that we are pulling in the direction that the Lord wishes us to go, but it is extremely important that there should be the fullest understanding from those who are in positions such as you are filling.

In the first place, we should recognize that the emphasis here has shifted from that of a highly specialized rural-training center to that of a group of institutions with various rural courses, or possibly departments, which are an integral part of a comprehensive educational program aimed as directly as possible at helping the common people. A good statement of this purpose is found in the Rural Programme number of the Cheeloo Bulletin, pages 2 and 3, drawn largely from the Lindsay Report on Higher Education in India.

To be specific, such a purpose calls for a development along such lines as the following.

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1. General courses which will interpret the rural problem to as many students as possible, and special curricula for certain rural professions. The first chart of the series enclosed with the copy of the Bulletin will show what has been done to date. A beginning toward a special curriculum in rural social service and education is being made with the proposed short course which will open next autumn. It is reasonable to believe that with our present resources we shall be able to offer a rural education curriculum within a short time. The medical school only needs a Public Health Department to be able to make a great contribution toward rural health. There is some hope that special funds may be available for this purpose. If plans for technical short courses can be carried out these should contribute very directly toward the problem of rural industry.

2. An experimental center or social laboratory set up in some village where practical experience can be gained under actual conditions. This we already have at Lungshan. There the work is organized under four departments; Health, Education, Home-making, and agriculture and Cooperative organization. In the first we are cooperating with the Medical School. There are two nurses resident in the village. The whole program serves an area of some 139 villages and about 68,000 people. There has been a steady growth of interest in the clinic and in the public health teaching. In the educational work, we are engaging a returned student who is now living in the village and who will carry on a demonstration primary school, and supervise other educational work. For the adult education and mass education work we have a student who graduates in June who shows great promise. An American graduate of a Home Economics College has charge of the Home-Making Department. In Agriculture we are cooperating with the University of Nanking Extension service. In this district which is readily accessible by railroad we have a practical training center to which students can go and see work in actual operation. Furthermore, this may also serve as a base for practical research. For example, this summer the Biology Department is setting up a laboratory for the study of parasitic diseases among villagers.

3. In cooperation with other agencies the university helps to promote agricultural experimentation which is the foundation for improvement of technical agriculture.

4. Out of this interest and these resources, there is growing a service of extension to rural districts. The University of Nanking places their extension representatives for Shantung with us in order that he may be part of a comprehensive program and have a local base. At present, the Rural Institute (which also has direct charge of the experimental center) is also serving as an extension department. From our intimate contacts with village problems at Lungshan the staff of the Institute are prepared for a sympathetic study of similar problems in rural missions and churches, as well as other centers. For example, the agricultural man is now helping to organize cooperative societies at several points outside of the Lungshan district. Last week, the education and the home-making workers from Lungshan took part in the Methodist conference discussing the principles of rural service and giving a demonstration of practical materials for foods and clothing and for anti-footbinding campaigns. At the university

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we hope to assemble materials and ideas which will be of service to people working in the field.

So far I have said nothing about religious work as such. The religious teaching and church organizational work is under the School of Theology. This is part of a division of labor in which we all concur. We offer our program of service in the name of Christ, and as individuals take an active part in all church activities wherever we are engaged. I personally, along with the other members of the staff, take my turn leading the church services and in going out on preaching tours to give my testimony. To the non-Christians with whom we come in intimate contact we say frankly that we believe religion is an essential part of the new life we are trying to make for China and for the world, and that the revelation of God in Christ is the best and highest that we know. Therefore we can do nothing less than to share it. On the other hand, we make it clear that our contribution to human needs is made irrespective of the man's religious creed. To the church members we say that they should take the lead in sacrificial service for others, and in standing for reforms where necessary. Furthermore, we feel that we have a definite mission to break down the partition which now tends to separate the church members from the better elements of society as a whole.

As a means of direct contacts with the church groups we are taking an active part in the Shantung Christian Rural Service Union, which aims to bring together the various Christian bodies for interchange of ideas and experiences. The largest project under this union in conjunction with similar organizations in Hopei and Shansi is the launching of a Christian paper for rural church members who are just beginning to form habits of reading. The two editors of this paper are now located on our campus. I am sorry that you have not had time to become acquainted with them and their plans.

The best part of the outlook is that so far we have witnessed a fairly healthy and cooperative growth. The university as a whole has come along with us in the increasing interest in and emphasis upon rural service. There is much in which we have failed, but there is being built up a group who are solidly interested in the welfare of the common people, not as a narrow interest which competes with others but as a underlying set of convictions.

May I also add a word about Professor Tayler? I have known him since 1924, and have watched him grow steadily in his grasp of the rural economic problem of China and in his development of a fundamental philosophy. It would appear to me to be nothing less than a major tragedy for him to be lost to the Christian cause in China at this time. If there were any way in which he could be associated with those of us here who are giving our lives to the task of rural service I believe we could be of great mutual service, and would be able to make his peculiar contribution available for a wide area.

Very sincerely yours,

s/ A. L. Carson

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濟南齊魯大學
CHEELOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

鄉村服務社
THE RURAL INSTITUTE

ack 6/21/34
May 24, 1934

Mr. B. A. Garside,
150 Fifth Avenue,
New York City, U.S.A.

INDEXED

Dear Garside:

Since this letter will probably not reach you before you go to the annual meeting in England, I shall not attempt a long discussion.

I am sorry that there were no extra copies of the Lungshan report. You have probably received the special rural number of the monthly bulletin. This reveals our weaknesses as well some progress. I would have wished to use the material for discussion here, rather than for publicity, but you must remember that my position at Cheeloo is quite unofficial. It is true that I am in charge of the Rural Institute, but the work of this department has never been defined. The best I can do is to offer suggestions and do as much as I can by indirect influence. If I try to push things too much under the present circumstances we only run into difficulties. In spite of our muddling along, I do see a good many rays of hope. Most of all do we need a real president, under whose leadership a proper program can be shaped. If such a man can be secured Cheeloo has the foundation for a great future. Otherwise, we shall go along as we are. The mission support will naturally fall off, and there will be some local funds, but not enough for a proper development. In any event I am willing to work along at the rural end of the job, if it is understood just what we are doing and what we can not do. For example, right now, I can see that we can carry out a good experimental program and an extension department. After a few years this will be the foundation for a real training program. In the meantime, there is a steady growth of interest within the present colleges and a good many practical projects. This is essentially an evolutionary development, which is what the Board of Directors are committed to.

This rather long explanation may give you the clue to why no real program was presented to Gunn. Perhaps I missed some tricks, but I do not seem what else could have been done. I had no opportunity to present a definite proposition to him. It is possible that we may be able to work out something this summer, but that remains to be seen.

Received You ask about the two Service Unions. The Rural Service Union was first on the field, and is more likely to be the permanent one. As an evidence of its activities, I am sending an announcement of the Christian Farmer, the first number of which will be out in a few weeks. The Industrial Service Union is not a distinctively Christian organization, and is composed largely of specialists who are interested in the development of native industry. It looks now as if the latter would eventually take some other form, perhaps a university union.

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There is one blow which has hit me harder than anything else, and it is a comparatively small thing. That is the action of the Presbyterian Mission in regard to the School of Theology. I wonder if anyone realizes just what that meant. The School of Theology has its shortcomings, but it has been the one branch of the institution here which has loyally and steadily worked for a constructive program. I had come to count on them more than any other group. Of late, the Medical School has begun to take positive action, and certain branches of the Arts and Sciences Colleges, such as Biology and Education are wholeheartedly backing the rural program, but the School of Theology has been most helpful from the start. I wish they could have pushed their rural church department faster. It lacks a strong Chinese, but they are going in the right direction. Does the Presbyterian Board mean that it will support the institution at Tchengsien -- which doubtless has its contribution, but which has a very narrow field -- and throw over the one school which has given evidence of a forward-looking program? I am writing to Dr. Scott a more carefully worded letter about this. So you need not share this; I would only like to know your own opinion about just what has happened.

Before very long I shall make up my annual report with several definite recommendations.

Sincerely yours,

A.L. Carson
A.L. Carson

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CHEELOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

鄉村服務社
THE RURAL INSTITUTE

SHANTUNG

June 22, 1934
ack. 7/25-

Mr. B. A. Garside,
150 Fifth Avenue, New York City.

Dear Garside:

Your letter has just arrived.

It is easily understood why you may feel like leaving the Cheelo Rural Program to shift for itself under the conditions which have existed. In the last week things have taken a sudden and dramatic turn in a new direction. You will receive a more official notification when you read the minutes of the Board, but may be interested in the observation of a looker-on.

The meeting opened a week ago with a concerted drive by three prominent members to install Dean Linn as President. The fact that one of the most vocal was his own brother rather spoiled the effect, but the support of the others two carried much weight for it indicated that he had considerable following among local politicians and business men. A (mostly) feature of the thing was the attempt to make Linn appear as a champion of Chinese leadership versus foreign, but that issue has

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been rather overdone, even among Chinese who might feel sympathetic toward it. It will have the effect of making it very difficult for the foreigners on the Board to say much. The hero of the occasion - or the villain, depending upon your point of view - was our honorable Literature Department editor, T.H. Sun. He certainly showed courage and considerable political skill. At the end the motion to elect him was voted down 6-3. It is too bad it had to come to that for Sun has his strong points. I think his best friends realize he is not presidential caliber. If he were once put in his political successes among the local government would not be sufficient basis for administering an institution like this. If he will stay on as Dean it will leave a possible source of friction later, but he does have a valuable contribution.

Then the Board really proceeded to implement the Rural Program by suggesting that either Dr. Yen of Tingsien be secured as president, or F. L. Chang, now on leave in Kiangsi with the government but formerly Rural Secretary of the N.C.C. If either of these men are secured, we can hope to make rapid progress. There are lots of problems ahead, but if people keep their heads the situation is extremely hopeful.

Sincerely yours,

A. R. Carson

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For - Mr. Garson
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SHANTUNG

Cheele University

June 25, 1934

Mr. A. L. Garson
Cheele University
Tsinan, Shantung, China

My dear Mr. Garson:

You guessed right - Mr. Garson left for England before your letter came to hand.

From my limited knowledge of the situation, I would say that your comments regarding the Cheele rural program are in the main correct. Surely there must be cooperation and far-sighted leadership in order to accomplish results; and it must come very soon or I am fearful of the results.

Your letter raises no questions to be answered with the exception of one regarding the attitude of the Presbyterian Board toward the School of Theology. I am keeping this communication for Mr. Garson so that he will see it upon his return, and in all probability he will write you further. Perhaps he will have a different attitude or more definite knowledge regarding the School of Theology.

My impression, however, is that the Presbyterian Board, in taking its action regarding the School, desired to go on record as to its support of personnel and gifts of money directly to that institution. As a matter of fact, I believe it was more for psychological reasons here in the United States, as it answers the criticism (which undoubtedly they have received from a number of sources) as regards their cooperation. Their action gives a very definite peg upon which to hang their answers to this criticism. If the action they have taken is in any way going to affect your work, it is just too bad and I know of no way to combat it.

It is quite possible that Dr. Scott's reply will bring a more intelligent answer to your question; and as a matter of fact, I believe it should be answered by the Presbyterian Board. It will give you the definite information you desire directly from headquarters.

With cordial good wishes, I remain,

Very sincerely yours,

C. A. Evans

Assistant Treasurer

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SHANTUNG

Cheeloo University

July 25, 1934

Dr. A. L. Carson
Cheeloo University
Tsinan, Shantung, China

Dear Carson:

Thanks for your good letter of June 22nd.

I am very much interested in your comments on the latest developments at Cheeloo. I am quite sure that all the problems now confronting us will work themselves out quite happily during the course of the next hundred years. But at least I hope we will not make any stupid blunders now that will require the better part of a century to correct.

We had a very interesting and encouraging meeting of our Cheeloo Governors at Oxford on June 28th. I really believe there are grounds for hope that our Cheeloo Governors might be aroused sufficiently to take an active interest in the affairs of the University, and to work valiantly for its well-being if only our friends on the field would learn the knack of keeping them on the job. The chief elements in the formula for keeping a Board of Governors alive and working is for an institution to have a vigorous and aggressive program, to be inspired by the conviction that it has a big job to do and is going to do it, and to have an enthusiasm which it can pass along to the people here at the home base who are responsible for keeping the institution supplied with funds.

I was frankly surprised to discover how very deeply our British cousins are interested in the rural program at Cheeloo. I had been a little afraid that they might hold something of the British idea that a liberal and cultural education is one of the necessary requisites for a gentleman. But I discovered that without exception our British friends believe very strongly that our colleges of Arts and Science at Cheeloo should either embark wholeheartedly upon a practical program of training for rural leadership or else should be discontinued altogether. They have no interest whatever in a purely "cultural" course, or for any other generalized program that does not train specifically for rural service.

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Dr. A. L. Carson

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July 25, 1934

We will await with interest the report that Mr. MacLennan will bring home from China. He is due in New York early in September. We will try to have a meeting of the North American Section, and particularly of the members of the Committee on Rural Program, to hear his report of conditions at Cneeloo and to see what recommendations he has to offer.

I hope that you are having a peaceful summer, and that when the first of September comes around you will feel like licking your weight in wildcats - or several times your weight in individuals who are not properly enthusiastic about the rural program.

Very cordially yours,

B. A. Caside

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濟南齊魯大學
CHEELOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

SHANTUNG
INDEXED

October 23, 1934

wh 11/22

Dear Garside:

Both Dr. Armstrong and Dr. Hume were recently on our campus, and displayed a keen interest in the situation here as regards rural work. The latter especially, having had experience in this country as an administrator, went at the problems hammer and tongs with everyone he could see. Is there any chance of securing him as associate president? I think it was Dr. Winfield who said afterwards that Dr. Hume was "the only man who had appeared who seemed likely to be able to handle the situation, and without someone like him there did not seem to be much hope".

We have been hoping that something would be settled long before this, but Mr. Linn is still in Shanghai, and the Board of Directors at the last meeting appointed a committee to bring him back. This committee has apparently not yet gone. One member of the Board told me that they had good reason to think the president-elect would not come. If that happens, it opens the way for some other candidate. Several have been mentioned, but I had better not take up space with rumors.

When Dr. Hume was here, I ventured to show him a copy of some correspondence with Mr. Davies a year ago. Perhaps this should have come from Mr. Davies, but since he has probably lost the original by now, I did not bother him about it. Dr. Hume asked for a copy which I had made, and I am sending you a carbon. I do not remember supplying you with this material previously. It is of historical value as evidence that there has been an attempt to stir things up before the present impasse. Now, everything seems to depend upon the kind of administrative leadership which can appear.

As Mr. T. H. Sun of the "Christian Farmer" said recently, the keen interest which continues in Cheeloo as a logical rural center in spite of the obvious difficulties is one clear indication of opportunities it really holds. Recently, on a trip to Peiping, I found the Yenching group much interested in Cheeloo developing in that direction, and we have many other friends who wish the same. So we shall keep on as long as we can, but I do not know how much longer this will be.

A very important development came recently, growing out a visit from Mr. Chang Chih-wen, whom you may know is Associate Dean of the Nanking Agricultural College, and concurrently Head of the Rural Education Department which directs the Rural Leader's Training Course. This Course has had a very useful and honorable history. It receives higher middle-school graduates, and is registered with the government as a two-year course in Agriculture. Their site is

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now being surrounded with a foreign-style residential section of the expanding city of Nanking, and they would like to move. At the same time, they are attracted toward North China, because of the demand from the North for agricultural training, and because of their favorable experience with northern students. Therefore, a committee from the Course, of whom Mr. Chang is one, are now studying possible sites in the North. I need not point out to you the implications this holds for Cheeloo. When Mr. Chang left he said he was personally inclined toward cooperation with Cheeloo if some proper way could be worked out, and provision be made for suitable quarters. Both of us were much attracted with the idea of setting up simple buildings at Lungshan in a real village environment. I think this would be the ideal arrangement, for it is near enough to the university for close cooperation, and still leaves the students in the country. We estimated that some \$40,000 would put up the plant and buy enough land for practice and also for a seed farm, which could add to the support of the school as well as being a source of pure seeds. Expanding the present farm site on the edge of the campus is another possibility. If they want ready-made quarters, the Baptist Mission is ready to give them the old middle-school plant at Tsingchow, at very reasonable terms, subject to approval of the local church and the Industrial School which now occupies a part of the plant.

You can find out about the Short Course from bulletins in your office. It would come, if it comes at all, as an independent unit, financed, staffed, and directed from Nanking. It seems to me that the logical thing would be to combine the present Rural Institute with this, and set up a new school. If Sam Dean and his Engineering group could join it we would have a real concern. Then let the present Arts and Science Colleges at Cheeloo continue with their own program. I doubt very much whether they can ever develop a real specialized rural program with the background which has been built into their minds. They should, however, be of great assistance to a specialized school, and with any decent leadership mutual help could be arranged for. The rub comes in getting this leadership before it is altogether too late.

I do not know what you can do to help out with any of this at the present juncture, but feel that you should be informed. I have written to Dr. Hume, urging him as a representative of the Board of Governors, to try to secure an interview with Mr. Chang at Nanking.

With best personal wishes, I am

Sincerely yours,

A.L. Carson
A.L. Carson

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Copy.

October 25, 1933.

Rev. L. J. Davies,
Cheeloo University, Tsinan.

*Sent of Mr.
Comrad letter
10/23/34*

Dear Mr. Davies:

In accordance with your request I am setting down in writing some of the points raised in our conversation of yesterday.

First, and fundamental, is the need for Cheeloo to formulate and announce a definite policy in regard to rural work. Accompanying this there should be the outlines of a concrete program worked out in as much detail as possible. Without this we cannot expect to move forward with confidence in any particular direction, much less command the support of outsiders. The confusion arising out of our present situation was very apparent at the last meeting of the Board of Directors.

Such a statement of policy should answer the following questions, among others:

(1) Do we sincerely feel there is a need of specialized rural development? A great deal has been said about Cheeloo's contribution in the past in sending workers back into the rural districts. Is this to be regarded as a foundation or a standard?

(2) In case we recognize a need for specialized rural study and service, what particular fields should Cheeloo plan to enter? If we base a reply upon the historical development of the institution, it would be (a) medicine and health, (b) education, and (c) religion. In the first there is no question of Cheeloo's opportunity. It is largely a matter of adding a public health department with special reference to rural conditions. Preferably, this should work in connection with a more comprehensive program. In education, Cheeloo has also a recognized position, although it has been endangered by our slowness in responding to the new demands. In the past, its main function has seemed to have been the preparation of middle school teachers. The following are some of the new lines which are closely related to the general field of rural education, and which are asking for aid;—normal school teaching, rural school administration and supervision, mass education, vocational education, and vocational and educational guidance. In religion and the rural church, the main responsibility naturally falls upon the School of Theology. In the eyes of our supporters abroad, and to some extent in China, these two institutions are identical. Practically, we can do much to help each other. As a Christian University it would seem that we should insist on religion being included in any complete program of rural reconstruction.

The coming of Sam Dean and his group offers a chance to do something in rural industries. In Mr. Chang there is a beginning in rural science, and Miss Russell is laying the foundation for practical home economics.

(3) The content of our whole program is naturally a matter of primary concern. Since we talked together, the Committee on the Rural Training Course has met and planned a tentative curriculum for a short course, one which we hope can also fit into a four-year course. Although something can be accomplished with what we have, finances and personnel will be needed for any great advance.

Furthermore, we cannot be satisfied with academic teaching. A practical laboratory is essential, and this grows best out of a program which includes the standard divisions of experimentation or research, resident teaching and extension. What is to be our relative emphasis on these lines? Just what shall we attempt to do in each? In all three there is practically a clear field so far as Shantung is concerned.

*1 Resigned -
June, 1934*

*2. Announced
that would
not be given -
Spring 1934*

1139

To Mr. L.J. Davies.

- 2 -

OCT 25 1933

(4) How is all of this work to be coordinated? Yesterday, I offered an illustration of the way the experiment station and the extension service can be mutually helpful, but they must have something to bring them together in a spirit of co-operation and in planning of their work.

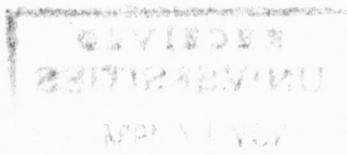
(5) What is our policy toward sister institutions working in the same fields?

If I may offer my personal conviction, it is that some organization is highly desirable to take care of the promotion and coordination of these specialized rural projects. It should include the following: the agricultural experiment stations, the rural industrial projects, the cooperative extension work of the University of Nanking, the present Rural Institute, rural health work, and those faculty members most directly concerned in building a rural-training curriculum. Certain members of the present faculty should be appointed for part or full time in this Rural and Industrial Institute, this being the term used in my annual report. If Professor Tayler is available for all or a portion of his time, I would urge that we try to secure him to head up this whole group. Otherwise the group may meet and elect their own chairman. The important thing is to organize such a group and give it a clear charter for action. It should be under the Board of Directors and President of the University, although a separate advisory board may be desirable.

Nearly all of these points are covered in my annual report made to the Board of Directors last June. Since then many things have happened to make the need for a clarified policy even more acute. We wish to prepare a proposal to lay before the Rockefeller Board. Sam Dean's coming depends in part upon "proper arrangements being made with Cheeloc"- to quote from the China Council action. Yenching is formally launching a rural program. Our arrangements with the University of Nanking will need some adjustment. The Literary Department of the North China Rural Service Union is seeking a satisfactory location. Everywhere I run into a deep pessimism about Cheeloc's sincerity, or ability to carry through a program. People whom we need for the staff hesitate because of the uncertainty of our future policy. Financial support is affected in the same way. While I quite recognize that much progress has been made, much more than credit is usually given for, the fact remains that we shall have to move faster or be left out altogether. It would seem that we would have everything to gain and nothing to lose by consolidating our position and marking out ground for advance.

Respectfully yours,

A. L. Carson.



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OCT 25 1933

To Mr. L.L. Davies.

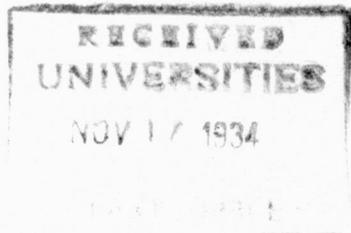
(4) How is all of this work to be coordinated? Yesterday, I offered an illustration of the way the experiment station and the extension service can be mutually helpful, but they must have something to bring them together in a spirit of co-operation and in planning of their work.

(2) What is our policy toward sister institutions working in the same fields? If I may offer my personal conviction, it is that some organization is highly desirable to take care of the promotion and coordination of these specialized rural projects. It should include the following: the agricultural extension service, the rural industrial projects, the cooperative extension work of the University of Banking, the present rural institute, rural health work, and those faculty members most directly concerned in building a rural-training curriculum. Certain members of the present faculty should be appointed for part or full time in this rural and industrial institute, this being the term used in my annual report. If Professor Taylor is available for all or a portion of his time, I would urge that we try to secure him to head up this whole group. Otherwise the group may meet and elect their own chairman. The important thing is to organize such a group and give it a clear charter for action. It should be under the Board of Directors and President of the university, although a separate advisory board may be desirable.

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Respectfully yours,

A. L. Carson.



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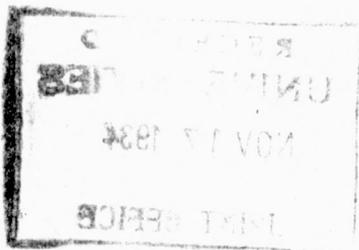
Sent up Mr.
Casaria
letter 10/23/24

CHEELOO UNIVERSITY RURAL PROGRAM

A. Aims and lines of work.

1. To contribute toward a national program or rural-reconstruction training and research.
 - (a) Health- opinion seems to be unanimous that Cheeloo is the logical place to concentrate rural health training.
 - (b) Education - Preparation of teachers and administrators in Normal Schools and Secondary Schools; rural school supervisors; teachers of experimental schools; mass-education workers; vocational school teachers and leaders; directors of vocational guidance; nature study and elementary agriculture.
 - (c) Social Service for Rural Women and the Home.
 - (d) Rural Industry Technicians, Business Men and Teachers.
 - (e) Research problems connected with the above.
2. In addition, to serve as a professional center for a co-ordinated service program in Shantung, especially for Christian forces or outside agencies needing a University base.
 - (a) Cooperative extension in agriculture and rural organization
 - (b) Agricultural experimentation.
 - (c) Home Economics Extension
 - (d) Sociological and Economic Research.
 - (e) Special study of the Rural Church, and stimulus to religious work in rural districts.
 - (f) To act as liason between church groups and government or other private agencies working in the same field.

B. Organization (See enclosed charts.) (These charts were used in the preparation of the yellow charts sent out with the Bulletin.)



Handwritten notes:
Letter of 10/14/34
Covers
back of book

AGRICULTURE UNIVERSITY RURAL PROGRAM

A. Aims and lines of work.

1. To contribute toward a national program of rural-reconstruction training and research.
 - (a) Health-opinion seems to be unanimous that Cheeoc is the logical place to concentrate rural health training.
 - (b) Education - Preparation of teachers and administrators in Normal Schools and secondary schools; rural school supervisors; teachers of experimental schools; mass-education workers; vocational school teachers and leaders; directors of vocational guidance; nature study and elementary agriculture.
 - (c) Social services for rural women and the home.
 - (d) Rural industry technicians, mechanics and foremen.
 - (e) Research projects connected with the above.
2. In addition, to serve as a professional center for a co-ordinated service program in planning, especially for Christian forces or outside agencies working in university areas.
 - (a) Cooperative extension in agriculture and rural organization.
 - (b) Agricultural experimentation.
 - (c) Home economics extension.
 - (d) Sociological and economic research.
 - (e) Special study of the rural church, and studies to religious work in rural districts.
 - (f) To act as liaison between church groups and government or other private agencies working in the same field.

B. Organization (See enclosed charts.) *(There should be a copy of these charts in the file)*

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Mr. Garside

SHANTUNG

Cheeloo University

November 22, 1934

Mr. A. L. Carson
Cheeloo University
Tsinan, Shantung
China

Dear Carson:

Garside is doing promotional work in the Middle West and I am acknowledging your letter of October 23rd with enclosure, holding the same for Mr. Garside's study when he returns to the office sometime in January.

Dr. Home is a very able administrator. He is a very likeable man, with a good heart and a level head. He has evidenced keen interest in this problem ever since he became attached to the Cheeloo Board, and even before that. The report you gave upon his approach to the Cheeloo problem is characteristic of his method of attack, and yet it is very difficult to find fault with his process of doing things, blunt as they may be at times.

We are still groping in the dark as to the procedure being followed to secure a President. It is possible that others around here are able to fathom the process but, frankly, I have not been able to do it. Possibly the good Lord is in the leading but there are times when one would think that the destiny of the college was in the hands of fate rather than in providential guidance.

We have also received other communications dealing with the proposed transfer of S^{rs} Dean and it would seem, concurring with your opinion, that this would be a solution. Surely you need funds, however. To venture on such a project without some sort of adequate budget is courting disaster, and it is problematical whether S^{rs} Dean would venture under these circumstances.

You are to be congratulated in sticking by the guns and carrying on in the manner which you have, and we wish you all kinds of success. When it will come, or in what form, only the good Lord knows, and that is not revealed at the present time. Meanwhile, as stated before, we will hold your correspondence for future consideration.

Very cordially yours,

C. A. Evans

Associate Treasurer.

CAE.A

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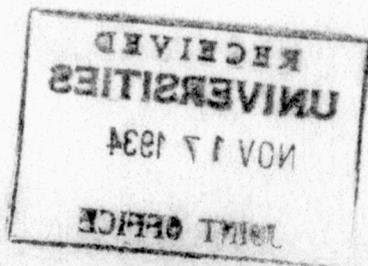
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THE RURAL PROGRAM AT CHEELOO

OUTLINE OF REPORT BY A.L. CARSON, NOVEMBER 29, 1933.

*Sent of Mr.
Carson's letter
10/28/34*

- I. INTRODUCTION- Stating the background and occasion for this Report.
- II. THE PROGRAM (pp 2-5)
 - A. With reference to a National program
 1. Rural health
 2. Education
 3. Social service for rural women and the home.
 4. Rural industries
 5. The rural church
 - B. With reference to a local program.
 1. Agricultural experimentation
 2. Extension in agriculture and rural organization.
 3. Home economics extension
 4. Rural social science.
- III. ORGANIZATION.
 - A. Basic considerations.
 - B. Proposed Departments of a Re-organized Rural Institute.
 1. Extension Department
 2. Rural Training Curriculum.
 3. Committee on Research.
 4. Agricultural Experiment Station.



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Hand of Mrs.
Cecilia White
10/2/34

THE RURAL PROGRAM AT CHELSEA

OUTLINE OF REPORT BY A.L. CARSON, NOVEMBER 29, 1933.

I. INTRODUCTION - Stating the background and occasion for this Report.

II. THE PROGRAM (pp 2-5)

A. With reference to a National program

- 1. Rural health
- 2. Education
- 3. Social service for rural women and the home.
- 4. Rural industries
- 5. The rural church

B. With reference to a local program.

- 1. Agricultural experimentation
- 2. Extension in agriculture and rural organization.
- 3. Home economics extension
- 4. Rural social science.

III. ORGANIZATION.

A. Basic considerations.

B. Proposed Departments of a Re-organized Rural Institute.

- 1. Extension Department
- 2. Rural Training Curriculum.
- 3. Committee on Research.
- 4. Agricultural Experiment Station.

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Sent w/
Mr. Cannon
*letter 10/22/34*THE RURAL PROGRAM AT CHEELOO

INTRODUCTION: It is now three years since the Council of Higher Education voted to assign the field of specialized rural work to Cheeloo. For two years the writer has been located here with the understanding that it is his place to advise regarding a University rural program. It will be remembered that soon after my arrival detailed plans were drawn up to be used in an appeal for Boxer Indemnity Funds. Nothing came of this, and it seemed best that-- in addition to language study--I spend the remainder of the year becoming acquainted with the situation, teaching in the Education Department, and carrying on certain activities under the auspices of the so-called Rural Institute. The exact status of this Institute has never been clearly defined. I have interpreted it as a center for promotion and co-ordination. The second year the Village Service Center at Lungshan was assigned to the Rural Institute, and has been a major responsibility. This work and several similar projects on a smaller scale are described in my annual report.

During this second year it was my policy to accept the situation as it was given to me, and to see what could be done with it. It now seems to me that the time has come when the whole program needs to be reconsidered and restated. It is openly charged that Cheeloo has no real interest in rural service, and no prospect of accomplishing anything in that line. May I say frankly, once for all, that I do not accept the first statement and have consistently refuted it at every opportunity? Although I am aware of definite progress in certain directions, the second point bothers me much more. If I am asked what I personally am trying to do, I can reply. Whether this represents a University policy, or how much chance there is of success, are questions I cannot attempt to answer. Perhaps the prediction of success is impossible at the best, but we should be assured of efficient effort along whatever line we are to undertake.

In the meantime the Rockefeller Foundation is considering financial aid to rural work. It is expressly stated that this should be a cooperating and not a competing program. At least one of our sister institutions is announcing its intention of occupying the rural field. Our constituency, both in China and abroad, are asking for evidences of progress. The School of Engineering Practice is preparing to join forces with Cheeloo in developing rural industries. There is the possibility of securing Professor J. B. Tayler for the staff. The Literature Department of the North China Rural Service Union is seeking a suitable location. This Department will have a budget of \$725. a month, and should be of great influence throughout rural China. The agricultural work of the Kiao-Tsi Railroad needs to be fitted into the whole picture here in such a way that our respective duties are clear and that we can all render the most efficient service.

Frankly, I do not see how these various factors can be cared for within our present organization. It thus seems that there are two pressing problems which should be solved without unreasonable delay. One relates to our program, and one to an organization to carry this out. The solution of these problems, if only on a temporary basis, will do much towards securing the essential staff and funds to carry out the program. New personnel will naturally tend to modify both program and organization, but unless these are defined it will be difficult to secure either men or money.

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The conclusions reached in my own thinking along these lines are set down below. Criticism is both invited and expected. What we must have eventually is a clarified situation and a platform which represents the responsible elements in the University, and upon which we can stand and work together. Perhaps it is unnecessary for me to add that it is of very little concern to me just what my own place may be in the ultimate set-up. All I desire personally is to be part of a group working on a sound plan for rural advancement.

THE PROGRAM: It may prove helpful if we think of two spheres of activity.

(A) Those which contribute directly to a national effort toward rural reconstruction.

(B) Those which relate primarily to Shantung and our local constituency. In the first we need to relate our work to that of sister institutions. In the second we must consider a comprehensive set of human needs in a limited area.

(A) Under this heading are certain professional fields in which Cheeloo may expect to be recognized as a point of concentration for the contribution of the Christian forces to rural reconstruction over a large area.

1. Rural health - It is generally conceded that Cheeloo is the logical center to offer specialized training for health workers who will be trained and willing to devote themselves to the problems of the villages. This means both doctors and nurses, and possibly druggists. Special problems in research or practical experimentation may be referred to such institutions as P.O.M.C. or the Mass Education Association at Tingsien, but at Cheeloo this experience should be assembled for professional training. In addition to the fundamental work now being offered in the Medical School, it would seem to the writer that there is need for the following factors:

- (a) A strong Public Health Department with members who are interested in the rural problem.
- (b) Practical study and experimentation as regards both curative and preventative medicine in country districts.
- (c) Opportunities for students to secure practice in such work under supervision.
- (d) Relationships with a going effort in rural social study and service, education, home making, and economic improvement.

2. Education. - In view of the long history of the Education Department at Cheeloo, it should not be difficult for us to attempt to make a special contribution in this field. In the past, it is doubtless fair to say that the greatest effort of the Department has been to train secondary school teachers. If we are to develop this Department with an eye toward rural needs, the following fields need to be considered:

- (a) Teachers and administrators in rural normal schools and secondary schools training rural teachers or serving a large rural constituency.
- (b) Rural school supervisors and administrators.
- (c) Teachers in rural experimental schools.
- (d) Mass education workers and directors.
- (e) Vocational school teachers and administrators.

- (f) Directors of vocational guidance.
- (g) Nature study experts.
- (h) Teachers and research workers in universities.

At the present time the formal study of education is unpopular in China, probably justly so. In the future it needs to be built up more from local needs and indigenous experience. Before very long, however, we may safely look for a reaction from the present extreme. Education is a fundamental part of rural reconstruction, and we would do well to make full use of the position Cheeloo has already secured in that field, building up the department in close cooperation with social service, home-making, and applied sciences.

3. Social Service for Rural Women and Home - Professional home-making study and service is a new field in China, but one which greatly needs development. It should be a part of all education for women, but we are especially interested in the rural home. The more formal aspects of Home Economics, except as general courses for all women students, may well be left to Yenching. We should, however, in conjunction with other courses, plan to give a more general training to certain students with direct reference to rural service.

In the autumn of 1932, Miss Mary K. Russell was invited to join the University staff. Her assignment by her Mission was to the Rural Institute. Miss Russell is a graduate of the Home Economics College at Kansas State College, and has had considerable experience in social work before coming to China. She was sent out by the Methodist Woman's Board as a contribution to rural home-building in China. It is recognized, of course, by all interested in this phase of rural service, that it will be very difficult to bring about revolutionary changes at once in the ordinary home, especially those of the poorer families. The purpose is rather to study conditions, render as much direct assistance as possible, and eventually to build up a profession of Home Economics, based on the needs of the ordinary country home. The biggest progress will probably be evident in another generation, when education and economic improvement will begin to take effect. Miss Russell has made her residence at Lungshan, with the aim of becoming acquainted with village life. The main part of her time has naturally gone into language study, this being her second year of language study. She has also carried through a number of projects in meetings and exhibits for women, and has prepared a set of rules for Home Making Contests based on investigations of local practices. (~~A program for future development is attached to this report.~~)

(One of the major questions in this work is that of securing personnel. When Dean Justin visited us she expressed the opinion, in which we all concur, that the only solution will be the training of our own students. It may be added that Dr. Justin was also very much impressed by what she saw of Cheeloo students as to the possibilities of giving such training.)

4. Rural Industries: - The principles underlying the plan to develop local and subsidiary industries as an important part of rural reconstruction are clearly stated in the memorandum submitted to Mr. Gunn by the North China Industrial Service Union. The plan originally recommended by Professor Taylor called for the work in textiles and metals to be concentrated at Cheeloo. The moving of the Architect's Bureau to Tsinan gives opportunity for cooperation with Cheeloo in several lines of architect and engineering training. The present statement, however, is also concerned with those phases of direct bearing upon the rural situation. To promote these it is recommended that a Department of Rural Industries be organized in the Rural Institute. This will be responsible for extension, research, and training of a non-College grade.

* Of the Home Economics Division of the Kansas State College.

The training of a College grade will be carried on under the Committee of the Rural Service Curriculum.

5. Rural Church Specialists - Since this field belongs to the School of Theology, it is mentioned here merely to point out the importance of mutually helpful relationships between the two institutions. The writer's position is that we should stand for religious reconstruction as an essential part of a rural program. As individuals we should contribute directly toward the Christian movement in whatever locality we find ourselves. The full-time work of the Church is not our task, but we should try to contribute toward it in any way possible. Especially, as a registered Christian University should we try to promote acquaintance between church and secular organizations working with similar purposes.

(3) If proper attention is to be given to any of these major lines of work there is a necessity for strong supporting courses in the social and physical sciences pertaining to agriculture and rural life. Furthermore, Cheeloo is the logical place for much of this work in this part of Shantung, to be carried on in cooperation with more specialized departments elsewhere. The following are examples:

1. Agricultural experimentation. There should be one strong agricultural experiment station in this part of the province, centralized as far as possible, and under one management. At the present time the only practical way for this to be done by private agencies is in cooperation with the College of Agriculture and Forestry at Nanking.

2. Extension in agriculture and rural organization. The University of Nanking is already working with us in this field. A cooperative extension department has been suggested, along the lines which have been so successful in the United States. At present, such activities as organization of cooperative societies are included as part of the Ginling agricultural extension work. Since they have at this institution a large department of agricultural economics it is desirable that they continue to take some responsibility for the work in Shantung. As our own Department of Sociology gives more time to rural phases a division of labor may be desirable.

3. Home Economic Extension - In view of the fact that Yenching has a well-organized Department of Home Economics which has offered us its cooperation, it is suggested that our work for the rural home maintain very close relations with this department in order that we may be the inspiration of a large professional group and provide facilities for research in special problems.

4. Rural Social Science. Rural Sociology and Rural Economics are essential to any program of rural reconstruction for they supply the fundamental knowledge of rural conditions, and offer comprehensive plans of action. Several sister institutions -- Ginling, Yenching and Nankai -- have already built up major departments which are giving attention to the rural field. It is not advisable for us to attempt to compete with these schools in training for specialists or in large research projects. We do, however, need enough work of this kind at Cheeloo to serve two purposes- (a) to give a general understanding of rural life to all students, and especially those preparing for rural service, and to supply them with the skills and attitudes necessary for the study of their own communities. At the same time, the Department of Sociology and Economics is the logical department to systematically supply social vision and purpose to all of the work in education and applied science.

(b) To be responsible for local research and social service projects of a general nature. At present all of our plans are held back because of the lack of social data about the communities which we are trying to serve. Social investigation is needed in connection with all extension projects. Schools, churches and like bodies need help in studying their own communities. There is a good deal of scattered information available about rural Shantung, but it needs to be brought together. Then specific local surveys need to be made to add to this knowledge. In doing this work we may have to call upon more specialized departments elsewhere for assistance, but our two years' experience has been that the only way to get this work done is to have it done from Cheeloo.

ORGANIZATION. The question now arises, "What kind of new organization, if any, is needed to carry out this program?" Three basic considerations should be kept in mind.

1. Because of the natural disadvantages of rural work, some kind of professional organization is almost a necessity. Unless there is something to commit us definitely to rural study and service, and a group deliberately devoted to that end, the inevitable result will be to drift in other directions. Furthermore, any such group needs contacts with similar groups elsewhere, and this can best be secured by a special organization. Unless we really think that the main part of the University can rapidly be turned in this direction, assuming this is practicable and desirable, some special organization is required.

2. In the villages life appears as a unit. Therefore all specialized forms of study or service need some point of coordination.

3. On the other hand, the field of rural study and service is so wide that the contribution of nearly all departments of knowledge is needed. This means that it would be unfortunate if the rural workers were to be shut off too much from other groups within the University. Furthermore, to launch a new and competing Department at this time would raise a great many questions.

In order to have a body which could take the responsibility for this program, and at the same time offer a channel for the present Departments to function for rural study and service, I have made the following suggestion:

THE RURAL INSTITUTE, or THE RURAL AND INDUSTRIAL INSTITUTE. In my annual report, the latter term was used. For this paper the suggestion is simplified somewhat by retaining the shorter name, and omitting from its scope any industrial activities not directly related to the rural field. Under this form of organization the present Rural Institute would be re-shaped to consist of an extension department, a rural training curriculum under a special committee, a committee on research, and an agricultural experiment station.

1. Extension Department. This Department would direct all of the extension projects at Lungshan and elsewhere. At each point someone would have to carry the local responsibility. From the University end it will be necessary to secure the services of specialists from the various departments. Or, to put it in better terms, through this Department of the Rural Institute, the various members of the University may be offered a channel for rural service. An example is the work which Mr. Ch'i and Mr. Mensies have done in helping to organize a local historical museum at Lungshan.