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REC'D

Paul C. Cassat  
SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, SHANTUNG  
CHINA

FILING DEPT. 248  
MAR 31 1922  
SECRETARIES

FEB 6 1922

Ans'd  
PAUL C. CASSAT  
TREASURER

*George Brown - Secretary*

January 10, 1922.

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

*Decrease "guaranteed quota" in accordance with*

Dear Mr. Scott:

*Chinese  
as officials*

While certain phases of the University work have been going along in very good shape for some time there is one matter which several of us have felt was in great need of exposure and correction. We have been saying all along that the institution was wholly for the Chinese, and have been claiming to be in thorough sympathy and in hearty cooperation with them. We have been, on paper. But Dr. Paul Monroe, on his recent visit, brought home to us the fact that many of the Chinese do not feel that we are actually desirous of allowing any share of the authoritative and administrative work of the institution to be handed over to them. He said that the thing which had drawn him to the institution and had decided him in accepting a place on the Joint Board was the fact that we were teaching in Chinese and that he had been given to understand that we were more closely in touch with the Chinese than some other institutions. But he told me frankly that he was finding out that such was not the case, and he gave incident after incident to illustrate that point, not in a carping or belligerent spirit at all, but with a sincere desire to show us what we ourselves had not seen, and to help us in correcting this bad impression.

We had several long conferences with Dr. Monroe regarding various ways in which we could be better linked up with the Chinese of Tsinan and of this province. Extension courses in the various departments of the School of Arts and Science undoubtedly will be started in the near future. Other plans for helpful activities are being worked out. But the one thing which Dr. Monroe stressed time and again, and the one thing which he felt would bring the Chinese to see that we did want them to have a real share in the institution, is the election to important positions of capable Chinese. He believes that we should not only secure a Chinese Vice-President, or much more happily, an Associate President, but that we should have a Chinese as Dean of the School of Arts and Science. Possibly this will seem rather abrupt and revolutionary but we on the field here are most unanimously in approval of that position. We see, as we did not before, how impossible it will be to link up the work of this school with the needs of this territory if we keep on trying to do it with foreign machinery entirely.

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JAN 10 1922

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Dr. Monroe gave us several names of men who had been students of his and whom he knew here in China who might possibly work into such a position, but the more we think of it the more do we believe that we have the man right here in our own midst, Mr. Frank Kwoh. Mr. Kwoh has been with us for four years, as teacher of English in the School of Medicine first, but transferred later to the School of Arts and Science, where he is in charge of the Department of English this last year. Two years ago I do not think that anyone would have suggested his name for such an important position, but we have been so pleased with his work since he has taken on responsibility and have learned to lean on him so heavily for advice that we believe that he has in him the makings of a first class administrator. Dr. Monroe, after meeting and talking with him for not more than five minutes, said to me privately, "I would not hesitate ten minutes about putting that man in as Dean. He certainly stands head and shoulders above any man I have seen in government education in this city."

Mr  
Kwoh  
as  
Dean

Mr. Kwoh has had a most interesting history. His mother was a little orphan girl brought up in a missionary family and sent to America for her education. Upon her return she was married to a Chinese gentleman of high scholarship. He insisted upon their children having a first class Chinese education, while Mrs. Kwoh insisted just as much that the children learn thorough English from their babyhood. This explains the strange fact of a Chinese being in charge of a department of English. He speaks English with practically no accent at all. And on the other hand his knowledge of Chinese is far above the ordinary. He was graduated from the Anglo-Chinese College in Tientsin when that institution was better known than it is at present and probably above the rank of the old Arts School at that time.

The strongest single point in his favor is that he is not a returned student. We find in him the advantages of western education and the splendid familiarity with the English language, coupled with a truly Chinese viewpoint. On the one hand he can deal with the Chinese of the old school, with the gentry and officials and educated men and they treat him as one of their number, even though he is young, only 33. On the other hand, he is so used to dealing with foreigners that one can talk frankly and straight to the point with him. He is absolutely the only Chinese that I know of who will give me a straight clear cut answer to a plain searching question. You know enough about the Chinese to realize what a tremendous boon this is.

We have raised the question as to whether his education and his experience were sufficient to fit him for this position. And after discussing it most thoroughly, we feel that they are. With more and more of the work of the School of Arts and Science being

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JAN 10 1922

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strictly in the hands of the heads of departments, and strong men in practically all these departments to assist and advise, we believe that he would make good. And he certainly would make good if anyone can at linking up the institution with Chinese life, in coming in touch with the government schools, in explaining the work of the University in those places where we hope large financial assistance may come in the future, and in generally adapting the work of that school to the needs of the people.

Dr. Balme will be arriving here next week and a special meeting of the Field Board of Managers will be called about a month from now. We are very much in hopes that the Field Board will invite Mr. Kwoh to the deanship at once, and we are thus writing to you in order that you may have this information about Mr. Kwoh ahead of time, and that if you receive a cablegram in regard to the Field Board's action, we may have the Joint Board's approval by cable.

You will understand that this is no official communication on my part. I only want to lay before you some of the facts connected with this most important step, and to assure you that we on the field are most unanimously in favor of this action and most earnestly hope that the Joint Board will see its way clear to approve this step.

With all best wishes for the New Year, I am,

Very sincerely yours,

*Paul C. Cassat*

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*Filing Dept*  
FILING DEPT.  
JAN 25 1922  
248  
SECRETARIES

January 18th, 1922.

Mr. Paul S. Cassatt,  
Shantung Christian University,  
Tsinan, China.

Dear Cassatt:-

Thank you for your letters of October 19th and November 20th. Enclosed you will find copy of letter I am writing to Dr. Hulse, and a copy of a <sup>minutes of</sup> recent meeting of the North American Joint Board of the University.

*Photographs*

Thank you for your fine report on the progress of the buildings at the University and for the very welcome set of beautiful photographs which I received from you three or four weeks ago. The photographs have done very good service at the Woman's Federation on Medical Education in China, at the Foreign Missions Conference in Atlantic City, and last Monday afternoon they were passed around among the members of the Presbyterian Board while I spoke on "Recent Progress in Various Higher Educational Institutions." I pictured to the Board the Arts College campus of five years ago and compared it with what these photographs reveal it to be today.

*Mr Lyons*

Regarding Mr. Lyons' support, concerning which you write, the Presbyterian Board I am sure will be very happy to have him as one of its quota, if the University and Mission desire. Of course with the appointment of Mr. Garvide, and the negotiations on with Mr. Lyons and Mr. Beach, the Presbyterian quota will seem to be getting somewhat crowded. Garvide is a very splendidly qualified man, whom you personally will like very much, and he helps to meet what you speak of as the "field of greatest need for the University at this time." As I am reading through your letter of October 19th, I realize again how very clear, informing and satisfactory it is. Thank you.

*to say nothing of a Theological man and an Arts' Man*

*N.Y. Checking acc't*

Now, your letter of November 20th I haven't any idea what you mean by your reference to "insinuations and implied meanings" in my letter to you of October 19th. You ought to know me well enough to know that my meanings don't have to be "implied." Without discussing the subject, which could easily be done ad infinitum, to the discomfort of both of us, you will notice from my enclosed letter to Dr. Hulse, there are obviously several inevitable factors in the situation which you do not appreciate and which have unfavorably affected all foreign University purchases during the last two or three years, and the Joint Board is quite willing to have a New York checking account for the University if the Field Board of Managers desires it.. For of course as Treasurer of the Field Board will deposit and disburse funds only as directed by the Board. Your criticisms needlessly offended several good friends in the Presbyterian Treasurer's office, but I have tried to ease off the tension and get them to see the University point of view, but I think that the Field and might have been a little more grateful and generous in its attitude toward the Presbyterian Treasury Office. They are only too happy to have you carry the details of what they have been trying to do for you. If the University checking account is opened in New York City, as intimated in my letter to Dr. Hulse, a certain amount of it should be reserved for the North American Joint Board to draw upon through its Treasurer for emblograms, letter-heads, emergency printing, etc., etc. The Janson Press bill of \$297.97 I had to request the Presbyterian Board to pay as the University has no money available in America, and I could not ask the Janson Press to wait several months for their money. Of course the Presbyterian Board will be out several dollars on this transaction. It is also out on China Medical Board appropriations as the Presbyterian Board pays the debts from the Field immediately upon presentation and reimbursement by the China Medical Board is not always immediate. The Presbyterian Board is now borrowing more than half a million

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Mr. Paul C. Cassat

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January 12, 1922.

dollars at 6%. Please have the Field Board of Managers instruct the North American Joint Board on this matter of checking account, with the exact amount which it would like to have withheld from the Presbyterian Board's appropriation for deposit in New York City. Neither of them wishes the funds for the University needlessly to lose the difference between the buying and the selling rate of Mexican dollars in China. You need not be assured that the only personal element in all of this is solely my personal liking and friendship for you. I hope that you and I know each other well enough not to take any personal offense or umbrage at the way which the other believes to be the best method of procedure. The ultimate and responsible control of the University's funds rests with the two Joint Boards or with such united incorporation as may be formed. The responsible field agent of the two Boards or of any future incorporation in the home lands is the Field Board of Managers. This mechanism is a little more complex than any other Universities because of the double home base, but we as respective Treasurers must have clear understanding in our team work in passing the coal forward for the engine.

You may wish to show Dr. Baker this letter. I am not sending a copy of it to him because I am not sure what your desire may be.

It has been a great pleasure to see Lair on several occasions. He seems to be very well satisfied with his work at Union and Teachers' College.

With kindest regards, I am

Yours very sincerely,

*Geo. T. Scott*

Secretary and Treasurer North American Joint Board.

GTS/MJ

Enclosure)

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*Paul C. Cassat*  
SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, SHANTUNG  
CHINA

*Harkness Hall*  
*Dr. Balme*

FILING DEPT.

MAR 2 1922

248  
SECRETARIES

RECEIVED  
SCOTT REC'D

MAR 14 1922

PAUL C. CASSETT  
TREASURER

February 10, 1922.

ns'd

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

Dear Mr. Scott:

Thank you kindly for your letter of December 22nd in answer to our pleas for better housing accommodations for the Presbyterian members of the staff.

I am sorry to read the letter which you received from Mr. Harkness' secretary. We wonder what it is that has apparently brought about this feeling on his part. It will be quite possible for us to change the name of the building and to cease using his name. But we very much prefer that he allow his name to be continued to be used as it has been for some four or five years now in connection with this building. It is the name which has been used in all our publicity material, and I am sure it would seem very strange to outsiders if we were to take such a step. We trust that there will be no difficulty in allowing things to go on as they are at the present time.

I am glad to know that the newer photographs were of interest and of use to you. As soon as the Chapel with its fine tower is completed, we will be able to get some splendid "birdseye" photographs, that I am sure will give every one a better idea of how everything has been improved.

It is splendid to have Dr. Balme back on the job. We have needed him seriously during the last few months, and we are all so thankful that he was able to reach Shanghai just a few days before the adjournment of the China Educational Commission and influence them in no small measure in the completion of their report regarding the University education in North China. I need not go into all the developments that are being worked out at the present time, for I have no doubt that he has written you fully about it all and that by the time this comes to your hands you will have a complete outline of the very extensive and important developments we are planning at present.

With kindest regards, and best wishes,

Very sincerely yours,

*Paul C. Cassat*

PCC/MW  
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NOT REC'D

Paul C. Cassat

SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, SHANTUNG  
CHINA

FILING DEPT.  
APR 15 1922  
248  
SECRETARIES

APR 15 1922

Ans'd

PAUL C. CASSAT  
TREASURER

*Rec'd Budget  
Steak P. 2 Mr*

March 15, 1922.

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

Dear Mr. Scott:

Thank you very much for your letter of January 18th and copy of your Joint Board letter of the same date, together with the minutes of the meeting at Atlantic City a week earlier. I am glad that the photographs and the information which I sent arrived just in time to be of the use of which you speak.

*Mr Garside's* We were very glad indeed to hear of the good report which you sent regarding Mr. Garside. We shall hope to welcome him and his wife early next fall. I personally was very much disappointed at the action of the Field Board regarding Mr. Lyons, but the information which we got from Peking and from the China Council was so adverse that there seemed to be no use in asking them to go ahead with the matter.

*Shipping and forwarding difficulties*

I am very sorry indeed, if my letter of November 28th carried stronger statement of the case than I meant it to be. I felt that I had to make it most definite and clear cut, even though I feared I might be offending some of our friends in the Treasurers' office by being so frank. I think that we ought to be most frank about these things. And I feel sure that if missionaries scattered about in the various stations were to give their frank opinions about some of the mix-ups that have occurred in the Board's office, that have to do with buying and forwarding, that you would see that my opinion is backed up by the evidence of many others. Dr. Cochran tells me that down in Hwaiyuan, where he used to be, they had a great deal of this sort of trouble, and he understood that it was not confined to that one station either. I think that Mr. James M. Speers when he was here was given a good bit of information on this point.

But my difficulties and troubles along that line constitute only one side of the question. Since this is a union institution we have felt for some time that our transactions at home should be handled, not through the office of one of the cooperating Boards, but directly with firms and individuals concerned. Although our Presbyterian Board is contributing more than any one other cooperating Board or Society, yet we do not wish to dwell upon that point and make it embarrassing for other missions concerned. The grants to the

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MAR 15 1922

institution are made now in Mex. dollars and nearly all of our expenditures are in Mex. dollars, but when we have to expend a few hundred or a few thousand of dollars for equipment for laboratories, class rooms, and offices, or for chemical supplies and apparatus, then it is much more satisfactory for us as a unit to deal directly with the firms concerned and to handle all our financial business. If we bought this apparatus and material in Shanghai we could pay for it in Mex. dollars, but we would be losing money because prices are much higher. In that case there would be no objection I suppose from the Boards at home, because the purchase was in local currency. Now do you think the Boards ought to object when by taking these same funds which are definitely allocated to us in Mex. dollars and by reason of a favorable rate of exchange, <sup>we can</sup> buy these goods in America and save a portion of the grant which was allocated for this purpose? We cannot say where this money comes from, as the assets of the University are from so many different sources. So it has seemed wiser to us to pool the receipts for each school and from that total, to make expenditures as needed for the school as a whole. I assure you that there is no thought of speculation on exchange, or any idea of gaining any amount in this way over and above what the Boards would ordinarily pay.

*Purchasing direct*

While it is nominally stated that the Treasurer of the University will deposit and disburse funds as directed by the Field Board, there has never been any action taken on this point. Since taking over the books from Mr. Lazear almost five years ago, I have carried on the same bank accounts that he had started, and have used my own judgment in opening new ones as needed. For several years we have had a gold checking account in New York, first with the International Bank, Whitehall Branch, and now with the Bankers Trust Co, 42nd St. and Fifth Avenue. This has been known to all members of the Administrative force and the small amount which has been sent for the renewal of the account has been transferred from the general funds of the institution, it being quite impossible to state whether they are Presbyterian funds, or Baptist funds, or student fees, or from a hundred other different sources. I have spoken to Dr. Balme about this matter and he says that if you require it he will approach the Field Board about the matter, but he agrees with me that it is a small matter of inside administration which should be left to the officers of the University. I shall be very glad to follow your suggestion in regard to the transfer of Presbyterian funds for I assure you that I do not want to lose on exchange in this matter. If you will direct the Treasurer of our Board to transfer the next year's appropriation of gold which usually amounts to G\$1,580 to the credit of our current with the Bankers Trust Co., I shall be grateful. This will be at the two for one rate and we will use it as need arises for gold funds.

*Banking*

*F. B. Adams*

*Transfer of Pres. funds*

Dr. Balme and I wish one point however, to be quite clear. We do not see how we can possibly have two men on opposite sides of the globe drawing on the same account. I must know at any moment exactly what my bank balances are in the various banks which we use. If you should have a cheque book and draw on this same account while I was drawing on it from this end, it would be months before I could receive a report of your drawings and substantially, although in a small measure, the old difficulties would again arise. I assure you that I want to link up with you in the best way possible, but I should

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MAR 15 1922

*Separate  
checking  
accounts*

I think in this case it would be far better for you to have your own checking account for the North American Joint Board, while I as Treasurer of the University on the Field have my own checking account for such expenditure as is necessary from General University funds. I have written you very fully on this point because we should thoroughly understand each other in the matter. I am sorry if my former letter was too critical of what our friends in the Treasurer's office have done for us. We do appreciate the time and effort that has been spent on our behalf in the past years. But I hope you agree that the happiest plan would be for a union institution such as this to have its business carried on through a Union or Joint office and not to tax too much the good nature of any one cooperating society. This matter of course will be taken up in a complete way I imagine when the plan for amalgamation is worked out in detail.

*1991*

\*Ere this letter reaches you, you will have before you the full information and explanation of that proposed amalgamation. I imagine you will be quite able to understand the feeling which prompted the action of the Senate and the Field Board regarding the ultimate location of the complete School of Education. We sincerely hope that things will so work out that we shall not disappoint the huge Chinese constituency and our numerous mission schools which feel a need of a strong senior college of Education at this point. We realize that Peking has several on the staff already for this work, but with the coming of Mr. and Mrs. Garside and the appointment of a splendid young man from the English Baptist Mission, Mr. Drake, who is going home this next June for a year's study in Education, together with the possible transfers from Peking, we will have a good start on a strong Department of Education. When Dr. Sailer was here last fall he told me that his son was planning to come to China for Education work this fall, that Peking was trying to secure him but that neither he nor his son had made any definite plans as to location. With the possibility of the Education work being strongly developed here will not Dr. Sailer be very much interested in the Tsinan proposition? We should like nothing better than to have both his son and daughter here, and there is a chance that she may be transferred as one of the women representatives.

I think I am quite right in saying that we are quite unanimous in our desire for this union, but it is certainly fair also to say that we are very much a unit in the feeling that the School of Education should by all means be developed here in Tsinan. It may come to a point where we will need two schools of Education, one training men more particularly in the subjects of mathematics and science, and another more peculiarly handling the lines of humanities and the social sciences. Of course that has all to be worked out.

We certainly do not face the proposition of losing Dr. Balme as a leader with any degree of joy. We feel and we certainly hope that he will be retained either as Associate President or as Vice-President in charge of the work at this center. I am using the editorial we although of course I am only speaking for myself, but I know that I voice the very general feeling and desire.

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MAR 15 1922

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I could write a good bit about this proposal for amalgamation but I do not know if it would add anything to the information which you are receiving from Dr. Balme. I might say, however, that the feeling against the removal of the senior Arts College, in Chinese circles, and I think in practically all our mission stations too, is to be dissipated only by a rather strong declaration that there will be a complete School of Education to take its place. We have a constituency here, as you well know, that is far larger and far more inclined toward missionary effort than has Peking. Many of us would feel very badly to see Shantung cut out of one of its most prominent bits of work, that of preparing Chinese teachers for the middle schools of North China. Such a move will certainly go a long way toward bringing into actual being the plans of the Chinese and some foreigners for building up a small denominational college in this province. \*

This letter has reached such a length that I fear you will look askance at future ones if they are to follow this generous outline. I will try to do better next time.

With all best wishes and kindest regards, I am,

Sincerely yours,

*Paul C. Cassat*

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FILING DEPT.

MAR 31 1922

SECRETARIES

March 28th, 1922

Mr. Paul C. Cassat  
Shantung Christian University  
Tsinan, China

Dear Cassat:

Enclosed is a copy of a letter to Dr. Balme and Dr. Moorshead which will interest you.

Thank you for your own good letters on various subjects. They are all carefully considered at this end, but the replies to them come in ways other than by lengthy letters from me.

We have noted carefully what you have said about Mr. Frank Kwoh, and I assume there will be no difficulty in electing him to the position for which he is nominated by the Field Board.

I know that you will be pleased with the increase in appropriations from the Presbyterian Board. Do everything you can to develop the local Chinese support. I believe the Chinese ought to be especially interested in supporting Chinese members of the administrative and teaching staff.

One hundred dollars (\$100) has come in response to your letter from Mr. Howell Cook, Atlantic City, for the support of Miss Wilson for the coming year. This will be especially appropriated and made available on the Field.

It is still a little too early to predict with any definiteness how our Board's year will close financially. Of course it has been a difficult period industrially and commercially throughout the country, but considering the general situation and the attacks which the missionaries and the Board have been under in the doctrinal discussion, I believe on the whole the Board has been doing as well as could be expected. I am informed that the books of the woman's Board have closed with larger receipts than the previous year, though the sum of their aggregate receipts includes amounts contributed for property and these are not available for the regular work.

With kindest regards to Mrs. Cassat and all good friends, I am

Very sincerely yours

GTS/JWJ.

FILING DEPT.

APR 28 1922

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SECRETARIES

April 27th, 1922

Mr. Paul C. Cassat  
Shantung Christian University  
Tsinan, China

Dear Cassat:

Thank you for your letter of March 15th, referring to the University checking account in the Bankers Trust Company of New York and giving very helpful paragraphs on the proposed Amalgamation with Peking University. You will find the former of these two matters covered briefly and the latter fully in a letter which I am addressing to the Field Board of Managers, which letter, with a copy of the recent Minutes will reach you in due course. Please do not think that any remarks that I might make on the finances of the institution contain the slightest criticism of you. I think so highly of you and your methods as University Treasurer that the Peking Trustees and the Nanking Trustees are getting a little tired of hearing of how the Shantung finances are handled! I am bringing both these other Boards and also several additional institutions around to your idea of Primary and Supplementary Budgets.

When I think of promotional work needed here for Shantung University, my mind naturally reverts to you, and yet I do not see how the Field can spare you for any length of time for such service. Something must be done to keep Shantung in the American mind and purse.

Your full detailed budget has been carefully gone over. We were hoping that the printed Minutes of the Field Board of Managers would contain the budget in detail so that we could submit it to Mr. Greene of the China Medical Board. These Minutes have just arrived with only summary of the budget (which is probably the best way to print it), so we are offering to copy for Mr. Greene such details from the full budget as he may desire.

The other things that come to my mind to write to you about are covered in the Minutes and my letter to Dr. Balme.

We had the pleasure of having Mr. and Mrs. Lair and John with us for supper in Upper Montclair and had a happy time reviewing Tsinan-fu and recalling to mind the many friends there.

With best wishes, I am

Very sincerely yours

*Geo. T. Scott*

GTS/JJ

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SCOTT REC'D

MAY 29 1922

Ans'd

PAUL C. CASSAT  
TREASURER

Paul C. Cassat  
SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, SHANTUNG  
CHINA

FILING DEPT.

MAY 31 1922

248  
SECRETARIES

May 4, 1922.

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

Dear Mr. Scott:

We are grateful indeed for the good news which reaches us in your two letters. We Presbyterians feel that our Board has done splendidly in thus increasing the grant to the annual expenses of the University and providing so well for the rent of its members who have as yet no homes. This is certainly splendid addition to the current appropriations and we are indeed grateful. Before I take up the University matters of which you spoke in your letter of March 28th I want to say also how much we appreciate the action of the Board regarding the raise in salaries and the shortening of the term of furlough and other generous assistance which has been provided. This time it was entirely unexpected, and is therefore all the more welcome. While we are not of the number who claim that no missionary can live on the salary he gets, nevertheless it has been pretty rough sledding at times during the last few years and we are grateful for this raise.

*rents*

*salaries  
furloughs*

*Mr. Cook's  
gift*

Thank you for the copy of the letter which you wrote to Mr. Howell Cook of Atlantic City acknowledging his cheque for \$100. I believe that this should have been handed to Mr. Mellen and forwarded with the other sums which he has no doubt sent you long ere this for the special account of Miss Wilson's support.

I appreciate the copy of your letter of March 28th to Dr. Balme and Dr. Moorshead which I have just received, and feel that you have given us good advice and a great deal of information as to how the feeling is in America regarding various matters.

There are many of us who agree very strongly with you when you say that "irrespective of what may finally be decided on the question, Shantung should continue to strengthen its work in Education." With the appointment of Mr. Garside and Mr. Drake, with more funds available which may possibly be used for the securing of the returned student for work in Education, it does seem that we have a start which should be worked out just as quickly at possible. In this connection, I wish to inquire again

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MAY 4 1922

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if there is any possibility of Dr. Sailor's son coming to Shantung this next fall. When Dr. Sailor was here last autumn, he told me that he and his son had not definitely decided on any place to which they would ask appointment, and I gathered from him that he might possibly be appointed to Tsinan. If there is any chance of his coming here to help develop the School of Education, I know that you will do all that you can to further it.

MW  
Sailor

I note what you say about the name of Harkness Hall and will confer with Dr. Balme in regard to this as soon as he returns from Shanghai.

Harkness  
Hall

The contract for the home for women nurses has been let at a very reasonable figure and work has been begun on it. I feel that the plans are quite satisfactory and that the completed compound will be an admirable home for the nurses and a fine addition to the University's physical plant.

Nurses  
home

Just now we are having an interesting time guessing as to what will happen to us here in Tsinan if the skirmishes now raging north of us result in the defeat of Wu Pei Fu and his being driven back past Tsinan. We only hope that something decisive will come out of it for China cannot much longer go on in the way which she has been going. If only a few dozen of these military governors could be taken out and shot at sunrise it would probably be the best thing that could happen to China at the present time. Many of the Chinese are rejoicing over the so-called return of Shantung. We wonder what it has been returned to, for there is certainly no government functioning in China at the present time. Today the students are celebrating because this the first May 4th (formerly observed as Day of Humiliation) since 1915 that the Japanese have not been in charge of Shantung. I fear that I am one of those who think they better celebrate while they can for as one foreigner put it this morning, they will find out in a year or two that Japan is just as much here as ever.

Fighting

The work on the Administration Building and Chapel is going on very well indeed and these buildings are so changing the look of the campus that I fear you would not recognize it at all were you to come back amongst us now. We hope to occupy the Administration Building the first of September and the Chapel some time in October. If circumstances permit, we are hoping that we may have a big opening about the middle of October with a proper dedication service in the Chapel and a big reception for the leading Chinese and foreigners in the province. The furniture and the equipment for the Library is just being installed and we plan to have the opening ceremonies for that building next month at Commencement time, when Mr. Armstrong of Toronto will be here.

Building  
Operations

With kindest regards and best wishes to you and your work, I am,

PCC/MW  
1629

Sincerely yours,

Paul C. Cassatt

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Paul C. Cassat

SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, SHANTUNG  
CHINA

MAILING DEPT.  
JUN 14 1922  
W.P.  
SECRETARIES

SCOTT REC'D

JUN 12 1922

Ans'd PAUL C. CASSAT  
TREASURER

*Copy to Cassat*  
*Write May 6/13*  
*re. Derickson Request*

May 10, 1922.

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

Dear Mr. Scott:

I am enclosing a copy of a letter which I have just written at the direction of Dr. Neal. He has most generously given this fund toward the erection of a schoolhouse for the Model Village, and we would like to know if the funds are to be soon forthcoming or not.

I am sending you a copy of this letter so that you will be informed of the matter, and if it seems wise to you to also drop a line to the Pastor at Milton we shall appreciate it.

With kindest regards,

As ever,

Very sincerely yours,

*Paul C. Cassat*

PCC/MW  
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OTT REC'D

JUN 12 1922

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

*Copied  
Mr Scott*

FILING DEPT.

JUN 14 1922

*W.P.P.*  
SECRETARIES

May 10, 1922.

Pastor, First Presbyterian Church  
Milton, Pa.  
U. S. A.

[ My dear Sir:

Under date of February 20th, 1922 Dr. James Boyd Neal, formerly President of Shantung Christian University, wrote me as follows:

"In the autumn of 1920 a lady died in Milton, Pa. by the name of Derickson, whom I knew well. Notices in the papers said she had bequeathed in her will \$500 to James Boyd Neal to be used at his discretion in his work in China. Hearing nothing directly about the matter, I wrote many months ago to Dr. Brown (Dr. A. J. Brown, 156 Fifth Avenue, New York City) about it and he answered that they had had no word about it in New York but such matters sometimes took some time to get settled up."

As Dr. Neal was soon to leave Tainan when he wrote the above, he gave me instructions as to the disposal of this fund when it materialized, and asked me, if nothing was heard in the near future, to write and make inquiries of the Pastor, of the First Presbyterian Church of Milton, Pa.

I shall be grateful to you if you can inform us of the status of this bequest and if possible see that this fund is transmitted to the Board of Foreign Missions in the Presbyterian Church, 156 Fifth Avenue, New York City, to be especially appropriated to the Shantung Christian University for the use to which Dr. Neal has indicated to us.

Thanking you for your kind attention to this matter, and with kind regards, I am,

Very sincerely yours,

PCC/MW  
1678

*Paul G. Cassatt*

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FILING DEPT.

MAY 31 1922  
248  
SECRETARIES

May 28, 1922

Dr. Harold Balme ✓  
Mr. Paul C. Cassat  
Shantung Christian University  
Tsinan, China

Dear Dr. Balme and Mr. Cassat:

Confirming my telephone conversation with Mr. Roger S. Greene of the China Medical Board I received this morning a letter from him dated May 27th, which you will wish as a matter of record.

"Your letter of May 26 has just arrived. We are arranging, in accordance with telephone conversation yesterday that drafts in Mexican dollars on Shanghai be sent directly to the office of the Shantung Christian University. I am also asking our Comptroller to send you a notice every time such a draft is sent so that you may have information at all times concerning the remittances of the Board."

We will seek to keep the record of the notices of the China Medical Board Comptroller on the transmission of drafts in order to see that funds go forward in such a way as not unduly to embarrass the Institution.

Sincerely yours,

Geo. T. Scott

OTS-327

Copy to Mr. Day

0094

REC'D

N 26 1922

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Paul C. Cassat

SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, SHANTUNG  
CHINA

FILING DEPT!

JUN 29 1922

248  
SECRETARIES

PAUL C. CASSAT  
TREASURER

re C. E. Rankin

June 1, 1922.

Rev. G. T. Scott  
156 Fifth Avenue  
New York City  
U. S. A.

Dear Mr. Scott:

I am enclosing a copy of a letter which I received some days ago from a Mr. Carl E. Rankin of Columbia University. When I was in Atlantic City on my last trip at the time the educational leaders were meeting there, I had two interviews with Dr. Monroe in which I asked him for the names of men in Teachers College whom he would recommend to us for the School of Education. The writer of this letter was, I believe, the first one on the list which he gave me. Dr. Monroe told me at that time that Rankin had about two years more of work to do but would probably be ready to go out in 1923. This is borne out by his letter.

I realize that this letter is going to reach you during the summer and possibly about the time of vacation, but we are very anxious indeed to know more about this man, and we shall be grateful if you will look him up as soon as possible and give us your opinion as to his talents and suitability for work here. I do not believe it can possibly be the same Rankin who was out here in Shantung some years ago, but the first question that Dr. Balme asked, when I showed him the letter was, "Is this the Carl Rankin that we used to know?" If so I doubt if we want to go on with negotiations.

He does not tell of his church connections and we do not know what church he belongs to. If he is a Presbyterian, would it be possible for the Board to add another man to the staff of the School of Arts and Science, seeing that Mrs. Chalfant is drawing only half salary and that no one knows how long her connection with the University will be continued. She has not been very well and I have heard that she has spoken once or twice about leaving.

If he belongs to another church possibly he might be a lever to interest some institution or church in joining in the work of the new School of Education here. We shall be very glad to hear the results of your interview with him and hope that you may be able to report in a way that will back up our favorable reaction to his very pleasant letter.

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JUN 1 1922

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Following the cablegrams from its Board of Trustees the Peking University people are going ahead very swiftly with their plans for a School of Education from the ground up. Dr. Balme went to Peking yesterday to find out just what the status is and what chance there is of securing the benefits of cooperation without going into any definite policy of amalgamation. The letters from Peking the last few days have been most discouraging, but we are not content to throw the whole thing up until we have had word from Dr. Balme about his trip. Whatever they do up there, I think it is certain that we will go ahead at once to develop our own School of Education here also. If there must be two such schools we are hopeful that one may stress the work in Arts and Letters and Humanities, while the other will pay more attention to Science, pure and applied, Mathematics, and the like. We certainly hope that we will be able to come to some understanding whereby straight duplication of effort may be avoided unless it is absolutely necessary. We need at once half a dozen men for the School of Education. We hope and trust that two or three of these will be Chinese and I expect to see definite efforts made to secure them within the next month or so. With Garside coming out this fall, with Drake going home on furlough to study in a few days now, and with the possibility of getting Rankin next year, this would give us a start. I wrote you some time ago asking about the possibility of getting young Sailer to come here instead of Peking, but we have not heard from you in regard to this.

Things are very much in a state of transit<sup>ed</sup> at the present time, it is difficult to talk definitely about the future. The Field Board meeting is called to meet June 29th, after which time we hope to be able to go ahead in working out a definite policy.

With kindest regards and best wishes, I am,

Very sincerely yours,

*Paul C. Cassatt*

PCC/MW  
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Paul Cassat

SCOTT REC'D

SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, SHANTUNG  
CHINA

FILING DEPT.  
JUL 8 1922  
SECRETARIES

JUL 6 1922

Ans'd

*copy to Cassat*

PAUL C. CASSAT  
TREASURER

June 6, 1922.

Rev. G. T. Scott  
156 Fifth Avenue  
New York City  
U. S. A.

Dear Mr. Scott:

I have received your letter of April 27th together with the Minutes of the Joint Board meeting and copy of your letter to Dr. Balme and the Field Board of Managers. You have stated the position and feeling of the home Board in an admirable way, it seems to me and we feel that the points which you have taken are very strong indeed. We are trying to make definite plans at once for the building up of the School of Education, but the problems of force and finance are so serious that it is indeed a most difficult task, no matter how we attack it, it seems to come back to the money end of things and the very great necessity for us to secure more general recognition among the Chinese and stronger measures of support both here and in the home countries.

*School of Education*

Yesterday afternoon the Publicity Committee voted to ask Mr. Kwoh and two strong alumni of Tientsin and Peking to map out and plan a campaign for this summer and fall with the hope that we may secure larger returns in the way of interest and cash from influential Chinese in North China, particularly in Peking, Tientsin and Chefoo. The Hospital here has just sent out subscription books on quite an extended scale, and we hope that there will be a good response to this appeal.

The question of promotion in the home lands is certainly a serious one and will be one of the most important things to be taken up by the Field Board at its meeting this month. I fear that Dr. Balme is thinking somewhat along the same line which you expressed in your letter of April 27th. I do not know what will come of it, but we do realize that something must be done very soon.

*Deposit interest on endowment*

Inasmuch as my letter asking you to hold the appropriation of interest on the endowment, \$1,580.30 and deposit same to our account in the Bankers Trust Co in New York City did not reach

JUN 6 1922

-2-

you in time, I have now asked Mr. Myers in Shanghai to return this appropriation to New York in order that we may build up my bank account in New York without losing on exchange through transmission of funds through China. I have asked him to instruct the Treasurer in New York to refer to you for the disposition of these funds, and I will be greatly obliged if you will have this sum deposited to the credit of the Shantung Christian University account in the Bankers Trust Co. as soon as it arrives. *Receipt of same, please send direct to me.*

C.M.B.  
grant

We received several days ago your cablegram announcing the grant of the \$33,000 Mex. per year by the China Medical Board to the School of Medicine, and are glad indeed to have this assurance of their continued cooperation.

I presume that the quarterly payment of which you speak will be made through the Associated Mission Treasurers to us here.

With kindest regards and best wishes, I am,

Very sincerely yours,

*Paul C. Cassatt*

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SCOTT REC'D

JUL 18 1922

Ans'd

PAUL C. CASSAT  
TREASURER

*Paul C. Cassat*

SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, SHANTUNG  
CHINA

FILING DEPT.

AUG 9 1922

248  
SECRETARIES

June 17, 1922.

Rev. G. T. Scott  
156 Fifth Avenue  
New York City  
U. S. A.

Dear Mr. Scott:

I am very sorry indeed to receive this morning a copy of your letter of May 16th to Mr. Harmon. The day before this letter came we had sent out to the bank for a bill of exchange to settle this account, but it should have been done months ago. It represents an item of which I had no knowledge, or it would have been paid long ago.

Mr. Harmon is doing a splendid work as Business Manager of the Hospital, but he is so extremely busy all the time that he does not pass on his bills for payment as promptly as he should. Dr. Cochran and I have taken up this matter with him quite definitely within the last few weeks, and I think that hereafter we will have no difficulties along this line.

I regret very much that this has happened and you may rest assured that I will do my best to keep it from ever happening again. The system of ordering under which we are working at the present time, will I think, effectually prevent us ever being guilty of a slip like this again.

With kindest regards and best wishes,

Sincerely yours,

PCC/MW  
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*Paul C. Cassat*

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June 27th, 1922.

Mr. Paul C. Cassat  
Shantung Christian University  
Tsinan, Shantung, China

My dear Cassat:

Just a brief line to thank you for your letter of June 1st.

I am asking our Candidate Department to investigate the availability of Mr. Carl E. Rankin for the Shantung University. I believe he is not the Carl S. Rankin who was at Shantung some years ago.

I am also writing to Randolph Sailer regarding the possibility of his going to Shantung University. He has been appointed for another institution, but I will follow the matter up again.

Thank you for your illuminating paragraph on the relationship of Shantung and Peking Universities. The following is a paragraph from a letter which I have just written to Miss Margaret E. Hodge:

"You will be interested in the following constructive suggestions made by Mr. James M. Speers in a speech reporting on his trip last week. (1) Need of much closer coordination and better supervision of the work on the Field with coordinated progressive policies. (2) That Secretaries give more time to interviews with missionaries on furlough. (1 and 2 might call for a doubling of the Secretarial force) (3) Send lecturers periodically to the Mission Field; keep the missionaries up to date. (4) Have a circulating Library, with new books, in each Station. (5) Give an early opportunity for misfit missionaries to withdraw, say after three years. (6) The need of the very highest standard of new missionaries, specially trained for the particular work that each is to undertake. (7) Do not expand further until our present work is better done. Our next developments should be intensive rather than extensive. (8) Building affairs and construction should be better supervised and repairs kept up. (9) Invite all missionaries at home on furlough to attend any Board meeting any time. (10) Letters from Secretaries to the Field should be less patronizing in tone and any criticism in such letters of work on the Field should be clear, direct, candid and firm. It is interesting that both Board members who have recently visited the Field, Mr. Speers and Dr. Kelman, are most deeply impressed with the same two things; namely, of much better coordination and supervision of the work and of highly qualified and better trained missionaries.

With best wishes, I am

GTS/JJ

Sincerely yours  
Her. T. Scott

Paul C. Cassat

SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, SHANTUNG  
CHINA

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FILING DEPT.  
SCOTT REC'D  
OCT 6 1922  
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SECRETARIES

Cable

Ans'd

03

PAUL C. CASSAT  
TREASURER

July 6, 1922.

Rev. G. T. Scott  
156 Fifth Ave.  
New York City  
U. S. A.

Dear Mr. Scott:

In order that the Field Board of Managers at its meeting June 29th might have a summary of the current accounts for the year, I closed the books a few days early and was able to present the enclosed brief report of balances. All is quite smooth sailing until we get to the statement for the School of Medicine, and this needs a bit of explanation. You will see that I have noted at one side the causes for this overdraft and the approximate sums involved. These divide themselves into two sections. The first two items <sup>are the</sup> ~~being~~ deficits that there would have been if all receipts for the budget as approved had been actually in hand. The latter five figures tell us where we lost out in gaining the sum which have been placed on the budget, and upon which definite sum, expenditure for the year had been estimated.

I will go briefly into each item. The latter part of last December Mr. Harmon had the great misfortune to be robbed of this sum the evening after cashing cheques which I had given to him for the payment of salaries, wages, and other accounts for the month. We have done our best to find the thief, but it has apparently been a hopeless task. It was a very hard blow to him, because he has worked hard to keep expenditures of the Medical School down this year, and we fully expected that we would have to look forward to a deficit of at least this amount, on this year's accounts. The second item is made up of a number of small overdrafts on the various accounts, and these will be shown in detail in my complete report which will be ready in two or three days. If receipts as budgeted for had all come to hand, (and we felt that we were safely on the conservative side in passing on that budget,) and if we had not had the unfortunate circumstances of the robbery, we would have only had about \$1,000 deficit, as you see,

The amount available for us from the W.M.S. for this year was cut \$500 through a misunderstanding with their London office. We were given to understand that the L.M.S. were promising \$1,600 for this year, but only \$1,000 was received. The item

JUL 6 1922

-2-

for subscriptions and fees is short, but the \$3,000 from the Provincial Assembly was not received in time to include it in the account for this past year. We are confidently expecting it any day, almost any hour, you might say, but the fact that their year is just now closing has made it impossible to secure this any sooner. The Pharmacy receipts really ran considerably above what we were counting on, but the expenditure was likewise very much more so, so that in the end we have a shortage of \$1,800 on that account. The Kitchen account is supposed to be self-supporting, but although we received over \$3,000 more than we had estimated for, the expenditures for several reasons could not be kept down to the amount provided.

I am very sorry indeed to have to send such a report, but I assure you this overdraft has been through no lack of care or attention on our part. The actual sum can really be considered to be \$6,075.72, as we fully expect the Provincial Assembly \$3,000 to be in any time. We now make plans whereby we hope to be able to save at least one half of this amount this next year. The overdraft will be the first charge against the funds for the fiscal year just opening, and I need not assure you that we will do everything that we can to meet it within current appropriations.

You will probably receive a copy of the Minutes of the Field Board Meeting from Dr. Balme in this same mail. I am, however, enclosing herewith a copy of the Minutes of the Finance and Property Committee held June 30th, as I wish to write fully regarding the actions Nos. 53 and 54. When it was proposed to remove the University to Tsinan, it was felt that a very large plot of land must be secured in order that we would not be cramped for room later on. We were very fortunate in being able to secure approximately 70 acres, largely through Mr. Whitewright's unflinching efforts. This is all connected, but there are very large indentations on the south west and south east corners of the campus which the University should secure before the end of this calendar year. We have<sup>LEFT</sup> at present only three lots for foreign residences and we have applications for several more than that number of lots. We need money for land in a most serious and critical way. While we are waiting for funds to materialize, the price of this land is going up by leaps and bounds. The first plots of land bought were not much over M\$100 per mou, about 1/6th of an English acre. The land plot which we had to secure for the chapel building cost us M\$600 per mou. This was an exceptional case and was largely a question of personality. We do not expect to have to pay more than \$350 to \$450 per mou if we can buy it at the end of the calendar year when Chinese are willing to sell cheaper for ready cash. I have been considering the problem of how to secure money for this land for a long time. I feel that this request for transfer of endowment funds is an eminently proper one, and I do not see how we can go wrong in thus using this money. Land around Tsinan is going up in value every day

0102

JUL 6 1922

-3-

and it is eminently safe and respectable investment. I do not know at what interest these endowment funds are invested in New York at the present time, but certainly we should gain far more from their investment here in land than you are receiving in New York at the present time. Further, and this is an important point, it would enable the University to secure land which it simply must have ultimately. This land is increasing in value from \$50 to \$100 per mou every year, and I submit that we are culpable if we do not secure it at as reasonable price as possible. We must have it eventually, and very soon, as there is a prospect of at least five or six new houses going up next year. As you quoted in a recent letter, "If eventually, why not now?" We sincerely trust that you will see your way clear to releasing this sum, at just as early a date as possible and cabling us that we may go ahead in our negotiations for this valuable land.

I know that you must be getting weary of hearing about Presbyterian residences, but I assure you that the people who have no homes and must move about year after year from one rented house to another are most weary also. Hence action No. 54. It has occurred to me that we would be receiving far more for our money if we should use the appropriation for rents from our Board in paying interest on a sum of money with which we may build several residences for the Presbyterian members of the staff, rather than throwing money away for simply rent and gaining nothing permanent in return. We have faith to believe that the funds for at least four or five more residences will be secured within a year or two, and we simply must have them or else several members of the staff will be absolutely without homes and with very small possibility of securing suitable Chinese houses. Now, if we can borrow the sum of \$25,000 or \$30,000, and I feel quite certain that it can be arranged here in China, and not cost us more than we would be paying for rent, for interest for these three houses, two large and one small, then we feel that it is an eminently proper use of funds. When the appropriations for the erection of these houses are received we would pay off the loans, stop interest and rent charges and in addition would have the benefit of the use of our own houses for a period of time previous to this. It seems perfectly sound to me and I trust that the Board will be willing to approve this plan and send us early word regarding it. We hope that we may be able to get these three residences begun this fall for we shall be in most serious straits by fall of 1923, if we have not more homes for our Presbyterian representatives.

In accordance with your valuable suggestion, I asked the Finance and Property Committee to approve the list of banks as suggested and as passed upon in action 55. In order that you might have formal sanction of our keeping a bank account in gold dollars in New York City, I also asked them to approve of action 56.

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Also maintain a promoting B?  
British support?

JUL 6  
1922

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I hardly know how to write in regard to the action of the Field Board regarding my return to America. I must frankly say that it is not my own, nor Mrs. Cassat's personal desire. It will be a strenuous time and we hardly know how it will work out. It is, too, with trepidation that I will undertake the work for I feel that I am going up against something that is pretty big for me. I am intensely interested in that end of things, as you well know, and I shall throw my whole strength and enthusiasm into it. I trust that early returns will not be too heavily anticipated for we shall have to do a good deal of cultivation before the fruits appear. I suppose Dr. Balme has written you in regard to the request of our Board to approve this action, asking them to provide furlough expenses. We sincerely hope that our own Board may be willing to treat this as a special furlough and supply the funds for our return to America and home allowance while there. If the sums must be charged up to our hopes for the future, it will mean a very heavy handicap from the start, but I hope with all my heart that our Board, which has treated us so generously in the past, will see fit to make this important concession. Everything is quite indefinite regarding the date of sailing, but it would probably be late in the fall. I presume there will be no Board meeting until September, so we shall appreciate a cable just as soon as action is taken so that we may have more time to prepare for our return.

The June issue of "Occasional Notes" is just out and I sent you yesterday under separate cover 25 copies for general distribution around the office at 156 Fifth Ave. I also sent Mrs. Roys 25 copies and have forwarded copies to the members of the Joint Board, members of the Presbyterian Board and all the others on our U. S. A. mailing list.

I fear you will think this letter quite lengthy, but I also think you will agree with me that it deals with matters of utmost importance which could not well be touched upon lightly.

With kind regards, and best wishes, I am,

Very sincerely yours,

Paul G. Cassat

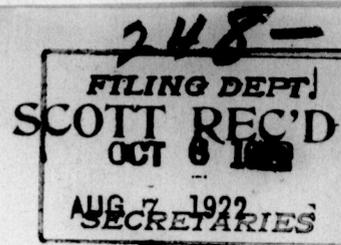
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Paul C. Cassat.

SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, SHANTUNG  
CHINA



PAUL C. CASSAT  
TREASURER

Treas. Report

Ans'd Q 3

July 10, 1922.

Rev. G. T. Scott  
156 Fifth Avenue  
New York City  
U. S. A.

Dear Dr. Scott:

See 248-2

I am now glad to be able to enclose copy of my complete annual report of the year. I have tried to link this report up with our budget system, showing in what ways we were keeping to that system, and also where we were at variance with it. The first seven pages together with the summary on page eight give us the detailed and exact report of what were our receipts as budgeted for and as actually in hand, together with our expenditures as budgeted for and as actually disbursed. You will find much interesting information, I am sure on every page. Our budget has not been in force long enough for us to estimate all items as closely as we would like, and then again, there are unexpected expenditures and receipts which throw it out of balance. With a budget like this, however, there must be granted the liberty of transferring the balances within a certain school or department. The fact that the totals balance is the important thing. In order that we might have a summary of receipts and expenditures apart from comparison with the budget, I have also prepared pages nine and ten which give us concrete statement of receipts and expenditures of all University funds.

Trusting that this report will be found quite satisfactory and with kind personal regards, I am,

Very sincerely yours,

Paul C. Cassat

PCC/MW  
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FILING DEPT.

AUG 23 1922

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SECRETARIES

August 18, 1922.

President Harold Balme,  
Mr. Paul G. Cassat, ✓

Shantung Christian University,  
Tsinan, Shantung, China.

Dear Dr. Balme and Mr. Cassat:

Just a brief note to acknowledge the receipt of your fully appreciated letters as follows: Dr. Balme's letters (1) of June 15th with enclosed memorandum regarding North China Union Medical School for Women and (2) of July 2nd with the Minutes of the Annual Meeting of the Board of Managers and (3) of July 7th; and Mr. Cassat's (1) of July 6th and (2) July 10th with Treasurer's reports and summarized statement.

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

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

With warmest regards, I am

Very sincerely yours,

*Geo. T. Scott*

GTS-KC

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OCT 6 1922  
248  
SECRETARIES

October 3rd, 1922.

Mr. Paul C. Cassat  
Shantung Christian University  
Tsinan, Shantung, China

My dear Cassat,

Thank you for your letters of July 6th and 10th, the latter enclosing the financial statements for the year. I do not know that these have been even acknowledged heretofore, although I had carefully studied over the Treasurer's Report.

I am enclosing a copy of the recent Minutes of the North American Joint Board which will give you all information. A covering letter is going to Dr. Balma with a copy for Dr. Moorshead.

From the cablegram, you will have learned that the proposal of your returning for a promotional campaign to the States this winter was declined. This of course has nothing to do with you personally as there is no one who would be more welcome than you would be for such work. I do not know whether this information brings disappointment to you or not. We certainly wish that the needed pieces of land might be bought for the University and that other desirable funds might be secured. I hope that my proposal for securing funds necessary for Presbyterian residences at Shantung and a number of our other thirty-six colleges and professional schools may eventuate in appropriations for these residences. A special Committee has been appointed to look into the question whether a certain Higher Education Presbyterian capital fund might be used toward the erection of residences which are indirectly income-bearing buildings. I made this proposal first about a year and a half ago when it was turned down, but now with the very concrete proposal of Shantung and the cablegram asking for a reply, I had a point to my argument which was lacking before.

You of course have financial difficulties at Shantung University. Every place has, but I wish you could hear some of the pathetic stories of other institutions. Shantung, I believe, has the finest plant, largest foreign faculty and largest current foreign support of any denominational or interdenominational missionary institution, and with that equipment, faculty and support, Shantung will continue to be a very useful member of the Christian Missionary program.

With warmest regards, I am

Very sincerely yours

*Geo. T. Scott*

GTS-JWJ

Dictated but not personally read.

*Paul C. Cassat*

SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, CHINA

FILING DEPT.  
348  
FEB 8 1923  
Officers of the University  
SECRETARIES

*British Joint Board*

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

*North American Joint Board*

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

*Field Board of Managers*

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

*British Office*

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

*North American Office*

156 Fifth Avenue, New York City

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

SCOTT REC'D

NOV 16 1922

Ans'd

22

*re return to U.S for promoting purposes*

TSINAN October 18, 1922.

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

Dear Mr. Scott:

I do not know whether you were expecting to get any reply from me personally after receiving your cablegram disapproving of our return to the United States, but although I know that Dr. Balme has written not only to you, but also to the other members of the Joint Board regarding the matter, I feel I must write something of the seriousness of the matter. I have hesitated to write at all because I am involved personally, but I am certain that you will understand that I am writing this entirely apart from any personal feeling in the matter.

I cannot quite understand how men like Dr. Monroe, Dr. Dickinson, Mr. Cochran and others could have taken such an out and out attitude as was described in that cable. I know something of the wish which you and Dr. Brown have, in representing our Presbyterian Board, to stress the needs of certain other institutions this year, and hold off on any further publicity work for S.C.U. But how does this stop Peking and Nanking from going ahead and monopolizing every bit of the territory that they possibly can? You speak of Shantung holding back and giving some one else a chance now.

That is exactly what we have been doing for the last six or seven years. Outside of my meager efforts a couple of years ago, there has been nothing done for the University in the United States since Luce returned in 1915. If this is not giving the other people a chance, then I am afraid I do not know what it means.

We were unable to tell from the wording of the cable whether you meant the Joint Board did not approve or the Presbyterian Board did not approve. I certainly hope that the action was not based on the latter. It is so easy to think of the North American Joint Board

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OCT 18 1922

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following in the footsteps of the Presbyterian Board, and the British Joint Board doing the same in letting the English Baptist Society also do its thinking for it. Would it not be better to get work started that will branch out and find support from other sources quite outside of the Presbyterian ranks, and this build up a constituency which will deal directly with the Joint Board? That is certainly what we need to get started, and in postponing it, it seems to me that you are only putting off the time when other agencies will take a good share of the load off our Presbyterian Board. We need to get more thoroughly in touch with the other boards, although they are smaller and are not contributing as much as we would like. That is just the reason why we need to get in touch with them. One could easily spend a year's hard work on promotion for the University in America without touching the Presbyterian constituency at all. There is so much to do just in getting acquainted.

*Mr. [unclear]*  
*Acquainted*

I understand our Presbyterian Board is now putting in quite a large sum of money into the union office for PeKing, Nanking, and Shantung, but this joint office is of no use whatever to Shantung Christian University unless there is some one there who knows the needs of our institution. In fact, any campaign for the Union Universities of China conducted without a representative of Shantung will be far worse than no campaign at all, because the representatives of those institutions which are on the ground will preempt everything and so monopolize the territory which they go into that it will be extremely difficult for anyone later to get any work started at all. I am not saying this in a jealous, careless way. I saw all too well how things were going when I was at home, and the experience of the North China Union Medical College for Women in the big campaign which the women put on where that institution had no representative on it, shows only too plainly what happens in such cases.

There is one other matter I feel I must speak of, and I hope that you will not mind my saying that I am very sorry that you think it necessary to refer so often to the fact that the Presbyterian Board has put more into this institution than any other missionary body. The fact that it is true does not make it any easier for the other missions to swallow. And when one considers the strength of our Board as compared for instance with the English Baptist Missionary Society, I am quite free to say that they have done more for this institution considering their resources than the Presbyterians have. I was very sorry indeed that you put up this matter of publicity to Dr. Moorshead in the way that you did. I believe that if the North American Joint Board could have gone right ahead and authorized this forward move, that you could have drawn the British Joint Board in by your example. Now it looks as if it will be almost impossible to get them roused to the point where they would approve such a venture.

0109

OCT 18 1922

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Then there is another matter of which I meant to speak above. Dr. Balme and I both feel that probably one of our next best fields is the Canadian Presbyterian Mission and its strong churches in the big cities of Canada. As you know, Mr. MacRae will be leaving on furlough next June probably. When Mr. Armstrong was here last June, he told us that they were hoping to put on a strong intensive campaign for foreign missions in the fall of 1923. This undoubtedly will be a splendid chance for us to get in touch with their constituency and present the claims of the University in a very definite way. But we will get nowhere without at least one or two University representatives spending months on this work.

These are some of the points that occur to me as I think over the situation, but there are so many more. There is the question of new men for the University School of Education, and the support which must be found for them. The matter of land and residences is really imperative. Next fall will far more than exhaust every corner of our dormitories for the students. I simply do not know what we are coming to unless we can get proper promotion work handled in China, in America and in Britain. We are trying to do what we can out here, and we certainly hope that you will push things forward for us in the home land.

With kindest personal regards, I am,

Very sincerely yours,

PCC/MW  
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*Paul C. Cassat*

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FILING DEPT.  
248  
FEB 16 1923  
SECRETARIES

1922

ITEMS RE: MR. PAUL CASSAT.

It is of interest to know that Mr. Paul Cassat has so favorably commended himself to the Board of Managers of the Shantung Christian University that they have requested that he conduct in America a promotional campaign on behalf of the University, this being an important type of work which is ordinarily assigned to the President or Vice-President of one of these great union universities. It has not yet been decided when such a promotional campaign can be instituted, but in view of various urgent needs of the University, it is possible that at no very distant date Mr. Cassat may be asked to undertake this task in the Homeland.

It is interesting to know that the North China Woman's Union Medical School is to be moved from Peking and united with the School of Medicine of the Shantung Christian University, thus making at Tsinan-fu a strong Mandarin-speaking center for the training of both men and women as Christian physicians, surgeons, nurses and experts in public health, to help relieve, in the name of the Great Physician, the terrible physical suffering of China's millions.

Mr. Paul Cassat, as Treasurer of the Shantung Christian University, is serving with very acceptable efficiency in work which is practically that of Business Manager and Comptroller of this great interdenominational, educational enterprise in which ten different denominational Missions cooperate. He is a representative of whom any church could be justly proud and in whose work business men would be especially interested and gratified.

*Paul Cassat*

SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, CHINA

FILING DEPT.  
248  
Officers of the University  
SECRETARIES

*Noted mem*  
British Joint Board

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

North American Joint Board

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

Field Board of Managers

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

Ans'd

FEB 6 1923

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

North American Office  
156 Fifth Avenue, New York City

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

*AR*  
*Miss Macmillan*

TSINAN January 8, 1923.

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

Dear Mr. Scott:

Your letter of November 23rd, addressed to Dr. Balme, Dr. Cochran, and myself, was received some ten days ago and has been studied very carefully. Dr. Balme has written you under date of January 5th in a way which I think very well expresses our unanimous feeling here on the Field, and I do not think that I need to add anything to it at the present time.

In the general letter of the Board, No.7, dated November 25, 1922, paragraph 13 speaks of the proposal of the Bureau of Travel to the Mission Fields. I know you will make suggestions to the proper persons regarding the inclusion of Tsinan in any plans that are made, but as Chairman of our Publicity Committee, I wish to extend a most cordial invitation to all parties of tourists who may be planning to take any trips to this part of the world. We have had a large number of guests here within the last two years, but we hope that this number will be very substantially increased in the future, as Tsinan and Shantung Christian University become better known.

On page 441, of Part III, Board Reports, of the Minutes of the General Assembly for 1922, I find but a meager section devoted to Shantung Christian University. Will you not please take up with the proper authorities the amplification of this statement, noting the divisions of the University, namely the School of Arts and Science, School of Theology, School of Medicine, the University Hospital, the Training School for Nurses, the Extension Department, and the Translation Bureau. The list of cooperating boards is not very clear, in that it speaks of the "Anglican and American Boards," and then mentions Church of England later on. The Norwegian Lutheran Board is not mentioned at all.

*Editor to be sent back shortly after 10 minutes past 5*  
S

*Miss Macmillan*

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1923

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The date mentioned for the organization is that of the union, as the organization of two of the schools was effected long before this. Would it not be better to give a separate date for each of the three schools?

With kindest regards, and best wishes,

Very sincerely yours,

*Paul C. Cassat*

PCC/MW  
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0113

*Paul C. Cassat*  
**SHANTUNG CHRISTIAN UNIVERSITY**  
TSINAN, CHINA

**British Joint Board**

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

**North American Joint Board**

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

**Field Board of Managers**

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

**FILING DEPT.**  
*248*  
Officers of the *Presbytery* 1923  
**SECRETARIES**

HAROLD BALME, F.R.C.S.

President

Acting Dean

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

Dean, School of Theology

SAMUEL COCHRAN, M.D.,

Dean, School of Medicine

J. S. WHITEWRIGHT,

Director, Extension Department

J. WALTER HUNTER,

Acting Registrar

PAUL C. CASSAT,

Treasurer

**British Office**  
19, Farnival St., London, E.C. 4.

**North American Office**  
156 Fifth Avenue, New York City

**SCOTT REC'D**

MAR 13 1923

TSINAN February 13, 1923.

Ans'd

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

Dear Mr. Scott:

Under separate cover, we are sending you thirty copies of the newly revised bulletin of general information. To save the cost of reduplication, it has been decided to issue one such general bulletin each year, touching upon matters of general interest and leaving the publication of courses and other information peculiar to each school to the bulletin which is issued for that school alone.

These copies are for general distribution around the offices at 156, and among such members of our Presbyterian Board as you think will be particularly interested in them. We are sending copies direct to the members of the North American Joint Board.

With kindest regards,

Very sincerely yours,

*Paul C. Cassat*

PCC/MW  
1247

*1 - Ward*

*1 - North*

*1 - Shoung*

*1 - Reader*

*1 - Barty*

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FILING DEPT.

FEB 24 1923

248-  
SECRETARIES

February 21, 1923.

*Paul Cassat*

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

Re: Appropriation for Presby-  
terian Residence.

Dear Dr. Balme:-

I am happy to advise you of an appropriation yesterday, February 19, 1923, of \$6000. Gold for the erection of a residence for a representative of this Board on the faculty of the Shantung Christian University. In order to release the money at once on the field the following cablegram was dispatched to you by the Presbyterian fiscal agent in Shantung immediately upon appropriation by the Board.

"\$6,000.00 American Gold is available for  
Presbyterian residence Shantung Christian  
University."

The money was made available by the new policy of the Presbyterian Board in allocating ~~as~~ property items a certain part of receipts from undesignated legacy. I had hoped that funds for two residences could be appropriated for Shantung University, but there were so many urgent demands for property funds and a large property deficit which had been created by rebuilding after the Gustonala earthquake, that the Board could make available funds for but one residence at Shantung. I feel that the money may not have reached you in time for you to take advantage of lower prices at Chinese New Year, but we did the best we could under the circumstances. These funds are available for you through Mr. C. M. Myers, Shanghai.

With kindest regards, I am,

Very sincerely yours,

GEORGE T. SCOTT.

GTS P

Copies to:

Paul Cassett  
C. M. Myers.

0115

Paul C. Cassat

SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, CHINA

FILING ST.  
247  
MAY 28 1923

British Joint Board

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

North American Joint Board

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

Field Board of Managers

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

British Office

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

North American Office  
156 Fifth Avenue, New York City

APR 19 1923

Ans'd

Officers SECRETARIES

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

TSINAN March 20, 1923.

Rev. G. T. Scott  
156 Fifth Avenue  
New York City  
U. S. A.

Dear Mr. Scott:

It has occurred to me that possibly the university pastors or men engaged in student work in the various educational institutions at home might be interested in receiving our Occasional Notes and other material descriptive of our work out here in China.

If you think <sup>a request</sup> this worth while, would you kindly pass along to the proper person for the names and addresses of all such men of whom you know and of any others working in a like capacity, no matter whether they belong to our denomination or others. I would particularly like to get in touch with leaders of union or university churches, as we believe that such work as ours has a particular appeal to them.

With kindest regards and best wishes,

Very sincerely yours,

Paul C. Cassat

PCC/MW  
1469

*[Handwritten scribbles]*

*[Handwritten scribbles]*

0116

*Paul C Cassat*  
SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, CHINA

FILING DEPT.  
*248*  
MAY 1 1923  
Officers of the University  
**SECRETARIES**

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

North American Joint Board  
Paul Monroe, Ph.D., LL.D., Chairman  
George T. Scott, M.A., Secretary

Field Board of Managers  
Chang Po-ling, Ph.D., Chairman  
Harold Balme, F.R.C.S., Secretary

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

**SCOTT REC'D**  
North American Office  
156 Fifth Avenue, New York City

APR 30 1923  
Ans'd 30

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

TSINAN April 3, 1923.

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

Dear Mr. Scott:

Since the grounds around our new Kumler Memorial Chapel are partially cleared, we are eager that you have a view at once of that beautiful building. So I am sending you a copy of a photograph taken from the southwest a few days ago, and also a photograph of the McCormick Administration Hall taken from the southeast. I hope that we may be able to get an even better view of the Chapel when more shrubbery is planted and trees are out in leaf. These two buildings have made the campus far more beautiful than we had really expected. They are quite the outstanding structures now, especially the Chapel. Admiring friends from all over China and from other countries say that they have seen nothing finer in the East. We really do not quite understand yet how we were enabled to put up such a building as this chapel for less than about M\$60,000. As Minister Schurman of Peking stated, "Mrs. McKelvy certainly received her money's worth when this building was put up."

With kindest regards and best wishes, I am,

Sincerely yours,

*Paul C. Cassat*

PCC/LW  
1581

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*Paul C. Cassat*

SHANTUNG CHRISTIAN UNIVERSITY  
TSINAN, CHINA

FILING DEPT.  
*248*  
MAY 16 1923  
Officers of the University  
SECRETARIES

British Joint Board

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

North American Joint Board

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

Faculty of Managers  
SCOTT REC'D

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

MAY 14 1923

Ans'd

*15*

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

North American Office  
156 Fifth Avenue, New York City

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

TSINAN April 13, 1923.

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

Dear Mr. Scott:

*Elliot  
F. Parker*

As you possibly have heard, Mr. Elliot F. Parker, Conneutville, Penn. has been engaged jointly by the School of Arts and Science and the local Y.M.C.A. to teach English. Mr. Parker is paying his own expenses, and in return will be paid a slightly higher salary on the field than a short term worker would receive if the University or any Board paid his travelling expenses. Inasmuch as he is coming out for work under missionary institutions, however, we wish to ask you if you will provide him with a letter or letters which will assist him in securing his passport and reduced rates on the railways and steamships as accorded to those who travel under mission boards. Possibly the travel department would be willing to help him in securing his passage. He plans to leave the States this summer, about the end of July, as far as we are informed at the present time. We shall appreciate any help you may be able to give him.

*U*

*Shipping  
instructions*

We are most grateful for the shipment of new hospital supplies that have been made by friends in Pennsylvania and shipped out here by our Board. We are indeed glad to get these supplies by merely paying shipping charges on these. I wish to make some suggestions, however, that will cause these shipping charges to be considerably lower than they are at the present time, and I shall appreciate it if you will pass them on to the one who is in charge. For some reason or other the shipping department persists in sending goods for us to Shanghai. This is the most expensive and unsatisfactory route that can be used. The one satisfactory route is to ship them from New York or from Philadelphia by way of the Panama Canal to Portland, Ore., not to Seattle or San Francisco. From Portland there is a direct line of the Shipping Board running to Tsingtao, and shipments can thus be sent from Philadelphia, which is surely the better port for these Pennsylvania goods, direct to Tsingtao, with but one transfer, that of Portland. The Luckenbach line from Philadelphia is the one that Arthur H. Thomas

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APR 13  
1923

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Co. use, and we get goods from them very cheaply. All invoices should be for through shipment to Tsingtao, addressed to Shantung Christian University, % Cornabe Eckford & Co. If they will kindly follow these instructions for all shipments to the University, we will be saved a great deal of delay and a considerable sum of money.. ]

Very sincerely yours,

*With kindest regards  
& Best wishes*

*Paul C. Cassat*

PCC/MW  
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FILING DEPT.

APR 28 1923

248  
SECRETARIES

April 27, 1923

Mr. Paul C. Cassat  
Shantung Christian University  
Tsinan, China

Dear Mr. Cassat:

Miss McMillan who has been compiling the Board's Annual Report returned to me this morning your letter to me of January 8th asking for more of a statement in the report on Shantung Christian University. Miss McMillan states:

"As the Report this year is entirely different from former Reports, there was no chance to do as he asks- giving more notice to the Shantung Christian University."

With the interests of Shantung University in mind I revised, as well as I could, the brief statement on the University which had been included in the Shantung Mission section by the editor of that section. The Board's Report this year will be greatly reduced in size, the report being one half as long as it was last year.

You will regret to learn that the Board's fiscal year has closed with a very large deficit. The regular receipts for the year were practically the same as the receipts for the previous year, but the expenditures were about five hundred thousand dollars added for the Native Work Classes in all fields. Various factors have prevented a corresponding increase from the home constituency so that the total financial deficit at present is tentatively reported by our Treasurer's office to be \$660,000., this figure is subject to change in view of adjustments that may possibly be made before the accounts are finally closed. The Board will try to raise this deficit by reducing its appeal for new property this year, and consequently having a larger share of its allotment by the General Assembly free for appeal for current work within which operating fund we hope to amortize one-half or two-thirds of the deficit. All of us both at home and on the field will have to do everything we can to conserve the Board's funds and to secure as large an amount as possible for the regular work. I trust that the Board will not feel compelled to recall the general increases which have recently been voted to our Missions.

With warmest personal regards to Mrs. Cassat and yourself and with best wishes for a fine commencement and a pleasant summer, I am,

Sincerely yours,

GTS-NMF

George T. Scott

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FILING DEPT.

MAY 16 1923

248  
SECRETARIES

May 15, 1923.

Mr. Paul C. Cassat  
Shantung Christian University  
Tsinan, Shantung, China

Dear Cassat,

Thank you for yours of April 13th just received.

1) Mr. Elliot F. Parker has also written to us about his part-time short term service at Shantung University. I believe that the Presbyterian Board will be able to arrange for reduced travel rates and of course will gladly help him with passport, etc. The matter is being taken up with him at once.

2) Thank you for your very explicit instruction regarding shipments to the University with special reference to the hospital supplies sent out from the Woman's Board. I will see that your full statement on this matter is placed in the hands of the Shipping Department of the Board and is also referred to the proper department of the Woman's Board.

3) Error in Interpreting Cable. I notice in the "Cheeloo Weekly Bulletin" of April 14th, 1923, that the fiscal agent in Shanghai made a mistake in reporting to Shantung University "a further \$3000. Gold for 'property.'" In the Board cablegram reporting \$7000. Gold for the Parker residence there was also reported an additional sum of \$3000. Gold for property at Showchow in the Kiangan Mission. This was an amount on which a cablegram had been especially requested, but apparently the code word for Showchow was misinterpreted. However, before this my covering letter will have reached the field and the matter been adjusted. I only hope that Shantung University did not spend the money for land.

With kindest regards, I am

Very sincerely yours

George T. Scott.

GTS-JWJ

Copy for Mr. Parker.

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FILING DEPT.

MAY 28 1923  
248  
SECRETARIES

May 25, 1923.

Mr. Paul C. Cassat  
Shantung Christian University  
Tsinan, Shantung, China

My dear Mr. Cassat,

In your letter of March 20th to Mr. Scott you suggested that possibly some of the University Pastors in this country or men engaged in student work in the various educational institutions might be interested in receiving the Occasional Notes from Shantung University and other material regarding the work. I am enclosing a list of Pastors at work in the University Centers where the General Board of Education has an interest. I hope that this list will be of service to you.

Sincerely yours

Secretary to Mr. Scott.

GTS-JWJ

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FILING DEPT.

MAY 28 1923

SECRETARIES

UNIVERSITY CENTERS WHERE THE GENERAL BOARD OF EDUCATION IS AT WORK  
1923.

University of Arizona	Rev. Roy Wollam	Tucson, Ariz.
University of Arkansas	Rev. M. L. Gillespie, D.D.	Fayetteville, Ark.
U. S. Naval Academy	Rev. S. E. Persons, D.D.	192 Duke of Gloucester St. Annapolis, Md.
University of California	Rev. L.B. Hillis, D.D.	2700 Bancroft Way, Berkeley Cal.
University Farm School	Rev. N. M. Fiske	Davis, California
Leland Stanford University	Rev. Geo. H. Whisler	Palo Alto, California
University of Nevada	Rev. N. W. Pendleton	Reno, Nevada
University of Colorado	Rev. Robt. A. Shupe	Boulder, Colorado
Colorado Agricultural College	Rev. David Sharp	Fort Collins, Colorado
Colorado School of Mines	Rev. Geo. Collins	Golden, Colorado
Indiana University	Rev. Charles. W. Harris, D.D.	Bloomington, Indiana
Purdue University	Rev. John W. Findley	West Lafayette, Indiana
State University of Iowa	Rev. Herbert L. Searles	125 N. Clinton St. Iowa City
Iowa State College	Rev. L. Myron Boozer	Ames, Iowa
Iowa State Teachers College	----	
University of Kansas	Rev. Eliot Porter	Lawrence, Kansas
Kansas State Agricultural College	Rev. Wm. U. Guerrant	Manhattan, Kansas
University of Kentucky		
University of Michigan	Rev. L. C. Reimann	Lane Hall, Ann Arbor, Mich.
Michigan Agricultural College	Rev. R. B. Weaver	East Lansing, Mich.
University of Missouri		
University of Montana	Rev. John M. Maclean, D.D.	Missoula, Mont.
University of Nebraska	Rev. Dean R. Leland, D.D.	1315 S. 21st St. Lincoln, Neb.
Metropolitan District, Boston Mass.	Rev. Merchant S. Bush	Cambridge, Mass.
New Hampshire College of Agriculture	Rev. Ralph D. Fisher	Durham, N. H.
University of Vermont	Mr. Harry Bone	Burlington, Vt.
University of New Mexico	Rev. Chas. R. McKean	Albuquerque, N. M.
New Mexico College of Agricul- ture	Ira H. McClymonds	Mesilla Park, N. M.
Cornell University	Rev. Hugh A. Moran	221 Eddy St., Ithaca, N.Y.
Columbia University	Rev. Herbert Evans	West End Presbyterian Church Amsterdam Ave. & 105th St. Laramie, Wyoming (N.Y.C.)
University of Wyoming	Rev. G. H. Lowry	54-15th Ave., Columbus, Ohio
Ohio State University	Rev. William Houston, D.D.	Athens, Ohio
Ohio University	Rev. Chas. M. Bond	Oxford, Ohio
Miami University	Rev. R. G. Riemann	Norman, Okla.
University of Oklahoma	Rev. Theo. H. Aszman	Stillwater, Okla.
Oklahoma Agricultural College	Rev. Allen S. Davis	3803 Locust St. Phil. Pa.
University of Pennsylvania	Rev. Chas. A. Anderson	Eugene, Ore.
University of Oregon	Rev. Bruce J. Giffen	Corvallis, Ore.
Oregon Agricultural College	Rev. Monroe G. Everett	127 Park Ave, State College, Pennsylvania
Pennsylvania State College	Rev. Donalds W. Carruthers	
University of Tennessee		
University of Texas	Rev. Luther M. Dimmitt	Austin, Tex.
Agricultural College of Utah	Rev. Harris Pillsbury	Logan, Utah
University of Washington	Rev. Chas. F. Hubbard, D.D.	4726-21st Ave, N.E., Seattle
University of Idaho	Rev. Wayne S. Snoddy	Moscow, Idaho (Wash.)
State College of Washington	Rev. W. A. Spaulding, D.D.	Pullman, Wash.
West Virginia University	Rev. Edward A. Krapp	Morgantown, W. Va.

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AUG 14 1923  
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SECRETARIES

August 9, 1923.

Mr. Paul C. Cassat,  
Arriving on SS "President McKinley"  
August 21, Seattle, Washington.

Dear Cassat:

A welcome to the homeland. I hope that you are much improved after your fortnight at sea. I don't know what kind of a boat the "President McKinley" is, but I trust that she gave you and the rest of the Cassat family a comfortable and pleasant voyage homeward.

I am indebted to you for your letter of May 28 regarding your health, and I am passing this letter on to Dr. Dodd who will wish to advise carefully regarding your case.

As I look at your letter of May 28, I find that I underlined when I first read it several weeks ago your expression, "play golf to abolish my nervousness", for I don't believe that either golf or driving an auto is much of an antidote for nervousness. However, I admit that a great many people think they are. I wrote in the margin opposite this paragraph: "swim"; as I think sea bathing in a warm climate is a real nerve rest and tonic. However, if the doctor tells you not to swim and advises you to play golf, ignore everything that I have said! I am looking forward to a conference next Tuesday with Dr. Sam Cochran. I saw Mrs. Cochran at Miss Frederica R. Mead's wedding in Plainfield and we were speaking about you and what a blow it is to the University to lose temporarily its highly prized treasurer.

With every wish for a quick and complete recovery, and with kindest regards to yourself and Mrs. Cassat, I am

Very sincerely yours,

*Geo. T. Scott*

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SECRETARIES

September 27, 1923.

Mr. Paul C. Cassat  
% Mr. David B. Cassat  
768 Nevada Street  
Dubuque, Iowa

Dear Cassat,

I am enclosing a copy of the Minutes of the latest meeting of the North American Joint Board. I wish that you had been well enough to come on for it. You will notice on the fifth page the record in regard to you. The Board sincerely regrets your illness, but is pleased to know that you believe that you are making steady progress and that you are optimistic about the full recovery of your health and strength and your return to the field in the not distant future.

Your carefully prepared financial statements were presented to and considered by the Board with thorough appreciation of all the care and industry that went into their preparation. The letters from the field are full of commendation about the splendid work which you have done in many lines of activity and progress in the University. They hardly seem to know how they are going to get along without you.

With warmest personal regards to your wife and yourself, and with earnest hope for a marked improvement in your physical condition, I am

Sincerely yours

George T. Scott.

GTS-JWJ

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