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COLLEGE FILES
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Shantung / Cheeloo
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Cochran, Samuel 1917-1924

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FILING DEPT.

JAN 8 1917

1181
SECRETARIES

RE TRANSFER OF DR. SAMUEL COCHRAN TO TSINAN-FU HOSPITAL.

Extract of letter from Dr. J. W. Lowrie to Dr. Brown, dated Nov. 18/16.

(Original letter in File # 106-3)

" I have written to Dr. Speer regarding the invitation of the
Tsinan Medical School to Dr. Samuel Cochran, and perhaps need to add nothing
regarding that matter the consideration of which occupied us profoundly
and compelled us to prayer as well as to earnest and patient discussion
holding over several sessions. Notwithstanding the peculiar relations of
Dr. Samuel Cochran through the Hwai Yuen station to the Central Church in
New York City, I understand that that church does not formally claim special
privileges for its missionaries on the field, and Dr. Samuel Cochran is
the most outstanding man in our whole mission force to give character and
prestige to the Tsinan School from the very outset. There are several
admirable men beside, but in my judgment none quite in his class, his long
experience with its accumulated weight of reputation being thrown into
the scale. Immeasurably great issues seem to me to hang upon the not
ordinary success of that school from the start."

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CABLE ADDRESS:
"INCULCATE" NEW YORK

TELEPHONE
822 GRAMERCY

THE BOARD OF FOREIGN MISSIONS
OF THE
PRESBYTERIAN CHURCH IN THE U.S.A.
156 Fifth Avenue
NEW YORK

DWIGHT H. DAY, TREASURER

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IT REC'D

JAN 8 1922

Ans'd

SCHOOL OF MEDICINE

Samuel Cochran

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

*Miss Helmer
Please return
for our files m.j. Housing Dept*

FILING DEPT.
APR 12 1922
1181
SECRETARIES

November 30th. 1921.

Rev. George T. Scott;
156 Fifth Ave
New York.

Dear Mr. Scott;

You will have received so many references to the property situation here that I am sure you must be tired of the subject. We are as well, but it is a subject that will not let us alone and cannot be neglected until it is settled.

I have before me your letter to Mr. Cassat of the date of October 3rd. in which this is one of the subjects discussed. Your point in the second paragraph about the University having failed to use money in hand for necessary residences has already been answered in Mr. Cassat's letter. For example there are three of us now teaching in the medical school, Stearns, Heimberger and I. None of us have houses. Stearns and I are occupying houses belonging to others, and by an obviously just arrangement will have to pay rent to the owners for them. Heimberger will have to do the same when he comes back. Money contributed to the Arts College could not be used for these of course. Yet here we are appointed the faculty and of course the contributing a man to the faculty carries with the obligation of providing him with a house. I am sure that you are not contending seriously that in the case of a union institution the Board is fulfilling its obligation to it if it says that the rent for such of its representatives as have houses provided shall be deducted from the sum that the Board is providing for running expenses. The reason that I am writing now is that I am on the finance committee of our faculty and know how seriously it would embarrass the school if the funds we are receiving are thus reduced. Our budget is very closely reckoned and cannot be so reduced without our feeling it severely. Besides which we shall be ashamed to look our colleagues in the face if this is done.

I am appending a list of members of the faculty and the houses the missions are providing. You will see from it how the other missions are living up to their obligations.

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Miss Hodge 1921

FILING DEPT.
APR 12 1922
SECRETARIES

MISSION	NO. REPRESENTATIVES	HOUSES PROVIDED.
English Baptist.	11	7 plus rent for 3 provided outside budget.
Canadian Presbyterian	4	3 plus extra rent
Society for Propegation	2	2
Southern Presbyterian	1	1
Norther Presbyterian	Quota 13 Appointed 10	6 No rent as yet.

I am sure these facts speak for themselves. No further argument could make it any clearer.

The question of co-education is being discussed, you will be interested to know. Our mission in June asked the Arts Department, to open its doors to women students. It was referred to our Faculty Senate and they have declared infavor of the principle. Our Medical Faculty have gone further and appointed a representative to go to Peking and find out if the faculty of the ^{Womens} School there (medical) would favor co-operating with us in one coeducational medical school here. He returned yesterday with word that they are willing to co-operate. Doubtless we shall go ahead now and make more definite plans to present to our Field Board.

To make it possible it is of course essential that the ladies bring something to the union. What will be necessary will be the providing of dormitories, some representatives on the faculty ~~(with houses)~~ and funds for the erection of a woman's hospital of about the same capacity as the present one, keeping that for men. Also to provide a reasonable sum for the running of the same. Our laboratory and class room equipment is approximately sufficient now though a little should be added in the way of equipment. This will also involve similar provision for the pre-medical students. If the supports of the women's school will provide this for them it ought to result in a far stronger school for us both. The prospect is very hopeful we feel. It cannot come to pass however without the financial outlay outlined above.]

We are having Dr. Monroe with us today and for the past two days.

With best wishes to yourself

Yours very sincerely

Samuel Cochran

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EXTRACTS

Ms. Chuan Medical

Miss Lippson



SHANTUNG CHRISTIAN UNIVERSITY
Tsinan, Shantung
China

December 30, 1922.

Miss Margaret E. Hodge,
Woman's Board of Foreign Missions,
156 Fifth Avenue,
New York.

Dear Miss Hodge:-

You will, of course, have a little idea of how pleased we have been here on the field with the cables we have received announcing that both the Methodists and the Presbyterian Women's Boards approve of the amalgamation between the Peking Women's Union Medical School and our own.

The future which this amalgamation opens out to us is a promising one. Of course, the prospects of training well qualified doctors are far better with the enlarged staff and better equipment that we can command under the union.

I may say also that we men have a great deal to gain in the help of these devoted and able women who will come to us and we are looking forward keenly to their arrival. Just at present we shall have to wait for more definite information of what we may expect in regard to the amount of money to be had and the dates at which it is available. Our recent letters from Dr. Heath are hardly hopeful for plans looking to have some of their classes come down here in the fall. At the best, with all the money in hand, we have got a very short time to plan and erect dormitories and residences for such a class and the teachers who would come with them. You, of course, having been present at our discussions, understand fully what we shall need before either of us would think of going into the scheme. Our own school and hospital is running on a very narrow margin because of its budget. It is a cause of constant worry to us as it is and the margin is so very small that we have had to pare down our laboratory appropriations to such a state that they can hardly carry on permanently as they are with no funds for replacements, nor is there sufficient margin for the gradually increasing cost of Chinese salaries, and for supplies, etc. Our finances are at present a source of anxiety to us and it would be very unwise for us to enter into the venture unless reasonable hope were shown of our being able to run the enlarged institution. It would only be an unkindness to welcome the ladies here on any such terms, so we shall be dependent on our American and English supporters for the financial backing necessary for the floating of the scheme. Apparently the capital charges will be the easier of the two, on the basis of the figures agreed upon in our conferences last June. A considerable amount is in hand; we have hopes held out by the Methodist ladies for more and it seems to me quite likely that if the funds which each of the Boards can raise themselves were taken account of, and request made to the China Medical Board for the additional amount, that they would agree to furnish a part or the whole of it. At any rate, this seems obviously the next step.

Yours very sincerely,

(Signed) Samuel Cochran.

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

SCHOOL OF MEDICINE
Office of Dean

H January 31st, 1923.

Miss Margaret Hodge,
Presbyterian Board of Foreign Missions,
156 Fifth Avenue,
NEW YORK

Dear Miss Hodge:

By separate package I am sending a copy of memoranda made out by Dr. Balme as a sequel to a visit he and I made to Peking the week before last. Appended are the resolutions made by our Faculty a day or so later. You will see from it that, since all the authorities concerned have endorsed the plan of union, we have gone forward to make concrete plans for putting it into effect, hoping that by the time we shall need it, the necessary financial arrangements will have been made.

There is, of course, a lot remaining to be done. First and most important, it would seem, would be the formation of a responsible committee at home to represent the interests of the women's part of the school. Failing that, we should doubtless lose many opportunities for support that could otherwise be secured. One of the first things in regard to finance will be taking account of stock and finding out what the real resources are of the women's school.

While we were in Peking we received word from Mrs. Frame that she had returned a check to Miss Bender as being funds which more rightly belonged to the Women's Medical School. It was only by chance that we heard of this, and Mrs. Frame thought also that similar repayment had been made by Ginling for the same purpose. It is highly important to the Women's School and to us to get as early word as possible of any resources they may have. This plan of amalgamation has met with such general approval and its advantages are so obvious that we are strongly hoping that the means will be found to put it through. We realize very clearly, however, that we cannot afford to go on with it, or even to take the first steps, unless there is sufficient actual support in a financial way. We are having anxieties enough with our own finances not to be willing to invite these ladies in unless there is reasonable ground that they and we will have adequate support.

It is possible that I shall be at home this summer, reaching New York about May 29th and returning in August. The main object of my visit concerns family matters but the Faculty

JAN 31 1923

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have been good enough to agree to a more extended vacation this summer. I travel at my own expense. I hope very much that I shall see you at the Conference for new missionaries.

Yours very sincerely,

(signed) Samuel Cochran

P.S. The amount of the check which Mrs. Frame returned to Miss Bender was \$15,141.30. Word has come from Mrs. Thurston that she has no personal knowledge of Ginling having returned any funds, but it is possible it might have been done without her having known as she has not had complete reports from America.

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RECEIVED

APR 3 1923

MISS M. E. HODGE

not ack. M.E.H.

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

Referred to Miss Lepper - 4/3/23

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

March 3rd, 1923.

Miss Margaret Hodge,
Presbyterian Board of Foreign Missions,
156 Fifth Avenue,
NEW YORK.

Dear Miss Hodge,

Dr. Balme has let me see your letter of January 19th in which you report the organisation of a committee to care for the women's interests in the combined medical school. This is, of course, very gratifying news to us.

In your Item 2 you take up the question of appropriations for it. I have been looking up the matter here on the field and have written Dr. Patton about it. I quote his letter:-

"Taking up the questions you have raised in order; I note the fact that Council Minutes 1922, page 77, has in the North China estimates Gold \$2,000 in Column D for the Women's Medical College. This, of course, is not available, as you know, until it is placed in Column C, either by additional appropriation or by transfer. My understanding is that this sum was intended to apply to the current expenses of the Peking Women's Medical College and I assume that when the transfer goes into effect the budget of the school in Peking would naturally be transferred to the joint budget for Shantung.

Sub Money

In checking up the records I have been confronted by the question whether the proposition as approved by the Council in 1920, page 33 of the Minutes, where the Women's Board is to undertake the entire budget of the Canton School and one-third of the Peking School, is still in force. As you notice in the diagram in our 1920 Minutes, there is quite a sum asked by the Peking College for current work. Dr. Leonard wrote me subsequently, calling attention to the fact that no money had come to them as a result. I replied that there had apparently been a slip in making out the estimates for the Mission, since they contained no item for current expenses in either Column C or Column D. The mere fact that an amount was mentioned in the diagram on page 33 was not enough. You will see that she has since incorporated the item in Mission Estimates and it is this which now appears as Gold \$2,000 in Column D to which you have referred. Whether you can realise on the estimate is another question which

759

MAR 3 1923

- 2 -

depends on the under-writing of the one-third of the Peking Medical School budget by our Women's Board. Of this we have not received definite word. I am writing Miss Hodge about this.

In the second place, let me note that in your letter you refer to the Council Force List, page 87, saying that the Women's Medical School is down for a woman physician and science teacher. That "and" should be read "or", if you will look at the minute carefully. Only one person is requested. I write this to clear up what may be a misapprehension."

So far all matters concerning the Women's School have been attended to by the North China Mission and anything we get at the present juncture will have to be as a result of their estimates, not of those of the Shantung Mission which has thus far taken no cognisance of women's work in our University, so far as appropriations go. You will note from page 77 of the last Council Minutes that Column D contains the sum of Gold \$2,000. This will, of course, be of no help to us unless a special appropriation is made or unless the general appropriation receipts for the North China Mission are largely increased and the Mission gives us a share in them until appropriations under Column C will come to us. The share which we had hoped for would be this \$2,000 Gold, but it will need a special vote on the part of your Board to make it effective. The Council, as Dr. Patton points out, has agreed that, as a matter of general principle (1920 Minutes, page 33) our Board undertake one-third of the responsibility in financing the Women's School, and this, I think, was the basis of our discussions when you were here last June with Mrs. Avann. At that time \$5000 was the sum suggested. It is not sure whether this is Gold or Mex. but at any rate this has been superseded by the \$2000 asked for in Column D this last year.

Also the Council voted that we should obtain the help of a doctor or science teacher but this is on the union force list and will depend upon the special support as it is not incorporated high up on the regular force list on page 86.

I presume that within a very few days you will be seeing Dr. Leonard. I travelled on the train with her about three weeks ago as she was going to Shanghai, and it was delightful to see in what spirits she was. She certainly is a wonderful woman.

With warmest wishes to yourself,
Yours very sincerely,

Samuel Cochran

SC:MMS.

760

Aug. 2
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

Ans. Aug 3 - referred to Miss Leffer
SHANTUNG CHRISTIAN UNIVERSITY

RECEIVED TSINAN, CHINA

JUL 28 1923 British Office

MISS M. E. HODGE 19 Fernal St., London, E.C. 4.

North American Office
156 Fifth Avenue, New York City

Read by Mrs. Royce & Miss Leffer

Officers of the University

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

*Mrs. Sumner Newberry
watched -
Hodge to
see Mrs. Newberry*

~~TSINAN~~
Rocky Wold Camp
Ashland N.H.
July 25th. 1923.

Miss Margaret E. Hodge
156 Fifth Ave.
New York

Dear Miss Hodge;

Mr. Greene and Mrs. McWhinney wrote me giving the news of the action of the China Medical Board appropriating \$50,000 to the University conditional on the Woman's Board provide \$115,000. This is indeed good news and points the way toward a completion of our plans. I think we have excellent prospects of carrying our plans through.

It is well however to keep clearly before us what we have still to do.

First, we shall have to find the difference between the sums we have in hand or promised, namely about \$102,000 and the \$111,000. The simplest way to get this of course will be from the drive funds. I sincerely hope that this is arranged at the next meeting so that we may have this much at least off our minds. In regard to this drive fund I have before me a letter which came on Tuesday from Dr. Balme which contains the following paragraph.

"Whilst in Peking I had a long talk with Dr. Heath about the financial position of the Womens Medical School. We were both wondering whether it would be possible, if not too late, to secure from ~~xxxxxxx~~ the other six beneficiaries under the Joint College Drive scheme a definite share in what they have obtained over and above the actual quota for which they were put down in the drive. I fully recognize the difficulty of any such procedure seeing these gifts were presumably earmarked for these colleges. At the same time I can hardly believe that any of them would wish one of the seven to be left ~~entirely~~ entirely in the lurch as has been the case with the Peking Womens Medical College. Dr. Heath quoted Mrs. Frame as saying recently that with the additional bonus they have got almost more than they need, and would be only too glad to pass over their bonus to the Womens Medical College, if permitted to do so. You will no doubt be taking this whole matter up with Dr. Leonard and with Mr. Roger Greene.

JUL 23 1923

If for any reason we fail to get anything more out of the drive we shall have to take up at once the remaining \$13,000 for the whole scheme is hung up till this point is settled for we do not get the C.M.B. share till that point is arranged for.

Second this only attends to \$165,000. The committee had decided to ask for a larger amount and wisely, for I think building costs will exceed what we put down in our conference in June 1924, and that sum was pared down to a minimum then. This additional appeal will be taken up with Mr. Greene in China.

Third. The running expenses. There did not seem to be much else to do but accede to Mr. Greene's proposal that this question should be deferred till fall when we confer on the field. It is a good deal of a disappointment however for we should be in a much better position if they could have made this appropriation, a rather small one at that, at the late meeting. As things stand now we are still up in the air about running expenses, until or unless they make the grant. We need the money this present year most certainly but it will not be too late to get it if they grant it this fall. I am not quite yet clear in my mind as to the Methodist Women's Boards share in this year's running expenses. I know that there is an appropriation made of \$2000, but some of this and a considerable amount will be needed for the pupils still in Peking and I am not sure if there will be \$1750 for Tsinan use though I hope there will.

This question of running expenses is a most vital point and we cannot think of using the capital obtained by erecting a hospital until we have reasonable assurance on this point. Dr. Balme writes

"I am still worried about the question of annual appropriation; for it seems to me that we must have some fairly clear guarantee for next year before we begin to make a move. If by any chance you have not made the financial position quite clear in your letters before this reaches you, please cable me definitely so as to cover the following three points:-

1. Total guaranteed sum from all sources available for annual running expenses for the year July 1923, to June 1924.
2. A similar sum for which there is reasonable expectation for the year 1924,25
- 3 Whether you and Dr. Leonard advise us to ahead this present year with the receiving of students from Peking!"

These points have been sufficiently covered in a cable I sent June 30th. saying "Have arranged for current expenses We recommend you to accept women students. I also wrote very fully July 2nd detailing the whole situation. At the time I think we expected fairly confidently that the C.M.B. would give us the Mex. \$37,50.00 and if in the end we fail to get we shall be in a very awkward position. It would seem to mean that we must either obtain an equivalent amount from the supporters of the school or retrace our steps.

Miss M.E.H

JUL 23 1923 3

Meanwhile the next step is to take the matter up with Mr. Greene in China and we have good reason to hope for the best.

You will be sorry to hear that Mr. Cassat is not improving and has been ordered home, sailing in August.

*Ms. Roy's said
"No" to Mrs. MacWhinney*

While I was in New York I drew up a letter of appeal to Mrs. Kennedy on behalf of the school. Now that we have the next year provided for is it advisable or desirable to send it? It would be a great thing if we could enlist her interest in the institution not only for the present but for the future. She was a very warm friend of my grandfather's and of my mother and she and Mr. Kennedy were very kind to me in my student days in New York. They both continued this kindness through my internment days which I spent in Presbyterian Hospital of which Mr. Kennedy was the head. I should indeed be glad if I could use ~~my~~ this pleasant relation of long standing to enlist her attachment to the University if you see any opening or occasion for it now. I am leaving so soon that I should write at once if at all. Kindly let me know what you think about this. If you suggest my going ahead, kindly give any other suggestions that may occur to you. Dr. & Brewn said that if I wrote it would be wise to say that the letter went after your agreeing to it.

I am going to New York about August 12th or 13th. and will be there several days before leaving for Vancouver.

In closing please let me thank you again for all your patience and interest in the University and its new department.

Yours very sincerely

Samuel Cochran

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Rocky Wold Camp
Ashland N.H.
August 8th 1923.

Mrs. John S. Kennedy

~~Bar Harbor~~

Maine

Dear Mrs. Kennedy;

This letter is addressed to you in the hope of securing your favorable attention to obtain immediate needs of the North China Women's Medical School in Peking. You will doubtless have heard of the School of which the well-known Dr. Eliza Leonard, of our Presbyterian Board of Missions is the Dean. It has done a valuable work for a number of years in educating Chinese girls as physicians and preparing them to serve as doctors in our mission hospitals. This work, you will readily understand is a most ~~essentia~~ one, as it would be impossible to run our hospitals with only the services of western women physicians. It has been carried on, however, under a good deal of difficulty as its staff and equipment have been insufficient to do work of the standard now necessary in China. On account of these conditions the faculty saw clearly that, unless there were a material increase of support for the school, it would be impossible to carry on much longer and they had definitely decided to close the school unless this support was obtained.

On the other hand the Medical Department of the Shantung Christian University, in Tsinan, with which I am connected, has been able to give a very much more adequate instruction to its students because of its larger faculty and of its excellent laboratories.

During the last few years there has been in China a growing conviction that for college and university teaching co-education offers the best hope of giving equal opportunities to men and women students. The Chinese themselves have been opening more and more of their colleges to women until it is now quite the usual thing to admit them on equal terms with the men.

In the situation thus described it was natural that a short time ago the faculties of the medical school at Tsinan and of the Womens Medical School in Peking should decide to unite in a co-educational institution. When the union is formed it will strengthen considerably the mens school by increasing its teaching force and

AUG 8 1923

and give women students all over China the opportunity of sharing in Medical instruction of a high standard.

The plans for this union have been approved by the missions and by the Boards which are responsible for the support of the two schools, but the problems of finance are only partly solved. In order to admit women to the medical school of Shantung Christian University it is necessary to provide dormitories, residences for women instructors, and additional hospital accomodation, as the present hospital is not sufficiently large even for instructing the men students.

The Womens Medical School was one of the group that participated in the recent successful drive to provide funds for womens colleges in the Orient. This particular college, however, received only a very moderate sum (thus far not much over \$20,000) as most of the contributions were specifically assigned by the donors to other institutions. It has therefore been necessary for the committee standing behind the school in this country to make other plans for providing the needed funds for equipment and running expenses. They have abcessfully applied to the China Medical Board of the Rockefeller Foundation for \$150,000 conditional on the Mission Boards supplying a similar amount. They also plan to make an application within a few months for a grant for running expenses in the following amounts:

\$1750 the first year

\$5000 the second

\$8000 the following three, the whole being conditioned

on the Boards being able to secure an equal amount.

The China Medical Board, in response to the application already made, have agreed to provide \$50,000 for equipment on condition that the Missions supply \$115,000. Of this amount \$77,000 is in hand and \$25,000 more pledged, leaving \$13,000 unpledged at present. The \$165,000 for equipment thus arranged for (lacking \$13,000) is not sufficient and the committee is desirous of adding to it. They will probably therefore make application in the near future for a further grant from the China Medical Board and will also seek other contributions.

In addition to the above mentioned needs the combined school will require three or four additional nurses for the enlarged hospital as well as a dietician and a business woman to administer it. It will doubtless be possible to find candidates for these positions if we can secure the salaries necessary.

The school is supported at present mainly by the Methodist Mission and by our own Presyb
byterian Board

AUG 8

1923

of Missions. With the help of the China Medical Board each of the two missions would only have to supply a quarter of the total. With an allowance for the present unfavorable exchange, each of the two Boards would have to provide about \$1000 the first year, \$3000 the second and \$4500 the third.

This is a great opportunity for providing at a relative-ly small cost for the education of women as physicians giving them equal opportunities with men in an institution of high standard. In view of the good progress made we have hopes that the amalgamation may be effected. If it should fall through because of lack of funds, it seems probable that it will be necessary to drop the womens school and terminate for the present any hope for providing for the education of women doctors for mission hospitals in all of China North of the Yangtze. There is still much to be done in order to make the union secure and to enable us to do efficient work. May we not appeal to your generosity to take a share in the support of this promising enterprise?

It may interest you to hear that our daughter Margaret is now in her last year at Presbyterian Hospital in training as a nurse. After graduating she expects to have another year of training as an anesthetist. She hopes to come to China as a missionary and also, if the way opens, to come to our University Hospital in Tsinan for her place of service.

Miss Hodge of our Presbyterian Board of Missions authorizes me to say that this object has her hearty approval and that it would be a calamity if it were to fail through lack of funds. She is a member of the managing committee that is responsible in this country for the support of the school.

Mrs. Cochran and I are in this country only for a few weeks in order to bring one of the boys home to school and to get in touch with our daughters. We leave New York for Vancouver on Friday August 17th. Meanwhile Dr. Leonard remains in this country for a few weeks more in the interest of our project. Any reply to this letter may be made to Miss Hodge, 156 Fifth Ave, who will forward it to me and also give any answer that may be required.

In closing allow me to thank you again for your generous gift to our school last summer. We remember it gratefully.

Please accept our warmest wishes for Mrs. Schaffler and yourself.

Yours most sincerely

Samuel Cochran

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Cochran



ADMIRAL ORIENTAL LINE

MANAGING AGENTS
UNITED STATES SHIPPING BOARD
EMERGENCY FLEET CORPORATION

On board S.S. President McKinley
enroute to August 30th. 1923

192

Dear Miss Bender;

We are onBoard and lying at Victoria to sail in a few minutes.

We have a number of missionaries on the steamer including Drs. Yates, Murray and Douglas and the wives. Also Mrs. Coulter of our Womans Board in Chicago.

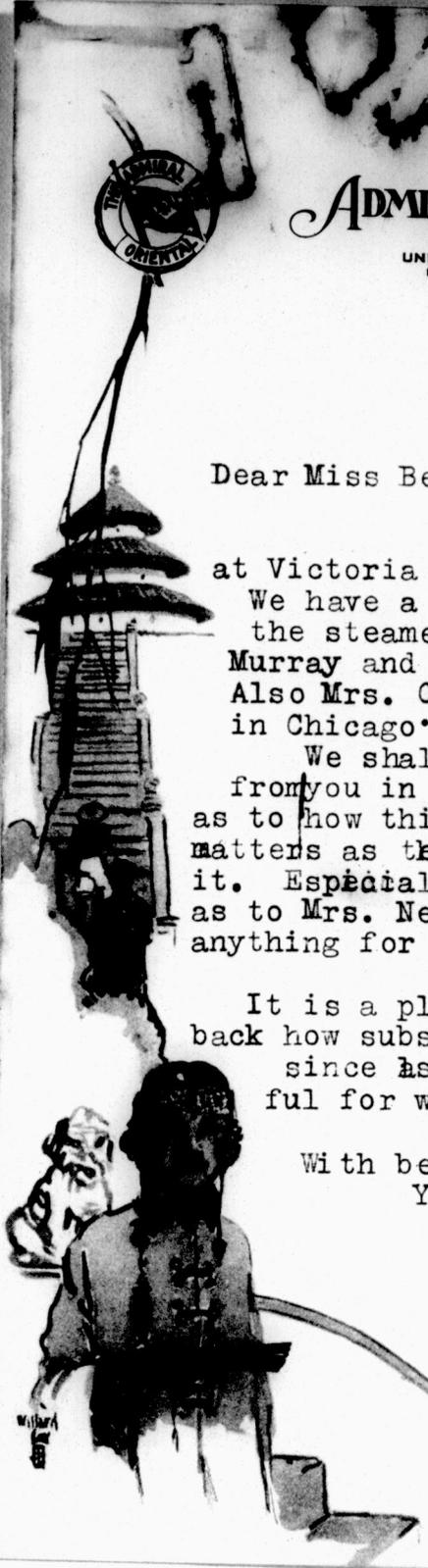
We shall be interested to hear from you in New York from time to time as to how things are going in medical school matters as they concern the womens end of it. Especially I should be glad of a word as to Mrs. Newberry and if she has done anything for us and as to Mrs. Kennedy.

It is a pleasure to realize, as I start back how substantial progress has been made since last spring and we are most grateful for what your committee has done.

With best wishes
Yours very sincerely

Samuel Cochran

*Newberry - following about
Kennedy - nothing*



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September 24, 1923

Dr. Samuel Cochran
Tsinan Fu
Shangtung, China

My dear Dr. Cochran:

Your message sent from the President McKinley August 30th was received and appreciated. I trust that the trip was made safely and comfortably. You reached Japan after the worst horrors of the earthquake were over, but doubtless came in touch with many of the sad results of the calamity.

I understand that full reports have been made to Dr. Leonard concerning progress in the case of Mrs. Kennedy and Mrs. Newbery. I think hopes are entertained but that there have been no definite results to date.

You will have heard from Dr. Scott of the meeting of the Shantung Christian University Board that was held last week. The attendance was not very large but we were glad to have Dr. Monroe in his place again. Our Woman's Committee made a report which seemed to be received with pleasure on the part of the rest of the Board.

You will have heard before this of the pledge of the China Medical Board, which is that they will give \$50,000 conditioned upon \$115,000 being raised by the Mission Boards. While we were not able at the meeting to make a definite statement, it looked as though sufficient was in sight to claim the gift of the China Medical Board. The Minutes of the meeting of the Board of Trustees will give you the details.

We in America are much gratified over the progress that is being made in consummating the amalgamation which we are sure will mean much for medical education and medical work in China. We pledge our utmost loyalty to the plan and the program in hand.

With best wishes,

Sincerely yours,

RECEIVED

NOV 7 1923

MISS M. E. HODGE

Referred to Miss Bender 1/6/24

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

Cochran

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

October 5th, 1923.

Miss Margaret E. Hodge,
Presbyterian Board of Foreign Missions,
156 Fifth Avenue,
NEW YORK.

Dear Miss Hodge,

Mrs. Cochran and I got back here safely at last. We were delayed on the way for a week in St. Paul and took the Admiral Line boat on the 30th instead of the "Empress of Canada" on the 23rd. This resulted in our getting into Yokohama ten days after the earthquake, instead of a day, as the "Empress of Canada" did, but we saw all of the horror of it that we cared to. Our delay in St. Paul was very unexpected and was concerned with some help that I could give in family matters to my cousins there which seemed important enough to justify the waiting over. While there I obtained a subscription for the university of \$10,000, \$5000 of which has already been paid in.

Dr. Balme was in Shanghai when we arrived and we got our first news of how things were going on here. Four women students have been taken into the Medical School and we expect 16 will come down here in February. We have taken 22 into the Pre-medical but it is probable that a good number of these will fail at the mid-year's examinations. Miss Miner, Ph.D. is residing here with the girls, and we are having some members of the medical school staff here by turns during the fall. Work is going on steadily on the dormitories which are about half-way up. We are making as good progress as could be expected and with no particular difficulties.

I had to go to Peking directly I arrived because of some urgent dentistry, and while there saw Mr. Roger Greene, Mr. Goodrich and Dr. Houghton, the four of us meeting in consultation. I reported present progress here and we talked over the finances of the school. It has become evident that at the present prices we shall probably have to expend more of the \$165,000 to get what we had in mind, and other items, some of them fairly urgent, have come forward. For example, our water supply is only just sufficient for the University as it at present stands and when we put up new dormitory and hospital buildings we shall certainly need more, and this has not been included in the estimates. The Medical School have already asked if it were possible to get an architect expert in hospital building to come down and go over the matters with us in detail.

OCT 5
1923

- 2 -

They can probably let us have such a man in the winter. Mr. Greene will be down here to pay us a visit before long, but he advises that we make our application for further sums to the Board all at one time, that we do not approach them until we are sure what the total will be, as he will find it easier to obtain it in one appropriation. This means that any request had better be made before their April meeting. We will keep you constantly advised of anything that transpires at this end. Mr. Greene is, I feel sure, our warmest friend connected with the Rockefeller Foundation, and we had better be guided by his advice. It leaves us up in the air about present year's expenses, but I think we shall find some way of getting through in the coming few months. When I left New York Miss Lepper asked me to obtain details of any expenditures made so far. The C.\$7000 which the Women's Medical School let us have for buying land has all been spent, but not enough has yet been purchased to replace the amount we have allotted to them on the north west corner of the campus. I have written to Mr. Myers to obtain the figures he may have on the subject and will let you know as soon as we get them. Although we have for the present the anxiety coming from the failure to get settled our financial appropriations from the C.M.B., especially as regards current expenses, I feel that we are likely to come out all right. Certainly things are going forward in a satisfactory way in other respects.

It is a pleasure to have the women students with us and it is interesting to see how easily they dropped into the university life. I have not met any of them yet but Mrs. Cochran and I hope to make their acquaintance soon.

Please accept Mrs. Cochran's and my warmest regards. We had a most enjoyable time in America and it is a pleasure to come back and find that the University authorities are pleased with the progress made. We certainly put in some earnest efforts during June and we met with a co-operation on your part and that of the Methodist Board for which we were extremely grateful.

Yours very sincerely,

Samuel Cochran

SC:MS.

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SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

Cochran
Copies to the
Com. Jan. 7

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

November 3rd, 1923.

Miss Elizabeth R. Bender,
Women's Foreign Missionary Society of the Methodist
Episcopal Church,
150 Fifth Avenue,
NEW YORK.

Dear Miss Bender,

Your letter of September 24th reached me ten days ago and was very welcome. Since getting it, Dr. Leonard has arrived and brought still better news, saying that she had heard from Mrs. Roys that we are likely to get considerably larger funds from the College Drive than we had anticipated. Of course this makes us very happy. It was fine to see Dr. Leonard who was in good health and spirits. She and Dr. Waddell have been paying us a visit and started for Peking this noon, leaving Dr. Heath who will wait here until Dr. Leonard has had time to go to Peking and pack up her things and return. From then on we shall have one or the other of them, probably staying with us.

Dr. Balme is away for several weeks on a trip in Shansi. Before leaving he asked me to write to you to send you certain details of finance which were not then available for him. They have now been collected and I am taking this opportunity of sending them forward.

First, in regard to land. When the plot on which the women's buildings were to be built was set aside, it was decided to use for its purchase part of the appropriation for land from the Women's Committee. As the University was in need of other land this money was drawn and used to buy property south of the University Campus. We have decided, in consultation with the Faculty of the Women's School that it is equitable that the price of the land they receive should be set by the average price of this new land purchased. At this figure, the land they are receiving will cost \$6,026.00. The remainder of the \$7000 Gold which we have drawn stands to their credit. The following is a schedule of expenses we are incurring for the buildings:-

Grading	\$448.21
Wall	\$2318.65
	<u>\$2766.86</u>

Contract for	
Dormitory..	\$52598.00
Heating	
Contract ..	6500.00
	<u>\$59098.00</u>

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In addition to these, we shall have to contract for the

Lighting at	\$1200.00	
Plumbing at a		
figure approaching	\$4000.00	
The total of archi-		
tect's fees will		
amount to approx-		
imately	<u>\$4626.86</u>	
		\$9826.86

Residence, contract ..	\$7300.00	
Heating	1120.00	
Plumbing, (about).....	800.00	
Architect, (about)....	<u>646.00</u>	
		\$9866.00
<u>Total</u> ..		<u>\$ 81557.72</u>

Please note that I have made no separate figure for lighting for the residence. It is included in the figure given for the dormitory. In the final settling the two will be separated but I have not the means for doing it to-day and will not hold this letter to get it.

We have drawn the following sums:-

G.\$ 3510	=	Mex.\$ 6782.65)	
1490	=	2879.25)	Land
2000	=	3818.58)	
7500	=	13703.80)	Residence
15000	=	28775.60		
10000	=	19586.73		
2489.09	=	4875.31		
<u>G.\$ 41989.09</u>	=	<u>Mex.\$80421.92</u>		

I hope this is clear. We will make further reports later.

There was unfortunately a mistake about furnishing you with plans. After they were finally drawn up and approved, Dr. Balme left for his vacation, leaving directions that copies should be sent to Peking, to Dr. Leonard and to yourself. Unfortunately, the matter was overlooked and only about three weeks ago did Dr. Balme find out that the plans had not been sent. He asked me to secure them and to send copies to you, which I have done.

The dormitories now are getting roofed and the house soon will be. The architect promises the house for use by

772

NOV 23 1923

- 3 -

February 1st and the ground floor of the dormitory. Dr. Balme wrote you on October 10th, telling of our progress to date. We feel very gratified that our plans have gotten through to this point with so much success, and we have every reason to look forward with satisfaction to the future.

We had a visit from Mr. Roger Greene about a week ago and he brought with him Dr. W.S. Carter of the Rockefeller Foundation who is now in the Philippines and who will be in charge of the Union Medical College in Peking the year after next during Dr. Houghton's furlough. They expressed themselves as greatly gratified with what they saw here. Mr. Greene is returning to America in a few weeks. We are expecting the advice of one of their architects who, we hope, will visit us during the winter in consultation about the buildings to be erected.

We appreciate greatly the goodwill shown by the individual members of the Women's Committee. We certainly have reason to rely upon your enthusiastic support after what you have already done for us.

With best wishes to yourself,
Yours very sincerely,

Samuel Cochran

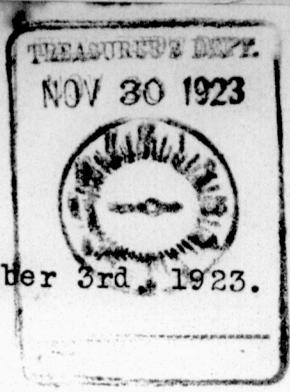
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W. Cochran

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA



SCHOOL OF MEDICINE
OFFICE OF THE DEAN

November 3rd, 1923.

Miss Lucy E. Lepper,
Presbyterian Board of Foreign Missions,
156 Fifth Avenue,
NEW YORK.

Dear Miss Lepper,

When I left New York I promised to obtain for you details of the sums drawn against the appropriations for Women's Medical School in Peking. As soon as I got back I started to find out about these but I only received a statement from Shanghai yesterday. As Dr. Leonard was here, I showed it to her, and she promised to check it up with her own accounts in Peking, as she is leaving for Peking to-day, and to write to you herself.

Dr. Leonard arrived after a favourable trip and is in excellent health and spirits. She brought us the good news she had received from Mrs. Roys that the College Drive was likely to net us a much larger sum than we had expected. This certainly is most encouraging.

I presume you know that we were delayed somewhat in St. Paul on the way out, taking a steamer one week later than we had expected. We arrived, however, in due course, being further delayed somewhat in Japan by the earthquake. We found things in fine shape here. Letters have gone home to Miss Bender from Dr. Balme telling of the progress made in the amalgamation. We have four women medical students in our first year, and are expecting to receive the other sixteen in February. We have 22 students in the Pre-medical department, taxing our resources to the utmost. There has been a tremendous influx of both women and men students in the Pre-medical department and we have now nearly a hundred in these first two classes.

The buildings are going up apace and are now being roofed. We are told by the architect that the residence and part of the dormitory will be ready for the opening of the new term.

With warmest wishes to yourself,
Yours very sincerely,

SC:MMS.

Samuel Cochran

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SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

May 6th, 1924



Miss Lucy E. Lepper,
Woman's Board of Foreign Missions,
156 Fifth Avenue,
NEW YORK.

Dear Miss Lepper,

Dr. Leonard has just been writing you, transmitting the action of the Faculty asking permission to use a small amount of money for equipment which the Pre-medical School badly needs. Some of this is fairly urgent, in particular an order for microscopes sufficient to teach their sections in the Pre-medical Department. I am enclosing an order to go to the Spencer Lens Company in Buffalo, which I should be glad if you would forward to them in case your committee agrees to this expenditure. Even if the total amount of \$5000 which we ask to be assigned could not be assigned immediately, it would be a help if the smaller amount needed for this order could be paid. You will see from the letter that I am asking them to draw upon you for the payment, but I am directing them to make shipment to us direct by whatever means they think expeditious and economical.

Dr. Leonard has explained to you the delay in presenting our request to the C.M.B. The delay is perhaps inevitable and at any rate it is not advisable to push matters as Dr. Houghton counsels that it is more important to get things in correct shape than to make an early start, and we quite agree with him. His support is of vital importance to us and I am sure that we have his sympathetic interest.

We are so thrilled by the news of the fine financial record made by the Women's Board this year. Our heartiest congratulations and thanks. You certainly have done splendidly.

With best wishes,
Yours very sincerely,

Samuel Cochran

SC:MMS.

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Miss Margaret E. Hodge,
Presbyterian Board of Foreign Missions,
156 Fifth Avenue,
NEW YORK.

Copy to Miss Lepper.

Dear Miss Hodge,

Dr. Leonard and I wrote to Miss Lepper about three weeks ago, taking up the question of the possibility of our spending \$5000 Mex. for microscopes for equipment of the Pre-medical department.

There is another matter which somewhat urgently needs attention now which we should like to bring to your attention and secure if possible the liberty to make expenditure. Our University water supply is entirely dependent upon an artesian well. The capacity of the well itself has never been fully tested but it is amply sufficient for any calls that have been made upon it thus far. Our pumping plant, however, is far from adequate. It is dependent upon city current, for one thing, and for another, cannot lift enough water for our present needs. It was never designed to do so, but, with the growth of the University, we are now exceeding its capacity. We realised months back when the plans were made for the women's dormitory unit and residence that we were adding too much to the load of the well, and Professor Harkness, who has been in charge of it, made a formal protest against the danger of doing so at the time. In making plans for the new hospital we realised at the first that it was absolutely impossible to go on with the present water supply. When we erect that building we shall have to arrange for an expenditure for water. This expenditure should be made partly for increased pumping capacity, partly also perhaps by adding another well. This matter was taken up fully with the architect, Mr. Anner, and will be included in the estimates of our entire building programme. Just how much of the necessary expenditure can be drawn from funds now in your hands will need to be decided by impartial authority. Meanwhile, the capacity of our water supply is badly overdrawn: the warm weather, necessitating increased use of water, has caused us to reach its limit. It is very desirable that we should proceed at once to whatsoever measures are necessary to put the plant on an adequate footing. The expenditures on behalf of the women's unit will have to be made sooner or later, in any case, and it is desirable that we be free to make them at once if your committee can give us permission to do so. Before

MAY 27

1924

- 2 -

starting work, we will, of course, make sure that the whole matter is being considered with a view to the final result. Might we ask for permission to spend C.\$5000 for this purpose?

Might I bring up another matter? You will have noticed from our budget for next year, which comes into effect July 1st, that we have estimated on receiving \$10,000 Mex. from your committee. This is in accordance with the schedule which Dr. Leonard, your committee and I drew up last summer for presentation to the C.M.B., with the expectation that they would grant an equal amount. Their grant is still held up, waiting for our request for capital expenditure as Mr. Greene advised us that it was desirable that he should only make one approach to the Board on our behalf. He felt that we would be wiser not to attempt to obtain our appropriation for running expenses until the whole matter could be taken up at once, so, in making up the budget for the coming year, we have omitted any item from the C.M.B. above what they had been giving us in the past, but we have felt it necessary to include the amount that had been decided upon as the share of the women's committee. I have been hoping for word from home, following the receipt of our budget, which would indicate that this matter was understood and that we might proceed on this basis. You will understand how necessary it is for us to have this information before July 1st in order that we may adjust our expenditure. Might we ask for a cable from you giving us a reply on this point? I was minded to say only in case our estimates have to be reduced, but I hardly dare let it go at that as this letter might go astray, or you might be out of town and it fail to receive attention. One word will doubtless be sufficient. You will see that I have marked this letter as having sent a copy to Miss Lepper so as to make sure that it receives attention if you are away.

We have received no formal word as yet in regard to the \$25,000 promised us by the Methodist Women's Board, available in January. May we take this amount for granted as a part of our assets in planning new buildings? Might we also ask for a letter at your or Miss Lepper's convenience, giving us the final word as to the total amount of money in the hands of the committee available for capital expenditure?

We had a letter from Mr. Amner a day or two ago saying that his preliminary plans would be in our hands in a day or two, and asking that we arrange for a conference as the next step.

We are at the end of the term and it is a pleasure and inspiration to be able to report the successful way in which our amalgamation has been accomplished. The girl students are working in well and we have good reports from their instructors

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MAY 27
1924

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as to their intellectual capacity.

There have been almost no problems arising from the adjustments necessary in forming a coeducational institution. Thus far, our experience has given abundant testimony to the wisdom of the plan of amalgamation.

What splendid news we have been getting about the way our Church has risen to the emergency faced by our missions! It has been perfectly wonderful to think of that tremendous incubus of debt being rolled away. We shall be greatly interested to hear the result of the assembly and hope for the best in regard to the reported dissensions in the Church. I am sure they cannot be so bad as has been stated in the public press if the Church is willing to support its cause this way. You of the Board have had a tremendous anxiety this year. How joyful you must be to have it at an end.

Margaret is doing well and has completely recovered her health, with no sequelae. She will be leaving in about three weeks for Kuling and we expect Lois there in the middle of July. We have enthusiastic letters from Peggy telling of her appointment by the Board as a missionary. She evidently is thoroughly in earnest about it. We need her badly here. Miss Logan is seriously ill with rheumatism and threatened heart complications, and it is questionable if Miss Pollard will be able to return. This leaves the Misses Dinkelacker alone with a very heavy job. I have written to Peggy suggesting that she come out as early as possible, with the proviso that she should get a certain definite rest after her four hard years of study before she starts language school. It will, of course, be a great satisfaction to Margaret and me to have her here, but in any case it would be fine to have her in the mission if her appointment to Shantung is confirmed.

With best wishes,
Yours very sincerely,

Samuel Cushman

SC:MS.

P.S. On re-reading this letter, it is not as clear as I should have made it in two respects, and I am putting in an additional word. Our water supply has broken down to a large extent because of the final addition of the women's unit to a plant that was already loaded nearly to the limit. It is therefore quite in order to ask for an immediate appropriation to go on with the necessary development, a development which will, in any case, have to be put in shape prior to the erection of the hospital.

Further, I am asking for a cable to make clear whether the Presbyterian and Methodist Women's Boards, through your committee, are agreeing to our expending \$10,000 this year, as contemplated in the schedule agreed upon last June. (see your letter to the

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MAY 27
1924

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C.M.B. of June 28th, 1923, page 2.) The money is definitely
needed.

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Return to Miss Hodge

Copy of letter from Dr. Cochran, Shantung Christian University, Tsinan, Shantung, China, June 20, 1924. Original sent to Mrs. McDowell, July 29, 1924.

Miss Margaret E. Hodge,
156 Fifth Avenue,
New York City.

My dear Miss Hodge:

This is written on the day following a conference in Peking at which Dr. Leonard, Dr. Shields and I sat for the University and Dr. Houghton, Dr. Goodrich, and Mr. Anner represented the China Medical Board. Mr. Anner is their architect. Last winter he was very kindly lent to us by Dr. Houghton and spent three days in Tsinan going over the local conditions with a view to making suggestions as to our general scheme of development and to giving information as to costs. A few days ago we had word from Peking that his suggestions were in shape for consideration and he sent to us a rough draft of a possible arrangement of the proposed new buildings.

Dr. Leonard and I came up on the Tuesday morning express and Dr. Shields was already there. He and I saw Mr. Anner almost at once and had a further talk with him on Wednesday. Yesterday, Thursday, Dr. Leonard and I went over the results and prepared suggestions to bring to the conference with Dr. Houghton and Mr. Goodrich. They received our suggestions with great cordiality and with an evident intention of giving us the necessary help if it were in any way possible. We finally agreed on a general scheme which the University might present to the China Medical with good hope of their acceptance. I am taking it back to Tsinan with me today and will talk it over with Dr. Balme and members of the Faculty and will then put it into shape and send it back to Dr. Houghton.

The understanding that I have with Dr. Houghton is that we on the field are to make this application to his office for consideration and endorsement. This endorsement will be necessary in any case in order to have the plan considered in New York by their Committee. As soon as he has gone over it and decided on the recommendations which he will make he will inform us in Tsinan and we will forward the plan to you in New York. You can then take it up on our behalf with the China Medical Board. He will, of course, send his information direct to New York.

Meanwhile I will wait word from him before sending you the details of the proposals. He and Mr. Goodrich told us that any application which you make in our behalf to the New York office ought to be in hand by the end of August if it is to be considered by the meeting of their board which will make the annual appropriations in November. I told him that it might be difficult to get action by your committee during the summer months, but he told me that we ought to get the matter to the C.M.B. if possible by the date specified. At all events it would seem very desirable for you to be in touch with Mr. Greene and find out from him just when it will be necessary to get any application to their heads.

Our work thus far has had as its main end to determine in a general way what arrangement of our plant is best and what it will cost. This has been now done and a financial scheme has been prepared that will cover the parts of it (almost the whole in fact) that must immediately be put into effect. We are now applying for such funds as we still lack. When these are granted (and if they are) we will engage an architect of our own to prepare the final scheme of erection. In detail and in this we shall have the benefit of Dr. Houghton and Mr. Anner as advisers.

780

JUN 20
1924

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The scheme which Mr. Anner has drawn up in a general way seems likely of adoption. When he was with us in the winter he at once advised that we abandon any plan of buying Chinese property north of the Hospital, across the street from it, as unlikely of success, there being too many owners, and also as too expensive. His scheme is to tear down the three houses now to the south of the medical school main building (ours is one of them and Dr. Wheeler's another, both belonging to the English Baptist Mission) and rebuild them elsewhere, using the same materials. This may cost about \$10,000 Mex. altogether but would be cheaper far than buying across the street from the hospital; in fact it is the most economical plan yet proposed. He proposes to build a complete new hospital there of two hundred beds, including engine room and lighting equipment and to use the old hospital for an enlarged Out Patient Department and for additional needed Laboratory space. There has been a very general approval of this plan as on the whole the best one that has been ~~proposed~~ proposed. It will probably cost us less than any other that will get anything like the same result and will give us a united hospital that will be economical and efficient in operation.

In spite of the long delay our development seems to be progressing in a very gratifying way. I hope before long to forward you the details, possible in a fortnight.

I know how glad you all have been to get the Andrew Woods back. We owe a deep debt to him for what he did for Mrs. Cochran in March.

What a wonderful record the Board has made this year! Our heartiest congratulations.

Yours very sincerely,

(SIGNED) SAMUEL COCHRAN.

I take the liberty of sending a copy of this to Dr. Heath..

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SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

SCHOOL OF MEDICINE
OFFICE OF THE DEAN



Miss Lucy E. Lepper,
Presbyterian Board of Foreign Missions,
156 Fifth Avenue,
NEW YORK.

Dear Miss Lepper,

Date of May 6th I sent you a request to order for us certain microscopes, and asked you to forward to the Spencer Lens Company an order for the same. I have their acknowledgment of this order which certainly went through in extraordinarily quick time. They state, however, that they are holding the order pending the receipt of a formal authorisation from your office.

I am simply writing now to call this to your attention, hoping that there is no misunderstanding on the part of the Spencer people, and that they will not wait in vain for something you already had sent them. If you decided to allow us to order these goods, please make it clear with the Spencer people.

I wrote to ^{Miss Hodge} ~~you~~ on Friday on the train a letter which I hope she will already have received in regard to our application to the China Medical Board. This now has to wait for action by our Field Board before it can go in to Dr. Houghton. When I have heard from Dr. Houghton I will inform you so that you can take up the matter from your end.

With best wishes to yourself and other friends in the office,

Yours very sincerely,

Samuel Cochran

SC:MS.

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(COPY)

Shantung Christian University
Tsinan, Shantung
China.

School of Medicine
Office of the Dean

July 7th, 1924.

Dr. H. S. Houghton,
China Medical Board,
PEKING.

Dear Dr. Houghton,

We are addressing you to lay before you certain plans for the enlargement of our hospital and teaching buildings which seem possible and desirable as the result of having in hand funds contributed by friends of the North China Union Medical College for Women which is now amalgamated with the School of Medicine of our University, together with a substantial contribution recently made by yourselves. These resources amount at present to a total of about \$212,000 American currency, including \$60,000 already expended for equipment for women students, and I am enclosing a schedule giving their origin and the uses to which part of them have been put.

We have carefully considered the more urgent needs of the school and the probable expense which must be incurred in filling them; in this survey we have been greatly assisted by Mr. C. W. Anner whose services you have so kindly lent to us.

I am enclosing a schedule which includes the various items necessary for this project. You are in close touch with the situation which confronts us in regard to the present location of the hospital and the practical impossibility of enlarging it by the addition of buildings that can be economically administered with it as a single unit. The solution proposed by Mr. Anner seems the most suitable one, namely the erection of a complete new hospital to the south of the present Medical School building, and the conversion of the present hospital into a larger Out-patient pavilion and additional laboratories. If Mr. Anner's plan, in the soundness of which we know you believe, is followed, it involves the erection of a self-contained new hospital for two hundred beds. This will cost \$200,000 Chinese currency, according to fairly careful preliminary estimates. The other items follow necessarily from the first one, with the exception of a Gas Plant, which is of small cost, and the private Patient Pavilion, which might possibly be temporarily deferred. We consider it, however, of such vital importance to the general purpose of the institution that we are including it in this scheme submitted.

783

JUL 7 1924

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We are accordingly approaching you with a request that you make us a grant for a sum sufficient to make up the total of \$425,000 Chinese dollars. At present exchange this would be about \$65,000 U.S. currency.

We should also like to request a grant for annual expenditure for the enlarged hospital. We estimate from our present annual expenditure that it ought to be possible by careful economy to administer the enlarged hospital and school if we secure an addition to our present year's budget (July 1st, 1924-25) of \$10,000 Chinese currency a year, up to the time of the opening of the new buildings, and of a further \$22,000 a year thereafter. We suggest that, for the provision of these funds, the arrangement be followed which was suggested in the request presented last July by our Committee in New York, namely, that the Mission Boards supply the other half. It would seem reasonable to suggest July 1st, 1926 as the date when the full amount of \$32,000 a year would be needed because of the completion of the new hospital.

In addition to the above amounts, we present a request for \$5000 U.S. Currency to complete the equipment of the Premedical Department of our school of Arts and Science. There is particularly urgent need in the Department of Biology which is practically without microscopes. Thus far they have been forced to get along with the loan of an inadequate number from our own supply. This need is so insistent that we felt that we must meet it, even if it diverts money from our building fund, and we have sent a request to New York that our committee authorize the expenditure of sufficient funds at once to buy twenty-five scopes to be used in this coming term.

Thanking you warmly for your past generosity and your sympathetic consideration of our needs,

Yours very sincerely,

(signed) Samuel Cochran

For the School of Medicine
Shantung Christian University.

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Return to Miss Hodge

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

RECEIVED

AUG 9 1924

MISS M. E. HODGE
July 9th, 1924.

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

Miss Margaret E. Hodge,
156 Fifth Avenue,
NEW YORK.

Dear Miss Hodge,

I wrote to you on June 30th on my way from Peking to Tsinan after a visit Dr. Leonard, Dr. Shields and I had made to Dr. Houghton to discuss the provision of the new hospital buildings for the Medical School. On my return I found that it was necessary to have the general plan endorsed by the Field Board, and Dr. Balme immediately laid it before them in correspondence, and they have authorized us to go on with it and accordingly I have made application to Dr. Houghton by letter, a copy of which I enclose. The details of it, I think, speak for themselves so there is little need of discussing them. Dr. Houghton suggested that they make no grant for extra running expenses between now and the date of opening the new hospital, which we set tentatively at July 1st, 1926. This of course is not in agreement with the application which we made to the C.M.B. after our conversation with Mr. Greene. This contemplated our obtaining \$10,000 from them this present fiscal year, \$16,000 the following, the Women's Boards supplying an equal amount. Of course, the plan has gone forward somewhat more slowly so we should not need such large amounts in any case, and in forming our budget for this year we decided that we only needed a matter of \$10,000 more than we had had before, instead of \$20,000, and we can certainly carry on under the same arrangement next year. Dr. Houghton's idea was that we only apply for the additional running expenses, amounting in all to \$32,000 Mex., to begin at the date when the hospital would be opened. As it happens, that same date is when our old grant of \$33,000 a year expires. Dr. Houghton suggested himself that it might be that this amount could be renewed to us for another term of five years, plus their half of the \$32,000 Mex. also to run over that period. I, however, applied to them for a bare half of the \$10,000 a year for the two years in the interval between now and July 1st, 1926. Thus far the matter has been straight sailing. However, I got a letter from Dr. Balme last night, reporting a conversation he had had with Dr. Houghton, which leads me to think that it is not at all certain how much of the total running expenses of the School and Hospital the C.M.B. will be prepared to contribute, and apparently word from Mr.

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Greene led him to think that it would be much smaller than we had hoped. This, of course, is very discouraging and the matter will need to be cleared up before we should want to start building. Dr. Balme and I are going on with the matter here with Dr. Houghton and I will report to you as soon as we have anything definite. I indicated to you in my letter of June 20th that Dr. Houghton was anxious that any application made should be in hand by their committee in New York by the 1st September. It is possible that you may find that a somewhat later date would serve. I presume they will want formal application from the American Joint Board of the University before considering a grant. We will keep you informed as promptly as possible of anything that we find out here.

Dr. Russell, General Director of the International Health Board, is coming to spend Saturday here with us. He is on a tour of the East and Dr. Houghton has asked him to pay us a visit.

I am expecting to leave on Saturday or Sunday night for Shanghai to meet Lois and go with her to Kuling. I shall be able, however, to carry on the necessary correspondence so the matter will not be allowed to drop.

I am taking the liberty of sending a copy of this letter to Miss Lepper.

With warm wishes to yourself,
Yours very sincerely,

Samuel Cochran

SC:MMS.

Copy to Miss Lepper.

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SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

SCHOOL OF MEDICINE
OFFICE OF THE DEAN



Miss Lucy E. Lepper,
156 Fifth Avenue,
NEW YORK.

Dear Miss Lepper,

Dr. Leonard has handed over to me your letter of May 16th, certain details of which she wished me to answer. Our year does run from 1st July to 1st July. We sent home, I think, to Mr. Scott, several copies of the University budget which contains the detailed budget of the Medical School. As, however, you ask information in regard to it, I will try and get an extra copy here to forward to you, even if I have to have it copied.

Might I call your attention again to the matter referred to on page 2 of my letter to Miss Hodge of May 27th? It refers to the amount of our appropriation for the present fiscal year. In drawing up our budget we have gone on the basis that the Women's Boards were prepared to give us \$5000 Mex. each, a total of \$10,000. If I am not mistaken, the necessary amount was included by the China Council in Column D of the estimates. It is very important for us to know at once how much we can count on as we shall have to adjust our expenses accordingly, and the adjustment should be made at the earliest possible date. If you have not already done so, I should greatly appreciate hearing in regard to this point. It will leave us in an awkward position if we go on spending the money on the basis of the larger amount, to find that it cannot be obtained. I note with satisfaction that you have made arrangements to secure interest on the funds now in your hands. Might I ask if those now in the form of Letters of Credit are drawing interest, and if the amount is satisfactory? If not, it would seem to me advisable that the form of the investments should be changed as the use of the money is not likely to be immediate. We could readily find safe places to put the money here if we could draw it on the field. Exchange has been improving recently and we probably could get a good rate for it.

*He had
not yet
received
our
cable. Dr.
Lowe
sent
July 18th*

With best wishes,
Yours very sincerely,

Samuel Cochran

SC:MMS.

July 17, 1924.

Dr. Samuel Cochran,
School of Medicine,
Shantung Christian University,
Tsinan, Shantung,
China.

My dear Dr. Cochran:-

I am sure you will be glad to know that the Woman's Committee approved of the appropriation of \$5000. gold for your medical equipment.

I have negotiated with the Spencer Lens Company and they are shipping the microscopes at once. I trust they will reach you promptly and that everything will be all right.

We have received your letter of June 20th to Miss Hodge but Miss Hodge is at present away on her vacation and I am leaving tonight. I shall, however, send this letter to Miss Hodge and will leave instructions that just as soon as the official plan for application to the China Medical Board is received it will be sent on to her to take care of as soon as possible. I shall be out of the country as I am going to England for a few weeks this summer.

Sincerely yours,

LL:JS

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July 26, 1924.

Dr. Samuel Cochran
School of Medicine,
Shantung Christian University,
Tsinan, Shantung,
China.

My dear Dr. Cochran:-

Your letter of June 23d to Miss Lepper has been received.

In regard to the order for the microscopes, I find upon going through the files that the Spencer Lens Company of Buffalo wrote Miss Lepper July 14th that their New York manager would call on her and she could authorize him to enter the order for the 25 microscopes.

On July 18th we received another letter from them stating their thanks for the order placed with their representative, copy of which I enclose. So I take it the order is under way. I was not in the office at the time the transaction was made.

On July 18th I requested our Travel Department to cable you as follows:

FIVE THOUSAND MEX PRESBYTERIAN TWENTY
FOUR HUNDRED AND TEN GOLD METHODIST
AVAILABLE FOR CURRENT EXPENSE BUDGET
LUCY LEPPER

They have reported that they cabled you as follows:

PAWUKTAAPZ OXRIHNOPEK GYEVZBLEIG
EPUEMIJPIS COIUVLEPER

Miss Lepper was not able to cable before her departure as we had not yet heard from the Methodists. This is the wire we received from them:

AT THIS TIME CAN GUARANTEE THE AMOUNT
APPROPROATED ONLY NAMELY TWENTY FOUR
HUNDRED AND TEN DOLLARS GOLD STOP WILL
TAKE UP MATTER OF AN INCREASE AT
OCTOBER MEETING

This is in way of confirmation.

Cordially yours,

Secretary to Miss Lepper

Miss Lepper ✓
Miss. Phys. ✓ ✓
Rec'd Twin Falls, Idaho (?) Oct. 11, 1924

Mr. Cochran
SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

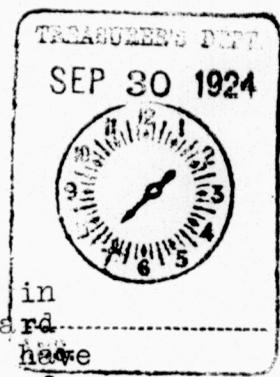
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SEP 30 1924
Return to
MISS M. E. HODGE

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

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September 4th, 1924.

Miss Margaret E.Hodge,
Presbyterian Board of Foreign Missions,
156 Fifth Avenue,
NEW YORK.



Dear Miss Hodge,

Thank you so much for your letter of July 8th in regard to Medical School matters. I have also heard from Miss Lepper, dates of July 17th and 26th, and have before me Miss Lepper's letter to Dr.Leonard, date of July 17th.

In the first place let me refer to Dr.Leonard. You doubtless have had direct news from Peking of her illness this summer, following the attack she had in May here. She recovered well enough to go to Peking where she received an examination which showed nothing amiss, as far as the physicians could discover, but she had repeated attacks in Pei-tai-ho this summer and in the middle of August went to Peking for further examination. An exploratory operation was performed and it was discovered that the trouble had returned and the surgeons could give no hope of a favourable outcome. The only course open was to suture the wound and advise her being made as comfortable as possible. The end probably cannot be many weeks off, and I am sure that her friends cannot wish that it will be long postponed. I have had several communications from Dr.Mackey in the last few days telling how brave she is. She has been removed to her own home. Some days she is very comfortable and on others she suffers. It is a sad loss to the work in which she did such splendid service and to all her friends. It certainly has been a privilege to be associated with her, a woman of most remarkable ideals and a very wise and efficient missionary, a woman whose friendship was deeply valued by all privileged to claim it. We shall miss her terribly here, even though she was only with us a few months. We can only thank God that she was spared to us for this last year's work which was most important in its results. We do not know now what we shall do in regard to the immediate carrying on of the work. We should like to get Dr.Miner to come here as soon as possible as Dean of Women. You will doubtless get more definite word of this from the Women's Committee on the field and through Dr.Balme. It is proposed, I believe, that Dr. Heath be made Associate Dean. These matters, however, have

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SEP 4 1924

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not as yet, I think, received final sanction here. I am only writing to indicate what is in our minds.

I note your information that Mrs. McDowell is Chairman of the Women's Committee at home. It seems natural for me to address my correspondence to you because of our past association. If, however, you think that I ought to address matters of business to Mrs. McDowell I will, of course, gladly do so. I should like to know, however, if it is correct for me to address the Committee through you as you are in our Board offices in New York and in close touch with the Treasurer, etc.

We greatly appreciate the confidence of the Committee in voting the appropriations for the Water Plant and for the Pre-medical equipment. It is possible that we shall not need to spend all of these sums. An effort is being made to obtain a grant from the C.M.B. for the Pre-medical equipment which would relieve us of the responsibility and leave that much more money in our hands for other purposes. We will not spend it, of course, unless we find it necessary. Perhaps this had better not be mentioned until it gets a little further along. It has only recently been taken up. The work has already begun on the amendment of our water supply and I cannot tell yet how much we shall be called upon to furnish towards that.

I wrote before the vacation of our conference in Peking to frame proposals to the C.M.B. for the enlargement of the hospital and for its support. Just as our scheme was fairly in hand and ready for presentation to the C.M.B., we had word from New York, through Mr. Greene, that he had in view a plan for a permanent endowment. If this endowment were sufficient in amount it would, of course, be a most desirable solution of our problem and we have reason to be extremely grateful for the proposition. Dr. Balme has written in more detail about it so I will not go into the features of the scheme. Needless to say, we shall await with very deep interest any word from home as to the progress of the negotiations. A great deal will hang upon it for the future of the school.

Thank you also for word that has come from Miss Lepper as to appropriations for the present year which greatly relieves our minds. The amount proposed is practically what we asked which is a very large thing for us and we return hearty thanks for it.

In regard to my daughter Peggy, I have written to her several weeks ago, suggesting plans for her coming out here, and have asked her as to what she proposes. As she is rather an intermittent correspondent I have not heard from her yet, but it would be quite proper, and, I think, desirable, if you would communicate with her and find out what she plans. I am sure she would be delighted to meet Mrs. Caldwell. Dr. Leonard has told me that Mrs. Caldwell has a brother who was a class-mate of

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SEP 4
1924

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my brother James' and she is interested in us as a family. I have told Peggy about this and think she should be glad of the privilege of meeting Mrs. Caldwell. I can think of no reason why she should not want to do so and of a good many why she should. I hope to have a chance to meet Mrs. Caldwell myself next time we come home.

We had a delightful summer at Kuling. I was able to be there for five weeks, meeting Lois and her fiance at Shanghai and taking them to Kuling with me. The wedding went off without a hitch, in most beautiful weather, and amid a circle of our closest friends. Nothing could have been more ideal. I have been back here ten days and Margaret and the rest of the family got back three days ago and William and Lois are spending ten days with us before they return to Princeton. If you are in Princeton this winter I hope you will have a chance to meet them. I am sure they will give you a warm welcome.

I have just written a brief note to Miss Lepper acknowledging her letters. Possibly you will be good enough to let her share the news I have written in my letter to you. I am taking the liberty of sending Dr. Heath a copy of this letter as it contains so much news in which she is interested.

Our warmest wishes to yourself and our other friends,

Yours very sincerely,

Samuel Cochran

SC:MMS.

Copy to Dr. Heath.

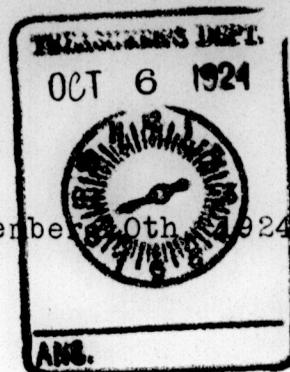
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Shantung

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

SCHOOL OF MEDICINE
OFFICE OF THE DEAN



September 30th 1924.

Miss Lucy E. Lepper,
Presbyterian Board of Foreign Missions,
156 Fifth Avenue,
NEW YORK.

Dear Miss Lepper,

A day or two ago I received a request from the Methodist Conference which has just adjourned at Peking for information as to investments by the Methodist Church in the University. At present, as far as I can find out, they have invested nothing except in sums which may have been in that account from the College Drive. We are down on the schedule for G.\$25,000 from the Methodist Women's Board, payable in January 1924. Might I ask if that has been paid in, and, if not, if we may not collect it as the accrued interest will be quite an important matter by the time the money is actually spent. Might I have a statement as to funds now drawing interest in the hands of your committee? Are they so held as to be as productive as possible? In my letter to Miss Hodge of May 27th I asked for word as to the actual amount of money which we can depend upon for capital expenditure. I think I know about what it is, apart from the \$25,000, but I would like to have it confirmed as it was part of the data necessary to hand in to Dr. Houghton when we had a conference with him in June.

Best wishes,
Yours very sincerely,
Samuel Cochran

SC:MIS.

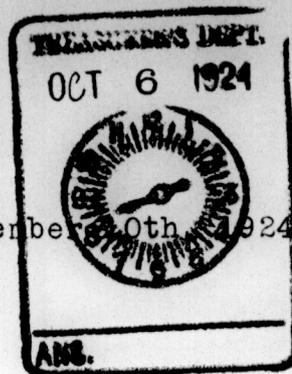
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Shantung

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
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SCHOOL OF MEDICINE
OFFICE OF THE DEAN



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Best wishes,
Yours very sincerely,
Samuel Cochran

SC:MMS.

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October 8, 1924.

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Dr. Samuel Cochran,
Shantung Christian University,
Tsinan, Shantung,
China.

My dear Dr. Cochran:-

You will find enclosed a report of the receipts which have gone through my hands as Treasurer of the Woman's Committee of the School of Medicine of the Shantung Christian University.

You will note that the total receipts since the beginning of this Committee are \$202,124.20, which includes a \$12,670.00 payment made by the Methodist Women on their pledge for 1924. They are paying this to me as fast as they are getting the money in. This has come to me within the last week, or so, and long before this reaches you will be invested in good securities.

You will note our list of securities, which we are carrying, all of which are short term investments and can be realized on at any time. I am watching this account very carefully and am trying to get all there is in it for the Committee.

You will find that we have on hand here securities to the amount of \$62,404.00, and a bank balance of \$17,024.07, making a total of \$79,428.07. This may vary a bit when we come to sell the securities.

I should be very glad if I might have the information as to just how much of the two letters of credit amounting to \$76,900.00, sent to the field by Miss Hilda Elson, has been spent. You, of course, will note that this amount is included in my total receipt figure of \$202,124.20.

Yours very sincerely,

Lucy Leper.

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SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA



SCHOOL OF MEDICINE
OFFICE OF THE DEAN

October 8th, 1924

Miss Lucy E. Lepper,
156 Fifth Avenue,
NEW YORK.

Dear Miss Lepper,

Yours of September 8th arrived, enclosing an order for \$134.29, being the repayment made by the Railroad Company for goods destroyed in transit. I quite appreciate that this is an unusual circumstance, and wish to thank the Board for their consideration in making us the beneficiaries of this payment.

I am interested in hearing that this work of the ladies seems to be done without interference with their regular missionary gifts. It is a fine thing that this is so, for the intrinsic value of these goods is very great and relieves us of a large expense which we should otherwise incur. It is a very substantial contribution to the running of the hospital and I am sure that the same thing is true about the hospitals of the various stations to which these goods go.

A recent letter from Mr. Scott to Dr. Balme asks that we keep you informed of expenditures out here for Building Account, etc. There have been no expenditures that concern the capital funds for the past few months. We will certainly keep you informed when any payments are made.

We get word every few days from Peking about Dr. Leonard. Her life is being prolonged in a most extraordinary way. A letter came the day before yesterday saying that she was part of the time unconscious but still part of the time knew her friends. It is a sad and trying ending to her happy and useful life.

With best wishes,
Yours very sincerely,

Samuel Cochran
cross ref. in file

SC:MMS.

SCOTT REC'D

NOV 11 1924

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

Ans'd

Dr. Samuel Cochran

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

re. Dr. Balme
or MacRae
Mr. Cassatt

Mrs. Warner



October 14th, 1924.

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

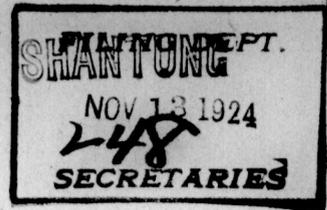
Dear Mr. Scott,

Long before this reaches you I presume you will have heard from Mr. MacRae of the receipt of the following telegram:-

HYCARBALME - By doctor's orders - (Dr. Balme) -
IUPEDFUKEL - mission advises to return home on account of health - not later than February -
UCUYCAFIOC - we strongly recommend you to - act for -
TAGUJUPSAB - President of the University - regret -
ULANGSENAT - cannot comply with your request - Senate -
COCHRAN Cochran.

Dr. Balme, as you will have gathered from other correspondence, has not been well for months. It is merely a question of working at too high pressure, but it is a serious question at that. In March his physicians were sufficiently anxious about him to advise an immediate rest, and he was sent off for what was hoped to be a two weeks vacation in Shanghai, leaving the responsibility for his work with me. Just at that time, however, Mrs. Cochran fell ill with meningitis, and he came back on the first train, after only a day or two of rest. By the end of the year he was thoroughly done up and in July several of us physicians seriously considered how he was to carry on, and if it might not be wise to order him home then. It did not seem, however, clearly necessary, and we decided to see if he could not get on through the summer, especial care being taken to have a good vacation arranged for. This, however, turned out in practice to be impossible. Although he did not come back to his office, and stayed at his bungalow eight miles from here on the top of a mountain, a good deal of correspondence had to go to him, some of it quite worrying in its nature, and necessitating a good deal of letter writing in reply. It may be said that his mornings were pretty well taken up with this and he was never free from the burden of the consideration of these important and harassing matters. His afternoons were free and he came back in better health, but, after a fortnight, he was at the end of his strength and it was evident to

Dr. Samuel Cochran



SCOTT REC'D

NOV 11 1924

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

Ans'd

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

re - Dr. Balme
or MacRae
Mr. Cassatt

October 14th, 1924.

Mrs. Jarnes

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

Dear Mr. Scott,

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- COCHRAN Cochran.

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Dr. Mosse and myself that something radical must be done. We consulted with Dr. Wheeler, who is of his own mission, and finally came unanimously to the opinion that he should be ordered home as the only chance of getting a really complete rest. As we look over the story of the last year I am sure we are right and that the decision is a necessary one. Word has already gone from Dr. Wheeler to Dr. Moorshead on the subject. For the present Dr. Balme is ordered away and will be gone altogether possibly four or five weeks. Unfortunately the first few days of this leave had to be given to a very important meeting of the Executive Committee of the Association of Christian Colleges in Shanghai, but from there he is now on his way to Kuling where I hope he will get a week or more of complete relaxation and recreation. It is a fine place for this and I hope he will find it feasible to stay there a good while. Before coming back he will pay visits to Wuchang and Changsha and doubtless will have some intellectual work connected therewith, but, on the whole, these trips too can be called a semi-vacation. If, on his return, he is not in good shape we shall have to lay down the law to him very strictly, and see that he keeps it. When our opinion was made known to him he acquiesced, as I know he himself realises that the decision is a wise one. He left with the Senate the responsibility of making arrangements for the proposed furlough when, and if, it is granted by the Baptist Board. A few days previously he had received letters from Mr. MacRae asking that he be allowed to stay through the spring term at Columbia in order to take a Ph.D. I think that if circumstances had been different, the University would probably have allowed this. As things are, however, it seemed to the Senate, who have had two meetings on the subject and have given it very careful consideration, that MacRae is by far the best man to act in Dr. Balme's place during his absence, and we accordingly have sent him the cable referred to above. We also passed the following minute:-

"Acting President.

That the Senate unanimously recommends to the Field Board that the Rev. J. D. MacRae be invited to act as President during the absence of President Balme."

Dr. Balme is planning to stay here until the Administrative Council meeting in February and to leave shortly after, if the English Baptist Mission takes our advice about his health leave.

Yesterday's mail brought a letter from Dr. Dodd for Dr. Balme, enclosing a copy of a letter from Dodd to Cassat. I am sure that Dr. Dodd's decision is the right one. It

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would be very unwise to send back a man whose blood pressure was 170, and almost equally unwise, after the year's experience, to go on for a further period acting as if there were a real hope of his getting back here in the immediate future. It is a great distress to all Mr.Cassat's friends that his health has not improved although we understand that the disease has not progressed any. He has done splendid work here. He was a very efficient treasurer and a most loyal servant of the University and I personally, and I know many others do feel a deep sense of loss as we think that he is not likely to get back soon, if ever, but, of course, it is necessary first of all to think of his own health, and that can best be cared for at home. In fact, I think he would go down hill rapidly under conditions out here. The Senate passed the following minute last night:-

"Mr.Cassat.

The Senate has waited anxiously for news of Mr.Cassat's health in the hope that he would soon be able to resume his duties as University Treasurer, and has now heard with the greatest regret that Mr.Cassat will in all probability be unable to return to China. The Senate wishes to place on record its high appreciation of Mr.Cassat's services to the University in his prompt and unerring attention to the many duties which fell to him, both in his capacity as Treasurer, and in the many extraneous tasks which he so generously undertook, such as the management of the University Press, the Chairmanship of the Building Committee, and the promotion of the University's interests both in China and the United States. The Senate requests Mr.Lair and Mr.McHardy to write to Mr.Cassat, expressing the acute sense of loss which the news of his inability to return at this time occasions, and to convey to both Mr.and Mrs.Cassat its grateful thanks and hearty good wishes."

We have also a copy of your letter of September 17th to Mr.Lazear. We are very glad that you are so promptly on the look-out for a Treasurer for us. I am only speaking personally, as I have no authority to speak for the University, but I hear very warm things said about Lazear.

There is another possibility which Dr.Balme and I have mentioned between us, concerning which we had communicated with some of the Methodists, namely, I wrote to Dr.Heath and he to Mrs.Avann because the lady concerned is a member of the Methodist Church. Her name is Miss Flossie Warner, 121 East 11th Street, Oakland, California. She graduated from the same class as Mrs.Lyman Cady. She has had experience as a book-keeper in a railroad office in Edmonton, has done post-graduate

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next minute
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0800

OCT 14
1924

work in Economics; has worked with the Y.W.C.A. in two different places in Americanization work and work for business girls. She wants to get into Christian work, and we thought of her as a possibility for an assistant business manager for our hospital when it is enlarged. Mrs. Cady thinks she might be able to pay her own expenses to the field and try it for a year. It might be that she could come out and carry on for a year when Mr. Hunter is away, until a permanent appointment could be made. The condition is serious because Mr. Hunter is due for furlough next summer.

In closing, let me acknowledge with grateful appreciation your kindly letters sent at the time of Mrs. Cochran's recovery from her serious illness and in acknowledgment of the receipt of our daughter's wedding cards. It was awfully good of you to remember these little personal occasions of ours. Such thought on the part of one's friends really does help to make life brighter. We had a perfectly dandy visit from Lois and her husband. They arrived in July and we had about four weeks before the wedding. They spent their honeymoon of two weeks in the Murdoch's bungalow in Kuling, a few blocks away from us, and then came back here for ten days, so we were able to make acquaintance with our surroundings and friends. It is nice to think of them spending the winter at Princeton, and if you go down there I hope you will have a chance to see them.

Buell

Our daughter Margaret writes of her hope of coming out next year and of starting to buy uniforms, etc. It certainly will be fine for us if the plan goes through.

College opened this year under more favourable circumstances than we have ever seen. There is an excellent spirit among the students, which is, after all, the most important thing. Our staff and student retreats were both of them memorable for their kindly feeling and the helpful discussions. I enclose a photo taken of a group at the staff retreat. The ladies in the group from left to right are Miss Nunn, Mrs. Cochran, Dr. Helena Wright and my daughter. The youngster is Samuel Cochran, Junior. The elderly gentleman is Dr. Wheeler's father-in-law, Mr. Meech. A number of the others you will know. I wish you could know them all.

*Norman R
11/2*

With warmest wishes,
Yours very cordially,

Samuel Cochran

SC:MMS.

Acting President.

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Dr. Samuel Cochran

SHANTUNG CHRISTIAN UNIVERSITY

TSINAN, CHINA

FILING DEPT.
248-
Office of the University
HAROLD BALME, F.R.C.S.
President
SECRETARIES

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

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

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 24 1924

Ans'd 25

TSINAN, October 30th, 1924.

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

Dear Mr. Scott,

On October 14th I wrote you about two matters, Dr. Balme's ill health and Mr. Cassat's retirement. At that time I had before me a carbon copy of your letter to Mr. Lazear, inquiring of him if he would be free to come back here as Treasurer.

Mr. Cassat's retirement leaves us with a very serious problem. I am sure you know how well he served the University and how satisfied we are with his work as Treasurer. It is a great loss which we are suffering in his departure and one which we greatly regret, both because of his invaluable work here and because of our personal affection for him. It leaves us with the problem of filling his place. I take it for granted from your inquiries of Mr. Lazear that our Board is expecting immediately to devote Mr. Cassat's salary to his successor. Please do not have it appear that we are impatient about terminating the Board's support of Mr. Cassat. To be impatient would be unkind and ungrateful to a very loyal and efficient servant of the University, but if the Board is terminating his connection as one of the Presbyterian quota we must think at once of what we shall do, not only in the future, but in the immediate future. Mr. Hunter's services have been diverted from those of a teacher in the Arts Department to substitute for Mr. Cassat, which he has done in a very competent way. He is due, however, for furlough next summer and would leave in July, but Dr. Balme has asked him to stay until September. He is not in good health and it would be unwise to ask him to stay on longer as he urgently needs his vacation.

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OCT 30
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We have now in the office of the Medical School a Portuguese accountant recommended to us by the Union Medical College in Peking, who has been serving as Treasurer for the Medical School in Mr. Harmon's absence. He is a good accountant and would give us valuable service on the books in the University office, and, if we could engage him, would certainly be of much help to us during the interim elapsing between now and the arrival of Mr. Cassat's successor. The University General Budget will not, however, be able to find the money for his salary which is \$250 a month, without rent.

When we heard of Cassat's retirement I wrote to Dr. Balme at Kuling, and in a letter received from him two days ago there is the following paragraph:-

"If we could get Lazear, it would be splendid, but in view of the probable delay, I am writing to ask Hunter if he can arrange to postpone his furlough, at least until September. Meanwhile I would like to ask you and Cady to think whether we should hold Mr. Ozorio for at least another year. My own opinion is in favour of doing so, if only we can see some way of getting the necessary funds."

On getting this, I consulted with Mr. Cady and Dr. Li, the Dean of the Arts Department, and we decided to send the following cable:-

YBUYGYFPOX - Treasurer - urgently wanted -
LAZEAR - Lazear -
ACDONBLEFN - acceptable - if not available -
WOIHCMaubP - can get a substitute - locally -
XOHMSUFVYX - temporarily - may we use -
CASSATS - Cassat's -
UVPEPUKDOD - salary - reply by telegram.

The matter is urgent as Mr. Ozorio will leave here at the end of January and is even now looking for a place. I am not sure whether we can hold him but probably will be able to do so, provided we get an affirmative reply from you within a short time.

Dr. Balme is still at Kuling where he is enjoying a complete vacation, but I hear that he is sleeping badly. His condition is serious enough to make his health leave urgent.

With best wishes,
Yours very sincerely,

Samuel Cochran

SC:MMS.

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Dr. Samuel Cochran

SHANTUNG
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MAR 6 1925
SECRETARIES

SCOTT REC'D

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

DEC 15 1924

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

re finances

November 15 1924
DEC 18 1924



*Act to
Moorshead
248 - 3/4/25*

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

Dear Mr. Scott,

Yesterday's mail brought your letter of October 15th to Dr. Balme, dealing with the minutes of the North American Joint Board meeting of October 8th. He has been kind enough to let me read it, and refers to me for answer the question of financial statements from the Medical School, mentioned at the bottom of page 3. Please let me say how distressed I am that you should have been without the necessary information when you came to meet Mr. Greene. However, I think you will understand from the following statement that this time, at least, we have not been to blame on the field.

The day following our conversation with Dr. Houghton in Peking, I wrote a letter to Miss Hodge, dated June 20th, putting her in touch with the situation and promising her financial details in a later communication. This letter was mailed on the train so as to catch an early boat. As soon as I had made application to Dr. Houghton on behalf of the Medical School, in a letter dated July 7th, I wrote to Miss Hodge, enclosing a copy of the letter to Dr. Houghton. I am forwarding copies of both these letters to you. As far as I know, from careful survey of our files, this contains all the financial information which I have furnished to Dr. Houghton, so I think it is the letter to which you refer in yours to Dr. Balme. Of course, the mails may be to blame for Miss Hodge failing to receive my letter. Dr. Balme sent the same information to Dr. Moorshead.

Possibly I have addressed the wrong secretary in writing to Miss Hodge, or possibly I might better have sent copies to more than one person. Dr. Leonard's correspondence in the past was largely with Miss Hodge and I have drifted into the same habit. Please indicate, however, to whom letters dealing particularly with matters that concern the women's part of the Medical School should be addressed, asking for several copies if you desire.

As to Miss Lepper's unanswered requests for information, I cannot find any trace that they have reached us. I have

*Lepper
copy to Scott*

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looked through my own files and the letters that have come to me from Dr. Leonard, and have made inquiry in our Treasurer's office and do not discover them. It is possible that Dr. Leonard's illness may be responsible for this difficulty.

When Dr. Leonard left here in June there were still payments to be made on the buildings, grading and furnishing. She left her accounts in good shape, but matters were not sufficiently complete to warrant making up a financial account for these buildings so the matter was deferred. Mr. Hunter has been at work on it and just to-day he has handed me the completed account. I have not had time to examine it carefully yet and I wish to ask him about one or two items before passing it on to New York, but I will very shortly write to Miss Lepper and yourself, submitting these accounts.

Please believe me that I realise very deeply how much we owe to the enthusiasm and loyalty of the supporters of the former Women's Union Medical College, which loyalty and enthusiasm they seem to have transferred undiminished to the University. We will try in every possible way to respond in like spirit and will use every effort to avoid any lapses of this kind. Where my letter to Miss Hodge has gone, and where Miss Lepper's to us are will very likely remain a mystery. I hope we shall not have such misfortunes in the future.

Your letter was very cheering reading. Apparently Mr. Greene was prepared to recommend even more than the amount which Dr. Houghton and Mr. Goodrich were inclined to in their conversation with us, and it looks as if the Joint Board and the supporters of the Women's Unit were fully intending to go forward and give this scheme a hearty support. It is also very gratifying to hear that the Presbyterian Board is sympathetic to our desire of obtaining a middle school and has authorised an appeal for this purpose. Please accept our hearty thanks.

Things are going on well here. We are just having a series of most delightful meetings, held by Dr. Henry T. Hodgkin. We have given up the first hour of the morning schedule each day for this week to his addresses, which are educative in the highest sense and are most valuable to our students. They are paying keen attention to them and are attending in large numbers a voluntary discussion group held in the evening, putting eager questions to Dr. Hodgkin which he answers in a very able way. If the students have gotten as much out of the week as I have it is abundantly worth while, and I am sure each, according to his capacity is profiting.

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NOV 15
1924

- 3 -

There is the best of spirits here. The women students have worked in completely into our life and thus far the experiment is an unqualified success. As I look back on all that has happened since that delightful evening I spent with you at your home, I certainly feel a sense of gladness and buoyancy, for the University certainly is going forward. Believe me, we do not fail to appreciate all the unselfish labour that you have put into this institution.

Dr. Balme is back from five weeks absence, part of which was clear vacation. He has not slept well and will have to go slow so as not to overdo it.

We have been for nearly two weeks absolutely cut off from mails by the disturbances and now only get them intermittently. It has made work somewhat lighter and I hope that Dr. Balme will be able to economise his force until he gets away. Dr. Wheeler and I are both of us inclined to urge an earlier start if possible.

Will you kindly share these explanations with Miss Lepper and with anyone else to whom I should explain?

Yours very sincerely,

Samuel Cochran

SC:MMS.

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SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

November 18th, 1924.



Miss Lucy E. Lepper,
156 Fifth Avenue,
NEW YORK.

Dear Miss Lepper,

A recent letter, October 15th, from Mr. Scott to Dr. Balme, brings to light the fact that the New York office has been unable to get important information about our finances. Two or three days ago I wrote to Mr. Scott informing him that such information had been sent, and sent at the earliest possible moment in July, within forty-eight hours after our making application to Dr. Houghton for help from the China Medical Board, under the plans by which the hospital would be erected and operated. I sent to Miss Hodge a copy of my letter to Dr. Houghton. In my letter to Mr. Scott I enclosed copies of the letter to Miss Hodge and of mine to Dr. Houghton, though, of course, they are of relatively little interest now. We are terribly sorry that you have been in the dark when you needed information so much. I have asked Mr. Scott to indicate to us how such information should be addressed, and to how many people. Doubtless if I had sent duplicates of my letter to other parties this trouble would not have occurred.

Mr. Scott in his letter also says that you have written more than once asking for information. For some reason or other your letters have not come to hand. I have made careful search in my own files, which include Dr. Leonard's correspondence, and Mr. Hunter's files, without finding them. Mr. Scott states that you desire information as to the "details of the investments of all funds on the field, giving the rates of interest, income from interest, a statement saying whether investments or deposits are in gold or silver, the rate at which the gold was exchanged, etc."

At the time of my writing early in the summer there was still considerable to be done in regard to the accounts of the women's unit, the residence, etc., so a final accounting for these buildings was postponed. Mr. Hunter has had it in hand, however, for a fortnight back, and handed me the completed account on the day that Mr. Scott's letter arrived asking for just the information which this accounting contains. I am sending you herewith a full statement of all the expenditures of the funds furnished by the women's unit.

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NOV 18
1924

DEC 17 1924

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The first schedule is a statement of the various drafts in Gold and their proceeds in Mexican, together with interest which has accrued. Against this stands a general summary of the purposes for which they have been spent. We are also including an itemization of the cost of the Women's Dormitory, of the Residence, and of the Land expenditure, and the several other items included in the general schedule. The only item concerning which further explanation may be necessary is the Mexican balance of \$19,158.05 which Dr. Balme is taking up in a letter to Mr. Scott. The University is paying interest on such sums as are being used by it at 6%.

I believe that these accounts now submitted contain all the information which Mr. Scott specifies. If not, kindly indicate anything further that you wish to know and we shall endeavour to get it to you by return mail.

Thank you for your statement of October 8th, explaining the finances of the women's unit from your end. I presume that the money still undrawn on the Letter of Credit is meanwhile drawing interest, is it not? We are not in present need of any very large sums, though we shall have to draw a few thousand dollars for the well. The rest of the money will not be expended until we get word from New York that we can go on with the building of the new hospital, so our funds should be in such form that they will draw a maximum interest in the meanwhile.

With thanks for the statement and for all your kindness,
Yours very sincerely,

Samuel Cochran

SC:MMS.

Encl. Financial statement.

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Dr. Samuel Cochran

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

SHANTUNG
MAR 3 1925
SECRETARIES

SCOTT REC'D

DEC 31 1924
SCHOOL OF MEDICINE
OFFICE OF THE DEAN
Ans'd

November 19th, 1924.

Size of Med classes + faculty re size of classes and faculty

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

Dear Mr. Scott,

Dr. Balme has asked me to reply to one further query in your letter of October 15th, page 2, 9-507.

This matter is really not a very urgent one. It was taken up by the Medical Faculty early last academic year because there was a very large number of Pre-medical students, numbering altogether nearly 100. We felt, and still feel, most decidedly, that with the present size of our laboratories and of our staff, it would be absolutely impossible to admit a larger class than thirty and do justice to them. The very largest number that could be accommodated in one section in the laboratories is thirty, and we could not double up sections without having more teachers, nor would it be physically possible to get through the work in a week in the laboratories if there were more than one section in each class. We accordingly passed the following minute in November 1923, saying that "Beginning with the 1926 class, the entering classes to the school should be limited to thirty students". When this became known to the Senate and to the Field Board they asked us to go into the matter carefully and estimate under what circumstances we could admit larger classes, and we took considerable pains to investigate the matter and give information in reply, the result of which is incorporated in Field Board Minute 507. As a matter of fact, there were a large number of failures among these pre-medical students, and when it came to this September, we only admitted a class of twelve out of a pre-medical class that had started in the neighbourhood of forty-five. At present writing it would seem as if for some little time to come our real problem would be the search for proper material and the inducement of it to come to the University. We could easily handle classes of between 25 and 30 on our present equipment and staff, and we should be only too delighted to do so. Our output is usually much less than what we are well able to manage, and we are very sorry that so few students are coming. The question raised, therefore, is at present an academic one, although at the time when it was raised it seemed fairly urgent. However, I will answer your question, safeguarding my statements by saying that they are only my own personal estimate and not officially adopted by the school. I think, however, that they are reasonably accurate.

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1924

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The first item, Staff, I have arrived at by summing up the cost of the foreign teachers as given in the budget and dividing it by their number to arrive at an average estimate, and this does not agree badly with the probable cost of a Chinese professor who had had training in America or England. I have set down the figure as \$3300 Mex. apiece a year. It might well be a little more or less, but the error is no larger than in prophecy in general.

Surgical Registrar	estimated	\$ 850 Mex.
7 Instructors	"	\$6500
Student Assistants in Pathology	say 2	\$ 100

The items under Equipment, A,B,C, and D will be covered as a matter of course when and if we build our new hospital. The increase of appropriations under E should be in addition to the additional expenses we anticipate under our enlarged hospital.

An estimate of the cost of providing for ten members of the staff is \$40,000 Mex.

Yours very sincerely,

Samuel Cochran

SC:MMS.

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NOV 29 1924
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SECRETARIES

November 25, 1924

Dr. Samuel Cochran,
Shantung Christian University,
Tsinan, Shantung.

Dear Dr. Cochran:

Just a word to acknowledge your letter of October 30, which has to do chiefly with Mr. Cassat's retirement.

Long ere this, you have received our cablegram in reply to your cablegram, asking if Mr. Lazear were available and, if not, whether you could use Mr. Cassat's salary to employ a local substitute. You have also had our letters saying that Mr. Lazear is not available and that, after February 1, 1925, Mr. Cassat's salary may be used as requested.

I hope that the work of Mr. Ozorio is as efficient as his name is harmonious!

We are concerned about Dr. Balme's illhealth. Are you fellow-physicians on the field strict enough with him in the matter of treatment? Perhaps doctors do not like to prescribe for other doctors, but will you please tell Dr. Balme for me that we do not think of him as now serving as a physician and we, therefore, expect him to take physicians' orders! We hope that the Kuling vacation has done him a lot of good. Just how much of a rest a furlough in the homeland will be remains to be seen. Instead of a trip to a high and cool place like Kuling for nervous cases, what do you think of a stay in a low and warm place with sea bathing?

You will be pleased to know that the receipts for the Board for the first seven months of the present fiscal year show an increase over the receipts for the corresponding period of the previous year. While the increase is small, amounting to a possible six per cent, nevertheless it is real, and we trust that the Board comes through the year with all obligations met. Of course, we cannot possibly expect the close of the last few weeks of the year to yield as great an income as last year when a special high-powered drive to lift the heavy deficit of the Board was carried on throughout the whole Church. It is regrettable to know that the Foreign Mission Boards of several other denominations are in particularly straitened financial circumstances. The Methodist Board has just closed its fiscal year with a marked falling-off in receipts, leaving the Board with a tremendous deficit. We fear they may have to curtail their work seriously, which will inevitably be a detriment to the general progress of the world wide missionary program.

With warm Christmas wishes to the other members of your family, to you, and to all the good friends in Tsinan, I am

Very sincerely yours,

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Dr. Samuel Cochran

SHANTUNG CHRISTIAN UNIVERSITY
TSINAN, SHANTUNG
CHINA

SHANTUNG
FILING DEPT.
MAR 6 1925
1181
SECRETARIES

SCOTT REC'D

FEB 3 1925
SCHOOL OF MEDICINE
OFFICE OF THE DEAN

re-Dr Balme
Building plans
need of engineer

December 27th, 1924.

Ans'd

Ack to
Mr. Monahan
3/4/25 - 24

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

Dear Mr. Scott,

Your letter of November 21st to Dr. Balme has been handed to me for perusal. It contains, among other things, reference to Dr. Balme's ill health and furlough, and to the appropriation of the C.M.B. towards the Medical School. I am also indebted to you for your letter of November 25th covering the question of Mr. Lazear's appointment and Dr. Balme's return.

248
Dr. Balme is leaving on Monday evening, the 29th, and probably will go by the same steamer as carries my letter, but this letter should reach New York first as he will do several errands on the way. Dr. Balme will probably look to you in his usual health, and I hope he will. He has no organic trouble and no functional trouble that a few months good rest will not make good, if we are correct in our feeling about him. Please do not feel, however, any illusion as to his not needing a furlough. He began to feel badly nearly a year ago and we have done our best to help him along so that his period of service here should not be cut short. When we finally decided to advise his furlough, things had come to a point when it was obvious that he could no longer carry on. He could not sleep, his mind was so weary that it grew confused, he was troubled with a deficiency in an unusually good memory, and it was evident that it was no use in trying to avoid letting him off. We sent him off as an emergency measure to give him enough reserve to carry on for the weeks intervening before he could leave, and we chose what, I think, on the whole was the best place, namely Kuling. Your suggestion, a very sensible one, about the sea-shore being a better type of place could not be followed as the sea-shore resorts are all closed at this time of year, and of course sea-bathing was out of the question. Kuling did him good, but your feeling about its not being the type of place was correct in that he did not sleep very well. We did not feel that he could rest

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DEC 27 1924

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Rev.G.T.Scott

properly out here. He is going home convinced in his own mind of the absolute need of rest and we are writing to his home friends that this must be secured for him. You are quite right in your suggestion that work at home is not a good substitute for rest in China. One thought for his rest has been a summer in Switzerland. On the other hand please do not feel that he is breaking bounds if he has a few conferences with you on his way through America. These ought not to complicate his recovery and it is far better that he have the chance to put you in touch with the latest University circumstances, and so get them off his mind, than that he should carry them with him through to England. He will rest far better after clearing these matters up, and I know his conferences with you will be most valuable to you and to him and to the University. I wish I could begin to express to you my own sense and the sense of many of my colleagues of the invaluable contribution which Dr. Balme has made to the University. The progress we have seen here in the last three years has been little less than marvellous. It is inspiring to be in a place that has come forward so evidently as Cheloo has under his leadership. It is not merely in buildings erected or in members of staff added. The whole spirit of the place has changed and developed. I have never been anywhere where there is a warmer or more cordial atmosphere than in Tsinan at present, and it includes Chinese as well as westerners. The three schools which were yet unamalgamated in spirit have come together in a very hopeful way; the women have come from Peking and have been incorporated without any hitch or jar. The student spirit is on the whole away above what it was. Dr. Balme has introduced in his delightful way many innovations and improvements that have contributed to this result and the whole movement has been pervaded with his own energetic but kindly, appreciative and generous spirit which is the secret of it all. Personally I am convinced that he is the strongest westerner connected with an educational institution in China and we are mighty lucky to have him. Those of us who have been through times of anxiety and trouble, as Mrs. Cochran and I have during the last year, have special reason to know his kindly and affectionate concern for each of us, and this spirit is ready at the disposal of any member of the staff from top to bottom. He is just in his judgments as well as firm in his decisions, and withal he is a mighty good sport, enjoying all the wholesome things of daily life. Please excuse my long disquisition. I think it would be useful, however, if members of our home organizations could know how valuable and devoted a servant the University has. I am sure they must have been impressed in a general way with this fact. I cannot tell you how sorry we are to say goodbye to him, nor that it is for reasons of health.

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DEC 27 1924

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Rev. G. T. Scott

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With regard to hospital plant. It is true that we have an opportunity to purchase property across the street from the Medical School and Institute. I am sending you a plan of our property inside the wall so that you will understand where it is. We have always felt that it would be advisable to develop property north of the present hospital rather than to tear down three perfectly good buildings to the south of the Medical School, but the land would be so expensive and it was held by so many different owners that Dr. Houghton and Mr. Anner, the architect he sent to us, advised against our attempting it, and the advice was so obviously sound that we finally gave up hope and have proceeded on the basis of Anner's scheme, which included tearing down five buildings and re-erecting them elsewhere at the estimated expense of \$17,500 Mex., an expense which some think errs on the small side. Much to our surprise, however, a few weeks ago, the owners of a large piece of property, 20 Chinese acres in extent, just to the ^{North} of the hospital and across the street from the dispensary, came to us offering their land for a figure which seems very reasonable, considering the cost of property in this suburb at present. We have talked it over and agreed that every advantage that could be secured by building on the property to the south of the Medical School can be obtained and better if we can purchase this other property. The whole scheme that was planned for the southern location will be put down in the northern. There is nearly, if not quite, twice as much room on the plot offered as we could use here, and we shall have to tear down no buildings. The hospital will be little if any further from the dispensary than if it were built with the Medical School intervening, and not only shall we have to tear down no buildings but we shall avoid cramping the whole arrangement. It will cost somewhat more. We have allowed \$17,500. This may cost us another \$10,000, but I know of an extra sum of Gold \$5000 available for the whole scheme which has not yet been paid in. (Possibly you may be interested to know that it is a subscription raised by the ^{Princeton} class of '93, partly as a result of my being at our thirtieth reunion a year ago. Was it not good of the boys?) We also shall have available a certain amount of interest which will be an item in excess of the scheme of assets already drawn up, so it seems sure that we can finance it. Further questions about this Dr. Balme will be ready to answer. It seems to me there is little doubt that the plot to the south is by all odds the choice.

We have been very much pleased and encouraged by the generous way in which Houghton, Greene and the C.M.B. have supported our institution. We are more grateful than we can say to them, and to you, for your co-operation in making the arrangements that have resulted in their latest appropriation. I saw Houghton a few

0814

DEC 27 1924

- 4 -

Rev.G.T.Scott

days ago in Peking and know that he is quite ready to go on and endorse the project for an endowment. Dr. Balme will discuss this with you when he goes through. My own feeling is, that in a matter of this kind, the quicker it is put through, the better. There is no telling what delays or obstacles not now foreseen may develop if we wait. It would be quite in order, if we can raise the endowment earlier, to have the present appropriation terminate at an earlier date, in consideration of the income from the endowment.

One need the University faces which is really quite urgent is the appointment of a skilled engineer, a man of the type of Alexander Small of Nanking, who can care properly for our physical plant. We have no one who is competent to do it or who has the time to give to it from his academic work. We are undergoing unnecessary expense at the present time in the Medical School owing to our boilers having burnt out. We shall have the erection, and supervision of a fairly highly developed mechanical plant for the new hospital to undertake, and I think it possible that the man's salary might be made a charge against the erection of the plant and that we should find in the University some way of carrying it afterwards, particularly as I believe a considerable part of his support would be saved to us by avoidance of waste and expense in the upkeep of the University and its lighting and heating. We have just installed a \$20,000 heating plant in the Arts Department: we have got the well, the lighting to care for, and we shall have the heating of the new hospital, and possibly gas plant and refrigerating plant, together with all the repairs and upkeep of the buildings.

In ending, let me send you our warmest wishes for the coming year. We have just had a very happy Christmas season here, with the new bell ringing out its message, and everything is full of encouragement and joy for us all. I hope it is for you.

Yours very sincerely,

Samuel Cochran

SC:MMS.

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