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Shantung (Cheeloo)
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Davies, L.J. 1934

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山東濟南私立齊魯大學
CHEELOO UNIVERSITY
TSINAN, CHINA

校長辦公室
OFFICE OF THE PRESIDENT

電報掛號(齊魯)
CABLE ADDRESS: CHEELOO

~~10th~~ January, 1934

INDEXED

ack 2/13/34

Mr. B. A. Garside,
Associated Boards,
150, Fifth Avenue,
New York.

Dear Mr. Garside,

Enclosed you will please find a statement prepared by a Committee of the Medical Faculty in response to your request contained in your letter of November 27th. A copy of this report has been mailed to Mr. Gunn, who is leaving in a few days for America. It is possible that the copy which he receives may not be exactly the same as the copy which is forwarded to you, since the statement is being sent to Dr. Shields in Peking for comment. It is not likely that there will be any radical change and we here thought it desirable that Mr. Gunn should have a copy of this statement placed in his hands before he leaves.

I suppose you have been aware that Dr. Shields left about a month ago for a second operation, that no malignant growth was found, so that the operation on his side was of a very minor character. He is still in hospital, having suffered from a certain infection which has prevented his return to Tsinan. We are assured however that he is making a satisfactory recovery though the doctors in Peking as yet set no definite time for his return.

Sincerely yours,

J. Davies

LJD/GMH

P.S. This letter was dictated before Mr. Davies left for Shanghai & since the Med. Executive think you may considerably change this rough draft a copy of it is not being sent to Mr. Gunn - see Dr. Ingle's last para.

Good

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山東省立濟南大學
CHEELOO UNIVERSITY
TSINAN, CHINA

山東省立濟南大學
CHANG KONG-SHI, TSINAN

校長辦公室
OFFICE OF THE PRESIDENT

1934 FEB 13

Mr. G. A. Gifford,
Assistant Secretary,
150 West Avenue,
New York

Dear Mr. Gifford,

Enclosed you will find
a certificate of the
Faculty of the University
of Tsinghua, Peking,
China, which certifies
that the above named
individual is a member
of the faculty of the
University of Tsinghua,
Peking, China, and
that he is a member
of the Faculty of the
University of Tsinghua,
Peking, China.

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(Sent w/ Dr. Anson)
attn 1/16/34)

Cheeloo

Revised Draft of Letter in re Medical Endowment

The Rockefeller Foundation
49, West 49th Street,
New York City.

Gentlemen,

The Board of Governors of Shantung Christian University presents to you herewith a request for a conditional capital grant for medical work, this to replace the annual contribution which you have generously made during the last seventeen years.

In taking this step we recognize both the problems the Foundation would face in considering such a grant, and also the difficulties we would inevitably confront in undertaking to meet the conditions proposed. But we believe that the past achievements, present work, and future potentialities of the Cheeloo School of Medicine merit this support both by the Foundation and by the Board of Governors.

The Background - The present School of Medicine of Shantung Christian University is the result of many years of interdenominational and international cooperative effort. It began in 1905 with peripatetic classes in three mission hospitals. In 1910, by combining the medical work of two important missionary groups, one American and the other British, a Union Medical School was established in Tsinan. From time to time other Christian medical schools, or medical departments of other Christian colleges and universities, merged with this school. Between 1917 and 1923 three important units of medical work were thus transferred to Tsinan - the Medical Department of the University of Nanking, the Union Medical College of Hankow, and the North China Union Medical College for Women (Peking). Likewise other denominations one by one added their resources until now nine such groups, representing most of the leading missionary bodies in the United States, Great Britain and Canada, are sharing actively in the support of the School. These bodies are:-

Board of Foreign Missions of the Presbyterian Church in the U.S.A.

Women's Foreign Missionary Society of the Methodist Episcopal Church.

Executive Committee of Foreign Missions of the Presbyterian Church in the U.S.

London Missionary Society.

Society for the Propagation of the Gospel.

Baptist Missionary Society (British)

Methodist Missionary Society (British)

Board of Foreign Missions of the United Church of Canada

Women's Missionary Society of the United Church of Canada.

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1934

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In 1931 the School was given full recognition by the National Government of China, in the granting of government registration to Cheeloo University.

During the half-century of its existence the School has had an important share in the development of modern medicine in China. Since 1914 there have been 299 graduates, who have served, in mission hospitals for the most part, throughout China. In addition the School has rendered an important service to China by means of its special courses to graduates of medicine, and its training classes for pharmacists and laboratory technicians. The University Hospital, an integral part of the Medical School, has not only served Tsinan and contiguous communities, but through its Training School for Nurses has furnished nearly a hundred registered nurses to mission hospitals and P.U.M.C.

We submit herewith the following bulletins, which will show what work is actually being done by the School of Medicine at the present time:-

Bulletin of the School of Medicine 1932 (Appendix A)
Report of the School of Medicine, 1932-33 (Appendix B)
Report of the University Hospital, 1932-33 (Appendix C)
Report on the "Distribution of Cheeloo Medical Graduates"
January 1933 (Appendix D)

Aims of the School - Aside from any purely religious purposes, the Shantung Christian University Medical School and Hospital have had certain primary aims, which, we believe, are likewise among the outstanding aims of the Foundation.

1. Medical Education. The Foundation has shown its great interest in Medical education in China, not only by the establishment and maintenance of the new P.U.M.C., but also by generous grants to other medical schools and hospitals. Indeed, Cheeloo's contribution to this cause as outlined above has been made possible in no small measure by the yearly grants from the Foundation.

From the first, the new P.U.M.C. and Cheeloo Medical School have worked in close cooperation. In 1916, during the period of building and re-organization, Cheeloo took over three classes of the old P.U.M.C. There has been exchange of staff, and to a larger extent exchange lectures. Graduates of each school are on the staff of the other. Last year P.U.M.C. was in need of additional internes and Cheeloo had more than were needed, so seven students were transferred from Tsinan to complete their course at P.U.M.C.

Considering medical education in its broader aspects, P.U.M.C. and Cheeloo have, in a unique way, supplemented each other. China could ill afford to lose the contribution of either institution. P.U.M.C. has emphasized advanced work, research, and the training of specialists: Cheeloo has given special attention to the training of general practitioners and clinical specialists, equipped to meet the problems and pressure of very active practice. In consequence, graduates

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of P.U.M.C. have, for the most part, either remained to staff the College, have gone abroad, or have tended to locate in the port cities; Cheeloo graduates have with few exceptions served smaller cities and towns through mission or their own hospitals. Cheeloo has played and is playing a major role in producing an adequate medical literature in the Chinese language. Both institutions have rendered large service by means of post-graduate courses for physicians, nurses, and technicians. This work of the two schools has been supplementary rather than competitive, partly because of the large numbers of applicants for such instruction, and partly because these courses at Cheeloo are, on the whole, shorter and less technical, and are offered at a nominal fee, and thus are made available to many who cannot afford the time or cost of such courses at P.U.M.C. At Cheeloo courses are also offered in Pharmacy and Physiotherapy.

The staff at Cheeloo has exerted every effort toward raising the standards of instruction and professional work, and not without a certain degree of success. Dr. Faber in his report to the League of Nations, speaking of mission medical schools in China says: "Cheeloo is of the highest standard", and the Laymen's Report speaks of the medical school as "one of the best efforts of the missionary program". It must be admitted, however, that as compared with P.U.M.C. Cheeloo has been severely handicapped by shortage of staff and funds. However, there are certain compensatory gains, as pointed out in the report of the Fact-Finders of the Laymen's Commission of Inquiry. We beg leave to quote briefly:-

Fact-Finders Reports, Vol.V, pp.445-7. "The Rockefeller Foundation has invested money not only in P.U.M.C. but in Cheeloo as well. Comparison of certain of the data concerning these two institutions is of interest. Investors in medical education should know the relative cost of various types of such institutions.

"A sum of Mex.\$28,000 will pay the cost of a year's education for one student at P.U.M.C. or for eleven students at Cheeloo, or it will pay the tuition and living expenses of ten students at a medical school in America. These calculations are based on an exchange of two to one. At the present rate the cost for all, but especially for the foreign-going student, is increased.

"In view of the evidence already presented, and of other relevant information, money invested in missionary medical schools has been as prudently handled, and, proportionately to the respective costs, has yielded as large medical results as money spent directly by P.U.M.C."

2. A China-wide Program. Cheeloo has already made a large, if indirect, contribution through its three hundred medical graduates, and the large number of graduate nurses, pharmacists and technicians who are scattered throughout China.

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JAN 16 1934

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In this connection we call attention again to Cheeloo's important work in producing a medical literature in Chinese. The benefits accrue to all nationals in the medical profession, whether doctors, nurses, dentists, pharmacists, or trained technicians. It is in the truest sense a far-sighted contribution of prime importance. Cheeloo continues to lead in this work. The Translation Bureau of the C.M.A. is located at Cheeloo, and much of the actual work is being done by members of her staff.

The Cheeloo Medical School is also taking active part in the Correlated Program for Christian Higher Education in China. The Correlated Program has been gradually evolved during the last twelve years as the result of the united efforts of practically all the Christian higher educational institutions in China and their directing boards in the West, together with the assistance and advice of many competent and impartial educational leaders both in China and in the West. While the Program is not yet fully in operation, it is the goal toward which Christian higher education in China is rapidly progressing.

This Correlated Program gives its heartiest endorsement to the Cheeloo School of Medicine as the one existing center of medical education under mission auspices in all of China (except for one center in the special area of West China) which is most deserving of recognition and support, and urges that this institution be strengthened and developed as fully as possible.

3. Research. Because of its small budget and the heavy load of teaching and clinical work carried by the members of the staff, the school has thus far been able to do but little research work. Yet several departments are carrying on research projects which are resulting in important contributions to medical literature. We append a list of publications and translations by members of the Cheeloo staff during the last five years.

Obviously, however, such work will be greatly limited so long as the staff of the Medical School is overloaded with teaching duties and routine clinical work, much of which should be done by paid assistants. Moreover, there are no funds available for research work at Cheeloo. All this work, therefore, means extra drains upon the insufficient budget.

Reductions in contributions which have come as a result of the depression make it imperative that steps be taken at once to secure a more reliable source of income through the building up of an endowment fund for the School of Medicine which would yield an annual income of approximately \$50,000. \$20,000 of this income is needed to replace the annual grants from the Foundation, as of 1933-34, without which it would be impossible for the School to continue the work it is now doing.

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The present hospital facilities are becoming increasingly inadequate as a teaching hospital. Funds are in hand to build at least a part of the proposed new hospital plant. The operation of the new hospital when completed will of necessity involve an increase in the subsidy which the School of Medicine ~~is~~ now makes to the hospital. This increase is estimated at approximately \$15,000.

As indicated above the work of the school, especially in the fields of research and the production of medical literature is limited by the lack of an adequate staff and scanty allowance for departmental expenditures. A careful study of present needs (details submitted in Appendix F.) shows that an annual increase in income of \$15,000 is essential for increased efficiency.

Plans to provide these requirements. The Board of Governors of Shantung Christian University has recorded its profound sense of the urgency of meeting these needs, and has resolved that it will make every possible effort to secure the funds that are required, preferably through the building up of an endowment fund of U.S. \$1,000,000. The Governors have every reason to believe that in these efforts they will have the support and assistance in North America of the Associated Boards for Christian Colleges in China, and in Great Britain of the United Committee for Christian Universities of China. They are confident, too, that every possible assistance will be given in China by the Board of Directors of the University, by the Alumni Association, and by the many Chinese friends of the institution.

Plans are now being formulated for undertaking an appeal for support in North America, Great Britain, and China as soon as economic conditions will permit such a step.

Request to the Rockefeller Foundation for Assistance
As the first and most essential step in all our plans for the future support of the School of Medicine, the University comes to the Rockefeller Foundation with these specific requests:-

1. That the Rockefeller Foundation make a conditional capital grant to the School of Medicine of Shantung Christian University in the amount of U.S. \$500,000, this grant to be matched within a period of five years by cash and/or acceptable pledges from other sources for an equal amount.
2. That during this period the Rockefeller Foundation continue its present annual grant to the School of Medicine on the same conditions as now exist, this annual grant to terminate upon the payment of the capital grant described above.

Without such aid from the Rockefeller Foundation, the University would find it almost impossible to obtain the additional support required, and the effectiveness, if not the very existence, of the Cheeloo School of Medicine would be seriously jeopardized. But with this final act of assistance to complete the generous support which the Foundation has provided during the last two decades, the University would be in a position to go forward aggressively with the task of providing for the permanent support of this important piece of Christian medical education/

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JAN 16 1934

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APPENDIX F..

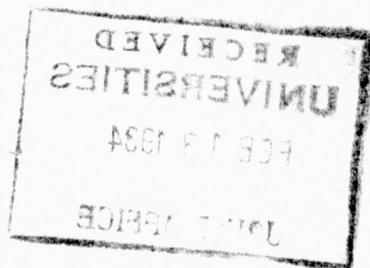
Dept.	Present Salary budget	Present Dept. budget	Proposed Salary Budget	Proposed Dept. Budget
Anatomy	7320	600	10320	1000
Histology	5400	500	5400	800
Biochemistry	6840	2000	6240	3000
Physiology	10000	1000	13000	2000
Mat.Med.	7320	1900	7320	1900
Bacteriology	3120	1500	6120	2500
Pathology	5000	3000	5000	4000
Medicine	42000	250	42000	2000
Public Health		800		5000
Library		4000		6000
Pharmacology		500		500
Surgery	34600	100	34600	2000
Miscellaneous	3000	470	3000	
Contingent	2000	300	5000	1300
Radiology			3000	
Nursing School	18000		18000	
Totals	144,000	16920	159000	32000

Present Budget

Needed for Greater Efficiency

Salaries paid by School	39000	54000
Salaries paid by Missions	105,000	105000
Departmental Expenses	17,000	32900
	<u>161,000</u>	<u>191,000</u>

Net increase of Local currency \$30,000, provided by endowment income of U.S. currency \$15,000



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JAN 16 1934

APPENDIX ...

Dept.	Present Salary Budget	Present Dept. Budget	Proposed Salary Budget	Proposed Dept. Budget
Anatomy	7350	600	10350	1000
Histology	5400	500	5400	800
Biochemistry	6800	2000	6240	3000
Physiology	10000	1000	13000	2000
Mat. Med.	7350	1900	7350	1900
Bacteriology	3150	1500	6150	2500
Pathology	5000	3000	5000	4000
Medicine	42000	250	42000	2000
Public Health		800		5000
Library		4000		6000
Pharmacology		500		500
Surgery	34600	100	34600	2000
Miscellaneous	3000	470	3000	
Contingent	2000	300	2000	1300
Radiology			3000	
Nursing School	18000		18000	
Totals	144,000	16250	159000	35000

Present Budget
 Departmental Expenses 17,000
 Salaries paid by Missions 105,000
 Salaries paid by School 30,000
 Total 152,000

Greater Efficiency
 Needed for
 35,000
 105,000
 24,000
 Total 154,000

Net increase of local currency \$30,000, provided by endowment income of U.S. currency \$15,000

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L. M. Joyce

SHANTUNG
CHEELOO UNIVERSITY
TSINAN, SHANTUNG
CHINA

INDEXED

TELEGRAPHIC ADDRESS:
"CHEELOO, TSINAN"

*Sent by Rev. Davis
letter 1/16/34*

醫齊山
魯東
學大濟
院學南

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

19th January, 1934.

ack to Davis 1/23/34

Mr. B. A. Garside,
150 Fifth Avenue,
NEW YORK.

Dear Mr. Garside,

Dr. Shields is still away in Peiping gradually recovering from his operation which has taken a great deal out of him. He is out of danger, however. His chief difficulty just now is that the wound in the neck is very slow in healing. In consequence he is only able to open his mouth with difficulty about half an inch, but we gather that his physical and mental strength are gradually returning and we hope he may be back here within two or three weeks, even then, however, I doubt if he will be able to take much administrative responsibility.

In the meantime it falls to me to deal with his foreign correspondence and I am writing now with regard to the application to the Rockefeller Foundation for an endowment.

Since your draft arrived here we have had further calamitous news from Mr. Gunn that the Rockefeller grant for 1934-35 has been reduced to Mex. \$10,000 and G. \$5000, that is to say by one half, without reference to the falling exchange. I assume that when you drew up your draft you were not aware of this cut, but it only serves to emphasize the importance of putting in this request and also the subsidiary request that the annual grant be maintained until such time as an endowment is made.

A Committee has been working over your draft and I am returning quite a different version, which, of course, you can use or revise as you think fit. In this report the Committee's reference to our present status as regards the annual grant and so on is referring to the current year 1933-34.

You ask our advice as to the size of endowment we should ask for. We have kept to your figure of G. \$500,000 because we believe that that amount at least is required to put our work on a satisfactory basis. As to whether it is wise to ask for it in one sum or in a series of grants is for you at your end to decide. We express no opinion about that, but feel

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CHINESE UNIVERSITY
TOWNSHIP SHANGHAI
CHINA

TELEGRAPHIC ADDRESS
CHINESE UNIVERSITY

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that G.\$500,000 is the amount at which we should aim.

In the meantime we hope you will do all you can to obtain a revision of the annual grant. We feel that with this request for an endowment going forward we have a very good case against any reduction in the grant in the interval, which cannot but cripple our work. We estimate that at the present exchange rates this cut in the grant will represent a decrease in income of not less than Mex.\$35,000, and we have to remember that grants from missions, either by reduction in the size of the grant or by falling exchange, will not come up to the totals of this year. We have been making tentative plans for a budget based on a reduction of this amount, and though you will not be interested in the details, it may help your case in applying for a redecision about the annual grant if you can demonstrate the effect such a cut will have on our work. There will be reductions in departmental expenditures, which are already on a minimum basis, and particularly a reduction in the budget of the Library. We are planning for a 5% cut in the salaries of our Chinese staff, and we shall almost inevitably have to drop several of our Chinese faculty. This last item is the most disastrous, as it is to them that we are looking to meet our future expansion plans. We shall have to raise students' fees. We are planning drastic economies in the Hospital, which can only be effected by very careful and loyal co-operation on the part of the whole staff. In particular, the Nursing Department will have to do without some of their higher grade nursing supervisors. This is particularly unfortunate, as it is only in the last few years that we have been able to get our nursing supervision on to something like a satisfactory basis. In general, we have been working these last few years towards providing a staff adequate for the larger hospital. Of course, if no endowment and no hospital are forthcoming these reductions are not so serious, but if we are to look for a larger future then they become simply suicidal. So we urge that, if in any way possible, we should get the Foundation to continue their original grant until endowment is possible.

notice of this report
I am sending ~~a copy of the Committee's report~~ to Mr. Gunn at Dr. Shields' suggestion. I understand he is shortly leaving China for America. *Please let him see your final draft*

With best wishes,

Yours sincerely,

LMI:EMP.

Shields

P.S. Appendices follow in separate cover.

Shul

0143

THE BOARD OF FOREIGN MISSIONS
OF THE PRESBYTERIAN CHURCH IN THE U. S. A.

156 Fifth Avenue
New York

February 7, 1934.

Mr. B. A. Garside
Secretary for China Colleges
Room 903, 150 Fifth Ave.,
New York, New York

Reduction in staff Quotas of
Missionary Boards

Dear Mr. Garside:

During recent years, there has been a marked reduction in our Presbyterian missionary force in China (approximately 130 regular missionaries). This reduction has affected very little, if at all, the size of the quotas which our Presbyterian Board has undertaken to support in union higher educational institutions. It has now become necessary to make a further reduction in our missionary force and it seems only just that part of the present reduction should be borne by the universities. Fortunately, there happen to be vacancies in our quotas so that reductions can be made without actually withdrawing any missionary personnel from the institutions.

The Presbyterian Board Minute, which with the foregoing, will we believe be fully self-explanatory reads in full as follows: "As part of the re-adjustment of its missionary force in China, the Board approved the reduction of its recognized quotas of missionary staff in union higher educational institutions at the end of their present fiscal years, June 30, 1934, as follows: (a) Shantung Christian University - a reduction of 2, making a quota of 13 in the Schools of Medicine and of Arts and Science with their related activities, at least four of this quota to be women in medical work; (b) Yenching Women's College - a reduction of one, making a quota of 2; (c) University of Nanking with its Hospital - a reduction of one, making a quota of 5; (d) Hangchow College - a reduction of one, making a quota of 5. The Board expressed the hope of continuing the customary financial equivalents (not exceeding two in any one institution) for vacancies in its quotas of missionary staff, subject to similar provisions by other cooperating Boards in a given institution."

At Shantung Christian University, our Presbyterian Board has not for some years considered that it was directly cooperating in the School of Theology; it is about thirteen or fourteen years since any missionary represented our Board on the theological staff.

Aside from the reduction in our missionary personnel, our Board also plans to make a reduction of 10% in its appropriations for the work, classes but the application of this "cut" has not yet been definitely determined. Exact information will be sent you later regarding this reduction in the recurrent cash appropriations.

The Board sincerely regrets the economic exigencies which compel this course and devoutly hopes that the work of the institutions will not be unduly impaired thereby.

Very sincere yours,

(Signed)

George T. Scott

Copy to Mrs. Parlin, to
Mr. E.W. Willis, and to Dr. R.C. Wells

0145

SHANTUNG

February 13, 1934

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

My dear Mr. Davies:

Your letters of December 2nd and January 16th have been received.

Your letter of December 2nd. This deals with the actions taken by the administrative council on November 16th, and has lain on my desk for some time without formal acknowledgment. We have, however, been giving serious study to the matters you discuss, and are now seeking a meeting of the North American Section within the next fortnight. Dr. Weir has sent me a supply of the minutes of the British Section held on January 19th together with copies of his covering letter to Dr. Armstrong. All this, together with the comments in your own letter will be laid before the North American Section.

I will write you again as soon as possible after the meeting of the Section is held.

Your letter of January 18th. To this is attached a statement prepared by the Medical Faculty together with a covering letter by Dr. Ingle. The action of the Rockefeller Foundation at its December meeting has so upset all of our plans for the future support of medical work at Cheeloo, that we are still uncertain as to what our next move should be. I will try to get in touch with Dr. Gunn as soon as he arrives in America, and will then try to formulate our next move.

Very sincerely yours,

B.A. Casside

BAG:MP

0146

CHEELOO UNIVERSITY
TSINAN, CHINA

SHANTUNG

OFFICE OF THE PRESIDENT

12th February, 1934

ack 3/23/34

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

Dear Mr. Garside,

We have had a request that we appoint a delegate to attend the meeting of the American Academy of Political & Social Science, April 13 and 14. I send you this note to suggest that you get into touch with the Rev. S. Lautenschlager to see whether he could attend the meeting of the Academy as the delegate representing Cheeloo University.

Sincerely yours,

L. J. Davies

LJD/GMH

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CHEELOO UNIVERSITY
TAIWAN, CHINA

12th February, 1934

OFFICE OF THE PRESIDENT

Mr. F. A. G. ...
100, Fifth Avenue
New York

Dear Mr. G. ...

We have had a request that we appoint a delegate to
attend the meeting of the American Academy of Political &
Social Science, April 18 and 19. I send you this note to
suggest that you get into touch with the Rev. S. ...
to see whether he ...
as the delegate ...

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SHANTUNG

山東濟南私立齊魯大學

CHEELOO UNIVERSITY

TSINAN, CHINA

校長辦公室

OFFICE OF THE PRESIDENT

電報掛號(齊魯)

CABLE ADDRESS: CHEELOO

24th February, 1934

ack-2/19/34

Dr. H. H. Weir
2, Eaton Gate,
London, S.W. 1.

copy - 2/19/34

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

INDEXED

Dear Dr. Weir and Mr. Garside,

Under separate cover we are sending you

- 1. A copy of the Minutes of the Administrative Council - 30 copies
- 2. A copy of the Budget for 1934/35 - 30 copies
- 3. The Report of the sub-committee of the Building Committee - 1 copy
- 4. Copy of Mr. Creighton's Report - 1 copy
- 5. Copy of Dr. Heimbürger's letter of resignation - 1 copy

I trust that the following comments may be sufficient to clarify all necessary points in the minutes.

D. 1047. General Administration Budget. In accordance with the first section of this

minute I am to say that the caption "Donations" which occurs in the General Administration budget (\$10,120), in the Rural Institute budget (\$3,800), and in the Hospital budget (\$5,000 included in the sum \$6,315) represents amounts which at the present moment are deficits. The justification for using this word lies in the possibility that a certain portion of the amounts named will be secured in special extra-budgetal gifts, and the probability that certain at present unforeseen savings will be effected. During the fiscal year 1933-34 various sums have been received which could not be budgetted when the estimates were made out in February 1933 and certain savings have been effected which could not be foreseen in detail. We do not regard this procedure as justifiable financial technique but it represents a psychological optimism which seems worth while.

The second part of D. 1047 looks to the serious consideration by the Board of Directors of a plan to standardize the receipts of the General Administration. Most of the regular receipts of the University come designated to one of the Colleges. The president's office, the treasurer's office, the registrar's office serve all the Colleges but not always in equal degree and it has not been easy to come to an agreement as to the amounts which should be transferred from designated funds to the General Administration budget. It is hoped that a more systematic method can be worked out.

D. 1049. Budget for 1934-35. What has been said above explains the item "c".

0149

SHANTUNG

山東齊南私立魯大
CHEELOO UNIVERSITY

TSIINAN, CHINA

電報掛號(魯齊)
CABLE ADDRESS: CHEELOO

校長辦公室
OFFICE OF THE PRESIDENT

24TH FEBRUARY, 1934

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

Dr. H. H. Weir
2, Eaton Gate,
London, S.W.1.

INDEXED

Dear Dr. Weir and Mr. Gerstide,

Under separate cover we are sending you

1. A copy of the Minutes of the Administrative Council -
2. A copy of the Budget for 1934/35 -
3. The Report of the sub-committee of the Building Committee -
4. Copy of Mr. Creighton's Report -
5. Copy of Dr. Heimburger's letter of resignation -

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UNIVERSITIES
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FEB 24
1934 Dr. Weir
Mr. Garside

The administrative officers can be relied on to follow the instructions of the Administrative Council.

Efforts are being made to increase the amounts secured from local sources. This is a matter which requires time. Unfortunately very little has been done in the past to lay foundations and develop interest. The University has always been regarded by the community as a "foreign" institution where "good works" were being done by well-disposed persons from abroad.

D. 1052. New Hospital Building. It seems superfluous to add anything to the very explicit and comprehensive statement prepared by the Hospital Building Committee and presented here as "b". The Administrative Council considered at length the Memorandum, gave careful consideration to the change in conditions brought about by the withdrawal of the Rockefeller grant and unanimously voted as recorded in the minutes.

The detailed specifications for the Out-patient Department and the West Wing are now being prepared by Mr. Creighton. Funds now in Shanghai are sufficient for the initial payment on the contracts. We are proceeding on the assumption that the way is open to let these contracts. The only element we feel uncertain about is the condition of the market in New York. We are allowing to the end of March before letting the contracts lest the conditions in New York make it impracticable to send the funds called for in D 1045 and D 1051c, in which case you would have opportunity to cable before contracts were actually signed.

Since the funds now in Shanghai are enough for the first payments on contracts for these first two steps of the proposed programme of gradual expansion, the \$62,000 estimated as shortage in l.c. may be sent out any time within the next six months.

D. 1053. Dr. Heimburger. A copy of Dr. Heimburger's letter of resignation accompanies this letter.

D. 1054. Mr. Sam Dean. It had been anticipated that Mr. Dean would reach Tsinan early this spring but the Peiping mission and others have raised objections. We hope that the opposition may not interfere permanently with the transfer. We are doing what we can to bring the Deans to Tsinan as we believe that this would be of great help to the University and that Mr. Dean's assistance to rural industries would be greater and on a sounder basis if he comes.

Sincerely yours,

J. Garside

LJD/GMH

0151

Mr. Garaike
Dr. Weir

FEB 24
1934

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Sincerely yours,

[Handwritten signature]

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Plans and Estimates for the New Hospital
and for Enlargement of the
Medical School

*Sent w/ Rep.
Darius' letter
4/24/34*

Report of the subcommittee of the New Hos-
pital Building Committee

- Outline: I. Introduction.
II. Details of the proposed step-by-step plan.
III. Estimated cost of proposed steps.
IV. A study of probable running expenses.

I. Introduction

A broad program of development for the medical school and hospital is envisaged which shall take into account, fully but judiciously, needs for more space or better accommodations or further growth in all the various departments and phases of work, to the end that the medical school and hospital may render progressively better and larger service. All specific projects or temporary measures have been related to, and appraised in the light of, this larger plan.

Sudden expansion, under present circumstances, is neither possible nor desirable. There remains however the safer and saner course of gradual, experimental growth. This report is based upon such a policy. The entire program of development, as we conceive it, has therefore been arranged in a series of relatively easy steps, each complete in itself, yet so related to the others that it will contribute as fully and smoothly as possible to the ultimate realization of the whole plan. In arranging these steps outstanding needs have naturally been given preference.

Such a policy, it appears to us, would permit of wise and far-sighted use of present funds, and also of any additional money which in the future may become available. At the same time it is felt that a long-time plan of this sort should not be too rigidly formulated or too inelastic to meet unforeseen situations; detailed consideration of future steps would wisely be left until the time comes to take them.

Estimates of cost are necessary; our judgments must be formed upon them rather than upon wishes or hopes. But we cannot refrain from a word of warning in regard to the estimates that appear in this report.

The most accurate estimates are those of building costs. Building materials and labor are not apt to vary greatly or

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suddenly in price. And behind these estimates made by our technical advisers lies large experience in building. Nevertheless they are admittedly rough estimates, based upon cubic footage, and are liable to as much as ten per cent error either way. Furthermore, they are estimates for a certain grade of building selected personally by our technical advisers. Especially in China, where better materials must be imported, and where building standards are lacking, variations in possible building costs are very large. It would be possible to erect either a far more expensive building than our estimates call for, or a much cheaper one, from the same plans, depending upon the quality of materials used in construction. This introduces a matter of policy which must be settled officially before estimates can have more than a tentative character.

Estimates on mechanical equipment are even less certain. Anywhere from less than one-fourth of the mechanical equipment to over one-half will be imported, at relatively great cost - just what proportion will depend upon the grade of building desired. Although imported materials are subject to fluctuations in exchange, this need not actually concern us at the moment since they will be paid for in U.S. currency. It is worth noting, however, that some of these estimates are based upon cubage, so attempts on the part of this committee to lessen cost by simplification of the internal arrangement of the building, will not show in these figures.

It seems to us almost futile to set any definite figures for medical equipment. Not only is this very sensitive to fluctuations in exchange, but it may vary to an almost unlimited degree, depending upon the demands of the professional staff and the affluence of the treasury.

The probable yearly budget of the new hospital, partly built (155 beds), and the new O.P.D. has been investigated afresh, and the results of our study may be found in the last section of this report. We are convinced, however, that these estimates are no more than conjectures, and that not too much weight must be given them. There are too many unknowns. The income of a new hospital and O.P.D. attracting fresh clientele, the effects of inevitable changes from time to time in financial policy, shifts in price-levels and local standards of living, the return of prosperity abroad, fluctuations in exchange, cuts (or the reverse) in appropriations, the size of donations - these are major factors that defy calculation. A definite answer can be found only by actual trial.

In view of these unavoidable uncertainties in estimates, it has seemed wise to plan the proposed program of development (1) so that the initial step will be well within our present financial resources, and (2) so that in the first step or two data may be collected which will make possible more accurate estimations of the cost of subsequent steps.

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II. Details of the proposed step-by-step plan

These proposals include no radical departures from the Black & Wilson hospital plans, at least as regards size, form, and general lay-out. These plans represent a large body of careful corporate study and expert opinion that should not lightly be scrapped. And it has been felt that if the original plans are to be of real value in building, they must not be subjected to major modifications.

Messrs. Dean and Creighton recommend, instead of the heavy brick interior walls, concrete pillars for support and thin partition walls, which will increase usable floor-space and permit at any time without much difficulty or expense change of the internal arrangement of the building. We approve this recommendation.

In planning for erection of the hospital by stages, we have followed the policy recommended by our technical advisers, that portions of blocks of the building be erected to full height rather than ^{the} the entire foundation be laid at once, covered over-all by one or two storeys, which later would involve raising of roofs for additional storeys.

During the past few years numerous suggestions have been offered, and in some cases detailed plans drawn up, for an enlarged O.P.D. Review of these has shown them all to possess, along with obvious advantages, certain defects, notably: the interposition of a public street between hospital and O.P.D.; the consequent impracticability, or at least inconvenience, of both institutions using a single admitting office, cashier, record room, drug room, social service station, emergency room, X-ray department, massage department, dental department, classroom, and surgical supply department; and failure of these proposals to fit easily into any broad, far-sighted program of development, or to provide for possible future additional enlargement of the O.P.D. Some of these plans, moreover, entail purchase of additional property without using to full advantage the land already in possession.

Our earnest efforts to avoid these defects have resulted in a proposal, which, while retaining many of the best features of previous plans, contains certain new features. Simply stated, it is to build the new hospital in about the position indicated by the Black & Wilson plans, and north from the west wing to erect a specially designed out-patient building capable of accommodating about twice the present number of out-patients. The advantage of this arrangement will become apparent as we proceed with a detailed consideration of the various steps.

Proposed First Step

(It might be well to refer to Part III, page 8, while

studying these proposed steps.)

Erection of the west wing of the hospital (4 storeys) and "private patient block" (3 storeys). This building to be equipped mechanically throughout. A suggested floor-plan for internal arrangement has been prepared by the committee. The building of this unit would mean completion of one-third (in cubage) of the entire new hospital.

This new wing to be connected (temporarily) with the present hospital by a bridge. In addition, an under-pass, which will conduct water and steam pipes under the street, will serve also as a private passage-way for nurses, students, hospital staff, employees, removal of dead bodies to the autopsy room, etc.

Erection of an out-patient building (2 storeys) immediately to the north of the new hospital unit, connected with the first and second (i.e. ground and first) floors of the hospital. This building will contain on both floors wide central corridors flanked on either side by departmental units, each with its small waiting room. As planned, the building will provide 12 such units, 6 larger and 6 smaller, which will be assigned to the following departments:

- Medicine
- Pediatrics
- Skin and syphilis
- Surgery
- Ear, nose, and throat
- Eye
- Gynecology and obstetrics
- Operating and dressing rooms
- X-ray
- Electrotherapy
- Laboratory: Dentistry
- Pharmacy

Private out-patients will be cared for on the first (ground) floor of the hospital. It will be noted that the X-ray department is thus transferred from the north hospital projection, where in the original Black & Wilson plans a seemingly unduly large space was assigned to it, to the out-patient building, where it will be more convenient to out-patients, though perhaps less accessible to in-patients.

This first step includes furnishing the out-patient building with mechanical equipment. When completed, the present professional equipment of the O.P.D. will be moved to the new building, augmented where necessary, and out-patients will be received there. It might be wise at this juncture to use for new equipment part of the special X-ray fund (Mex. \$16,000) on hand.

An additional high-pressure boiler would be needed in the power house.

Proposed Second Step

This to follow immediately upon completion of the first.

Its essential feature would be expansion in number of available hospital beds. To this end certain departments, perhaps medical men, medical women, pediatrics, and even certain surgical convalescents, would be transferred to the new building. By using the vacated lower east wards (present hospital) for surgical and gynecological cases, it would thus be possible to grant every department almost unlimited opportunity for expansion. The number of private rooms would be increased, and 8 semi-private beds would be added. It would be necessary, of course, to purchase additional professional equipment.

It is suggested that the vacated west lower ward (present hospital) be adapted forthwith to accommodate the department of Physiology.

There is already uncomfortable crowding of student nurses in the available houses. With increase in number of patients and the resultant need for more nurses, the housing problem will become acute. It is suggested, therefore, that the present out-patient building be assigned temporarily to meet this need. It would lend itself well to this purpose, and at relatively small cost could be made to accommodate twenty or more nurses quite comfortably.

We call attention to the fact that whereas the first step is one largely of buildings, involving expenditure of capital funds, the second step is one of ~~total~~ hospital-expansion, which perhaps is the only way to answer the moot questions whether more beds can be utilized, and whether running expenses of enlarged hospital facilities can be met.

Upon prolonged consideration, certain advantages and disadvantages of the above two steps have become apparent to the committee:

Advantages: They provide for making an actual start on the program of development.
 They will supply straightway our greatest single present need — an adequate and decent out-patient building.
 They will effectively relieve the present pressure for more hospital beds, and demonstrate how many beds we may hope to utilize in the near future.
 All the building entailed in these two steps could be done without interference with routine clinical work. (It would be necessary during the period of the first step to make provision for waiting out-patients and dentistry.)

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When completed, accurate estimates of cost of the remainder of the new hospital would be possible. One of the first results would be a growing income from the new O.P.D.

These steps would lead logically and smoothly to taking of the third step.

Disadvantages: The separation of the hospital into two inter-dependent units.

In spite of connecting bridge and tunnel, this circumstance doubtless would add somewhat to administrative, dietary, and nursing problems.

(These disadvantages, however, would exist only during the period - a short one, we trust - of experimental expansion. After taking the proposed third step, unification would be much more complete than at present.)

Proposed Third Step.

Erection of the central block of the new hospital building (4 storeys and an attic), equipping it mechanically and professionally, and transferring all in-patients to it.

When built, $\frac{1}{4}$ (in cubage) of the entire new hospital will be completed. This will accommodate about 155 beds. It is suggested that sewing rooms, surgical supply department, sterilizing room, general medical supplies, laundry station, and patients' clothes room be accumulated on one floor of the north projection, where they could be under the supervision of one person. Some other suggested changes will be observed upon study of floor-plans prepared by the committee.

Professional equipment remaining in the present hospital would be transferred to the new hospital, and all the patients. More professional equipment would probably be needed at this stage.

Proposed Fourth Step.

This step would be an attempt to meet some of the most pressing needs which would be felt at this time. We may guess at some of them:

New laundry building, equipment, and drying room.
Elevator, or elevators, for the hospital.
Additional professional equipment for both hospital and OPD.
Temporary provision for isolation and tuberculosis patients.
A ward of the present hospital might be fitted for such use at small cost. Small buildings, like the one to the rear of the present OPD, might be pressed into temporary service.

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Permanent walls, fence, gateways, and landscaping for the new hospital property.

Lastly, but perhaps first in urgency, overflow of the medical school into the present hospital building.
A covered passage-way between the two buildings.

Proposed fifth step.

To include further increase of space for medical school and library by utilizing further the present hospital building.

There is on hand at present a special fund of about Mex. \$15,000 for housing of women internes. Matching this with a like sum would provide living quarters for the entire resident staff (including internes) in a building to the north of the future west wing.

We do not argue for the priority of any of the needs or claims just indicated (Steps 4 and 5): and others might appear which would seem just as important. We do not presume to say that they must be accomplished in one, or two, or several steps. And their estimates of cost have not been made with particular care. Our purpose, rather, is to indicate how the program of development may be taken step by step, so as always to remain within available funds.

Proposed sixth step (when our growth warrants it)

Completion of the hospital building, making available about 240 beds for patients.

Possible further steps

New nurses' home.

A specially-designed, independent building for isolation.

Tuberculosis hospital.

Landscaping, especially for the new hospital grounds.

Further enlargement of the medical school, perhaps using the land, and even the building, at present occupied by the OPD.

Ice plant; mechanical refrigeration.

Additional dormitories for medical students.

Gas plant.

Hostel for convalescents.

Public health building.

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III. Schematic Representation of Proposed Many-year Plan showing Estimated Costs (in Mex. \$)

	Initial step	Next step	Third step	Fourth step	Fifth step	Sixth step	Seventh step	Further steps
New Hospital								
(W)*	92,000	(W)115,000		5,000	(W)75,000			
- building (C)	95,000							
- mechanical (W)	33,000	(W) 37,000		25,000	(W)30,000			
equipment (C)	24,000							
- professional equipment		15,000	15,000	5,000		25,000		
New O.P.D.								
(W)	103,000						25,000	
- building & (C)	89,000							
mech. equip.								
- profes. equip.	5,000	2,000		5,000			3,000	
Power house and lines (W)	14,000							
Walls, gateways, walks, etc.	3,000			3,000		2,000		5,000
Bridges (W)	2,000			1,000				
Tunnel (W)	1,000							
X-ray equipment	10,000						6,000	
Nurses' housing		1,000						25,000
Isolation unit				2,000				20,000
Tuberculosis				3,000				30,000
Medical school enlargement		2,000		4,000	10,000			20,000
Residents' quarters					15,000			
Ice plant, refrigeration								10,000
Dormitories								15,000
Gas plant								6,000
Hostel								8,000
Public health building								18,000
Totals of steps	253,000	20,000	187,000	53,000	25,000	132,000	34,000	
-cumulative		273,000	440,000	493,000	518,000	650,000	684,000	

Funds on hand: (exclusive of G\$40,000) \$423,000; (including G\$40,000)\$463,000 (at 1:3.25 rate of exchange)

* (W) Wolfe's estimate; (C) Creighton's estimate; others Committee's estimates.

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IV. Probable budget of the partly-built
new hospital

In trying to estimate the budget of an enlarged hospital the natural supposition is that each additional bed will increase total expenditures by the amount of the original per capita cost, and that since ward patients pay only a fraction of this cost, increase of ward beds will necessarily result in a deficit; hence the larger the hospital the greater the yearly deficit. Previous estimates of probable running expenses have been based upon such an assumption. Discussion with hospital administrators in various places, however, both in America and China, indicate that it is not quite so simple a matter, that because of particular local conditions each hospital is a problem to itself, and that it is not always true that growth of a hospital results in a proportionate increase in the annual deficit. Analysis of our hospital records for the past four years bears out this indication.

The accompanying table (page 11) shows this clearly. Column A contains in parallel figures taken from our hospital reports of the past four years. Fortunately for our study this has been a period during which the institution has been under a single administration that has kept careful records and accounts, and during which both hospital and OPD have shown steady growth. Column B contains unit-values deduced from these figures.

Hospital fees, as might be expected, have increased with numbers of in-patients; not only so, but Column B shows increasing efficiency in collection of fees. Donations have diminished, due mainly, perhaps, to the depression. The subsidy from the medical school, a measure of the annual deficit, has remained nearly the same.

Expenditures are divided into three groups. The first, overhead, which might be expected to remain fairly stable whether the hospital be full or relatively empty. In fact, although in-patients have increased each year, it has been possible steadily to reduce these items; that speaks for good management. The second group, also overhead, are items which are likely to vary roughly with numbers of patients. Column B shows that in general this has been the case in spite of other variable factors, such as economies. The third group, also varying directly but more exactly with the census, are what the patient pays for with fees that more than cover cost; they represent the money-making services. Unit-costs remaining the same, the larger these expenditures the better for the budget, because they indicate large income.

OPD income and expenditures have remained much the same in proportion to numbers of patients treated.

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Column C shows an estimated budget, based upon these figures, for a 155-bed hospital (85% bed occupancy; 132 average daily census; 40% increase over last year's average), and a 115,000 out-patient department (50% increase over last year's number). It is believed that the first group of hospital expenditures, the stable overhead, would not have to be increased materially, at least as regards medical and surgical services (largely salaries), which are top-heavy in our present organization. A study of the totals shows that, if these estimates are approximately correct, it will be possible to meet the enlarged budget without drawing any larger subsidy from the medical school than has been necessary during the past few years.

Respectfully submitted,

A. V. Scott
L. M. Han
P. B. Price

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Analysis of Hospital Budgets

	Column A Budgets of Last 4 Years				Column B Unit Costs					Column C Estimated Budget
	1929-30	1930-31	1931-32	1932-33	1929-30	1930-31	1931-32	1932-33		
Hospital bed capacity	104	109	109	109					155	40% above 1932-33
Average census	85	88	91	94	(per occupied bed)				132	85% bed occupancy
Income	\$21,283	32,365	36,818	37,806	\$250	367	405	400	\$52,800	at \$400 per bed
Patients' fees	7,446	4,947	3,013	1,350					1,351	same as 1932-33
Donations	250	385	1,471	1,426					2,000	40% increase
Nurses' tuition	137	1,151	1,186	87					500	
Miscellaneous	34,715	38,885	29,377	31,988					32,570	needed to balance the budget
Expenditures										
Administration	2,900	2,964	1,900	2,238	34	34	21	23	2,904	at \$22 per bed
Purchase	1,638	688	817	526	19	8	9	5	640	at \$5 per bed
Repairs	2,837	3,306	2,814	2,898	33	39	30	31	3,300	at \$25 per bed
Profess. service	27,172	21,671	23,432	20,697	320	246	258	219	24,000	average of last 3 years + \$2,000
Housekeeping	2,336	3,636	4,978	4,115	28	41	55	43	5,544	at \$43 per bed
Laundry	2,300	2,951	3,095	2,947	27	34	34	31	4,092	at \$51 per bed
H.L.W.	5,206	6,210	6,770	5,520	60	70	75	58	7,656	at \$58 per bed
Nursing care	8,593	11,827	16,429	15,780	101	134	180	167	22,044	at \$167 per bed
Training school	2,264	1,284	607	900	27	15	8	10	1,320	at \$10 per bed
Medical Records	-	-	1,329	1,289	-	-	14	13	1,716	at \$13 per bed
Evangelism	2,887	3,005	2,900	2,519	34	34	32	27	3,564	at \$27 per bed
Dietary	11,567	17,472	17,221	17,307	136	214	190	183	24,156	at \$183 per bed
X-ray	1,700	3,140	4,361	2,718	25	35	48	29	3,960	at \$30 per bed
Laboratories	266	1,905	2,558	2,323	4	22	29	24	3,168	at \$24 per bed
Massage	566	480	834	1,079	7	6	9	12	1,584	at \$12 per bed
Pharmacy	10,106	17,303	23,891	20,570	119	203	263	218	28,776	at \$218 per bed
Anesthesia	240	297	99	117	3	2	1	1	132	at \$1 per bed
O.P.D.					(per 1000 patients)					
No. of patients	46,486	60,779	70,527	76,972	\$540	521	662	582	115,000	50% increase above 1933
Income	\$25,093	31,660	46,725	44,851	115	150	200	171	\$69,000	at \$600 per 1000p
Expenditures	5,323	9,095	14,155	13,213					19,665	at \$171 per 1000p
Growth										
Patients - hosp.	100%	104%	107%	111%						
- OPD	100%	131%	151%	165%						
Budget	\$88,927	100,299	114,435	104,297					\$158,221	
	(100%)	(114%)	(128%)	(117%)						

HOSPITAL
 Bed Capacity
 Average census
 Income
 Patients' fees
 Donations
 Nurses' tuition
 Miscellaneous
 Subsidy

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REPORT TO HOSPITAL BUILDING COMMITTEE

December 14, 1933

*Sent w/
Rev. Davis
letter 1/14/34*

LAND:

The old plans of the Hospital site, according to my measurements, are in error both in size and the angle. There is 23 feet less in clear distance from the front to the back where the O.P.D. is planned and somewhat less space due to the less than 90 degree angle at the streets. A steel tape measurement was made of the inside or outside, a master diagonal, and data on the angles taken. A proper engineer's survey is essential to the further study of the plan so that there may be no error in the size and so that all grades may be known to lay out sewage, drainage, and to know whether or not a gravity return of condensed steam to boiler is possible. The sketches sent with this report are based upon my measurements.

HOSPITAL LOCATION:

By vote of the Building Committee the hospital is to be located 20'0" back from the south road. The lot size does not allow verandas on the east and west ends of the hospital plans. Leaving off the verandas the clearances are less than is desirable at the east and west so a shortening of the whole hospital is recommended. This question is one for the future. One fears road widening and also a building development on the graveyard site.

O.P.D. LOCATION:

With the new plot plan the O.P.D. location was studied. A service roadway 8'0" wide is laid out along the back line. With almost minimum clearances between the O.P.D. and the hospital a position was chosen. If street widening is done there will still be left some distance between the O.P.D. and the widened street.

O.P.D. FORM

Half a dozen plan schemes were worked upon to see which one most nearly satisfied these factors: sunlight, cold wind, cool breezes, through ventilation, simplicity of plan, good light, separation, circulation or patient or staff travel, supervision etc.

O.P.D. ZONING

Especial care was taken to divide off mutually antagonistic services so as to give each a certain self-contained location and isolation. Women's and children's services are easy of access to the patients. Services used by the O.P.D. and the hospital are placed between so that either side may use these without intermingling.

O.P.D. SIZE:

The limitations of the lot assigned very closely govern the floor area. The gross floor area including the covered passage to the hospital is 6304 sq. ft. A tightness of plan is therefore required but withal, in my experience, a thoroughly workable space is had.

0165

O.P.D. FUTURE EXPANSION

We show a future wing to the west which requires the buying of the land. This seems to be the ideal method of expansion. Other methods are (1) to condemn hospital space for use by the O.P.D. by placing such services as the X-ray, therapy, dental etc. within the hospital building; (2) add a third story and there house certain services which would not be handicapped by an extra flight of stairs.

ELASTICITY OF O.P.D. PLAN:

A width of building was chosen for elasticity, easy construction and positive ventilation. The floors can be spanned without the usual inside walls or columns. Reinforced concrete tee beams are in mind. Aside from fixed partitions around stairs and toilets the entire space may be considered as open loft for division by hollow brick or sound proof partitions, high or low. A possible subdivision of space has been shown, which in general follows the requirements as given me by Dr. Price. The men's toilet is omitted. This may be placed on the second floor where E.N.T. waiting space is marked and the waiting space be in the hall. There is no particular interference here because of through traffic. The reduced space called for much study to bring the plan to its present state. Further study would show improvements.

COST:

The floor area including the connecting covered passage is 6,304 sq. feet. The cubic contents is 189,120 cubic feet at .35 cents per cubic foot or \$66,200.00.

RELEASE OF HOSPITAL SPACE:

There was so much interdependence between the Hospital and the O.P.D. that we have shown a division of hospital space, work that may not have been called for but was done because in my mind the hospital planner must ever have his eye fixed upon the income and that sets up an urgent need for every square foot doing its part to advance income. The spaces are planned for the transition period.

In general, the pediatrics section is brought down from the 4th floor, also women medical, the entrance to the hospital is in the corner, handy to waiting and the business department, the staff given a locker room so as to reduce the department coat rooms, and the admission department placed within the hospital. As much screening as possible is arranged to reduce the nuisance of stair travel.

In the second floor a greater number of patients is secured by rearrangement of corridors. A standard depth of semi-private room is used, and on the other side a 10'0" width remains for a private or semi-private room.

RECEIVED
MAY 11 1933
ARCHITECTURAL
DEPARTMENT

Respectfully submitted
Roy L. Creighton, Archt.
Technical Advisor.

O.P.D. FUTURE EXPANSION

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COST:

The floor area including the connecting corridors passage is 8,304 sq. feet. The cubic contents is 189,150 cubic feet at .38 cents per cubic foot or \$86,200.00.

RELEASE OF HOSPITAL SPACE:

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Respectfully submitted

Roy L. Creighton, Archt.
Technical Advisor.

RECEIVED
UNIVERSITY
MAR 20 1934
JOINT OFFICE

SHANTUNG
COPY

February 2, 1934

*Sandwich
Rev. Davies
letter 1/24/34*

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

Dear Mr. Davies,

After the Board of Director's meeting last June I acceded to Dr. King Chu's request to withdraw my resignation from the position of Medical Director of the University Hospital and resume the responsibilities of the office until my furlough. This decision was made with the hope that administrative work in the Hospital would assume a different aspect because of the actions of the Board of Directors during its meetings.

Now that the time for leaving China on furlough is approaching I wish to place before you my resignation from my position on the Medical Faculty and the position of Medical Director of the Hospital. This intention of mine, in your knowledge, is not a hasty decision and is due to several reasons among which the following stand in the foreground:-

(1) It is no longer necessary for me to act as head of the Division of Dermatology and Syphilology because there is a competent Chinese physician, Dr. C. C. Yew, to be given this responsibility. In fact, he has been assuming the full work of head of the Division since his return from Vienna last year. In view of the often stated convictions of both administrators and faculties of the University that competent Chinese should be placed in responsible positions when such persons are found, I believe we now have an opportunity of proving our sincerity with the clinical staff of the Medical School.

(2) For several years I have been out of sympathy with the administrative control in both the Medical School and Hospital. Further, the Medical Faculty does not desire to cooperate in the type of administrative policies outlined by either the Board of Directors of the University or the rules and regulations as set forth in the articles of registration of the University to which I am responsible as an administrator.

These are two of many situations which make it impossible for me to return to Cheeloo University in the near future. I have spent many happy years in Cheeloo and it is not without much regret that I have made this decision. I shall always have a great interest in the ideals which Cheeloo fosters and wish her every success.

Yours sincerely,

(Signed) L. F. Heimbürger

MAR 2 1934

JOINT OFFICE

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COPY

Handwritten notes:
Lester
Lester
Lester

February 2, 1934

Rev. L. J. Davies,
Associate President
Cheefoo University,
Taiwan.

Dear Mr. Davies,

After the Board of Directors' meeting last June I acceded to Dr. King Chu's request to withdraw my resignation from the position of Medical Director of the University Hospital and resume the responsibilities of the office until my furlough. This decision was made with the hope that administrative work in the Hospital would assume a different aspect because of the actions of the Board of Directors during its meetings.

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These are two of many situations which make it impossible for me to return to Cheefoo University in the near future. I have spent many happy years in Cheefoo and it is not without much regret that I have made this decision. I shall always have a keen interest in the ideals which Cheefoo fosters and wish her every success.

Yours sincerely,

(Signed) L. F. Heimburger

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UNIVERSITIES

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SHANTUNG

March 6, 1934

Rev. L. J. Davies
Chee-lee University
Tsinan, Shantung, China

Regular mail

My dear Mr. Davies:

We have just mailed you one copy of the minutes of the meeting of the North American Section held on February 28th. The regular supply of these minutes for distribution on the field will go forward by the next China mail. This letter will comment on matters which seem to require special attention.

The Revision of By-Laws. A substantial part of the time of the meeting was devoted to a thorough restudy of the By-Laws of the Board of Governors. The Section had before it both the actions of the Administrative Council on November 18th, 1933, and also Dr. Weir's letter to Dr. Armstrong dated January 24th, 1934.

The most important problem confronting us was that of the relationship of the School of Theology and of the other departments of the University to the Board of Governors. It seemed to the Section that the best way to define this relationship was to consider that the term "Shantung Christian University" the corporate name under which the University has been chartered, is a distinct entity made up of both the registered portion of the institution "Chee-lee University", and also the unregistered Theological division "Chee-lee School of Theology." This distinction had already been suggested by our legal advisers who drew up the proposed sub-lease from the Board of Governors to the Chee-lee Board of Directors.

If this distinction is recognized and clearly understood, I believe it will solve many of the difficulties we have encountered in attempting to revise our By-Laws, and to formulate new methods of procedure. Some of the other Western governing Boards of our China Colleges are already responsible for two institutions which are fairly distinct on the field. For example, our Board of Trustees of the University of Nanking is responsible both for the University of Nanking and for Ginling College.

Article I of the By-Laws has been rewritten to make this distinction clear. You will find that throughout the By-Laws changes in terminology have been made in accordance with the definitions given in this first Article.

As you compare the other changes approved by the Section with those suggested on the field, you will find that for the most part we have agreed with your proposals. About the only place where the Section could not agree with the amendment proposed by the field was in Article VII, Section 1,

0170

defining the Christian character of the staff of the Institution. Some members of the Section would have been quite willing to accept the more general statement suggested by the field, but it was agreed that at the present time it would be very unwise to modify our By-Laws in a way that would be interpreted in many quarters as being a retreat from our emphasis on the Christian character of the staff of the Institution.

At one other point the Section felt that, while they were quite willing to approve the amendment suggested by the field in order to meet the present requirements of the Chinese Ministry of Education, they felt that it was desirable that the Governors and the Directors should have a clear understanding between themselves as to each other's responsibility. This was in Article VI, Section 4 (a) the functions of the Board of Directors of Chealoo University. In paragraph (4) with this Section is the definition of the financial responsibility of the Directors. The Section agreed to the deletion of the following sentence from the By-Laws as they have here-to-fore stood, "Funds shall be expended for obligations incurred only within the Annual Budget sanctioned by the Governors or with their special authorization." The desire was expressed, however, that the Directors indicate their acceptance of the following principle of procedure which, while not incorporated in the By-Laws, should be clearly recognised:-

"The Directors shall not incur obligations on Account of the Governors without the Governors' specific authorization."

Will you please ask the Directors to indicate whether they are in agreement with this policy, so we may have their position on record?

I presume that at its next meeting the British Section will consider the revisions approved by the North American Section at this time. If the British Section accepts these amendments, the revised By-Laws thereupon become effective. If any further amendments are proposed by the British Section they should either be considered by the North American Section at some future meeting or can be disposed of at the Annual Meeting of the Governors in June.

Sub-lease to Board of Directors. The proposed sub-lease is attached to the minutes. It will have to be approved either by the British Section or by the full Board of Governors. Even then we will not be able to complete the actual execution of the lease because the field has not supplied us with the information we need. We must have either a map of the full campus showing the exact boundaries of the property covered by the lease to the Board of Directors or else a schedule showing just what property is included. As a matter of fact, we should have the detailed schedule of property included in the lease for our records here and in London, though for the purpose of the lease itself the map will probably be sufficient. We have already written the field (particularly on May 1, 1933, October 25, 1933, November 6, 1933, November 18, 1933) asking for this information, so we hope the necessary material will be reaching us within a short time. Until this material does arrive there is nothing further we can do about the matter. I believe that the completion of the lease from the Presbyterian Board to Shantung Christian University is also being held up by the lack of this information.

Action by the Rockefeller Foundation. The Section gave very serious study to the whole problem of the financial support of the University which has

3/6/34

been brought into the foreground by the action of the Rockefeller Foundation on December 13th, 1933. This is one of the most urgent problems now confronting us. Little more can be added to the material that appears in the minutes themselves. We will be writing you from time to time to keep you informed of progress, and to ask for advice and assistance from the field.

In this connection attention should be called to Section MAS-373 by which the Section formally withdraws the approval previously given to going forward with the construction of the new hospital. We have kept the field informed of these financial problems created by the Rockefeller Foundation action but have pointed out informally the disastrous effect that this withdrawal of support will have. Since the latest action of the Section authorized the field to go forward with the construction of the hospital only to the extent that resources for its operation and maintenance are available, we presume that a formal withdrawal of authorization to go forward with hospital construction is probably not necessary. But MAS-373 was taken to remove any possible doubt in the matter.

The formal notice of the Annual Meeting in June will be sent out by Dr. Weir. We hope, however, that the field is already giving serious study to the possibility of having representatives present at that meeting, and is preparing whatever material you wish to have considered by the Governors at that time.

Travel of Staff Members on Furlough. Action MAS-376 makes an interesting suggestion. We know that the field has already sought in a number of individual cases to carry out the suggestion contained in this minute. We hope, however, that the University will try to make it a more definite policy to have the Western members of staff from each side of the Atlantic visit the constituency on the other side either coming on furlough or returning to the field. In view of the serious economic problems confronting all of our Mission Boards we may have to postpone the realization of this ideal for the present, but it should not be lost sight of.

Very cordially yours,

B. A. Garside

BAG:MP

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SHANTUNG

INDEXED

March 10, 1934

ack 4/25/34

It is very important that we should be able to say on the field what the field has to say on the correct one we are brought sharply up against two opposing realities: in the first place the brightest hope we have ever had for a substantial support for a rural program at Chefoo is now probably would have been our only hope. In the second place it may now be quite impossible to keep this assistance of rural leadership to Chefoo within the correlated program for Christian higher education in China. For several years there has been growing conviction in many quarters that very few people at Chefoo are genuinely interested in the development of such a program, and that the assistance in the Colleges of Arts and Sciences has been in the direct line of continuing along the old conventional lines. A group of people loyal to the ideals of rural leadership has managed to keep the task has grown increasingly difficult. The Council meeting in January that the statement of the rural program at Chefoo be "laid down" as to avoid the statement of the situation, has already caused an unfavorable reaction here.

Since the return from China of Dr. Gunn of the Rockefeller Foundation we have all been very much interested in finding what portions of the work of our Christian colleges most favorably impressed him. Of course his views and recommendations must for the present be kept quite confidential, until he has made his report to the Rockefeller Foundation and action has been taken thereon. There is, however, one impression he brought back from the field which he has mentioned quite frankly in a number of conferences, and which I feel is so important that I should pass it along to you at once, with the understanding of course that you will use great discretion revealing the sources of the information. The fact is simply this: - Dr. Gunn who is deeply interested in the whole program of service to the rural areas of China, and who is emphasizing the development of this service in practically all of his recommendations to the Foundation, left China with the impression that Chefoo has practically no interest in developing any rural program, has no definite plans for any significant service in that field, and is attempting to develop its work along entirely different lines. I understand that Chefoo made no definite request to him for any support of a comprehensive program of rural work, but made instead requests for appropriations which would merely bolster up certain departments more or less conventional courses in Arts and Sciences, together with the proposal of development of a College of Engineering, (presumably related to the North China Rural Industrial Institute).

The distressing result has been that Chefoo seems to have been given no place whatever in a very excellent program of support for rural work in China which the Doctor has worked out. It would be difficult to over-estimate the seriousness of this situation. We have all been hoping most earnestly that Dr. Gunn would become interested in the urgent need of development of rural service in China, and that he would find that Chefoo is the one place above all others where this program should be centered. Yet we discover that while he has returned with even greater interest and enthusiasm for this rural program than we dared hope, he has made all his plans with practically no reference to Chefoo. This appears to be due not so much to any ignorance of the situation at Chefoo - for he seems to be clearly informed as to everything going on there - but simply to the fact that nobody has tried to win him over to this support of such a program here.

Copy to Mr. H. H. ...
Mr. H. H. ...

0173

It is very important that we learn as quickly as we can what the field has to say on the matter. If the impression we have gained is correct one we are brought sharply up against two stern realities:- In the first place the brightest hope we have ever had for a substantial support for a rural program at Cheeloo is now lost, and adequate support that would very probably would have been ours will go elsewhere. In the second place it may now be quite impossible to keep this assignment of rural leadership to Cheeloo within the Correlated Program for Christian higher education in China. For several years there has been a growing conviction in many quarters that very few people at Cheeloo are genuinely interested in the development of such a program, and that the dominant influence in the Colleges of Arts and Sciences has been in the direction of continuing along the old conventional lines. A dwindling group of supporters loyal to the ideals of making Cheeloo an outstanding center for training of rural leadership has managed to keep this within the program, but the task has grown increasingly difficult. The insistence of our Cheeloo representatives at the Council meeting in Shanghai in January that the statement of the rural program at Cheeloo be "toned down" so as to avoid offending some of our constituency, has already caused an unfavorable reaction here.

Nowhere in North America have I been able to find any interest whatever in continuing colleges of Arts and Sciences at Cheeloo along the conventional lines. I sincerely believe it would be quite impossible for us to get any substantial amount of support in the future for work along those lines, either from mission boards or from Foundations or individual donors. The tendency in the West would be rather that of redirecting support to the strengthening of the colleges of Medicine and Theology, together with the maintenance of the pre-medical and pre-theological training. This would mean the complete elimination of colleges of Arts and Sciences, or at least their reduction to junior college level on some basis of cooperation with some such center of rural training as might be built up at Nanking. Of course if support for conventional colleges of Arts and Sciences at Cheeloo could be found in China that would be another matter. North America has no right to dictate the nature and scope of all Christian higher education in China, but we cannot deny our contributors here the right to designate their gifts to the types of work which they think will be of the greatest value.

I am writing this letter entirely unofficially, for as yet none of this information that I am now passing on to you confidentially come in any formal way to the attention of our North American Section. I can, however, say quite definitely that many, and probably all, of the individual members of the Section hold the views I have just expressed.

I have written quite frankly because I am very anxious indeed to get the views of the field, and to learn what the situation is there. A reply will not have time to reach New York before the next meeting of our North American Section at the end of April, but it is quite likely that these matters will have to be talked out fully and frankly at the annual meeting at Oxford on June 28th.

With warm regards, I am

Very cordially yours,

B. A. Caside

BAG/OP
Copy to Dr. H.H.Weir
Dr. A. L. Carson

0174

SHANTUNG

Over

Shantung Christian University

INDEXED

March 19, 1934

Rev. L. J. Davies
Cheelee University
Tsinan, Shantung, China

My dear Mr. Davies:

Let me acknowledge receipt of your letter of February 24th addressed jointly to Dr. Weis and myself. We have also received the thirty copies of the Minutes of the Administrative Council held on February 8th, and of the Budget for 1934-35. The other three documents referred to in your letter have not yet arrived.

During the coming weeks we will give careful attention to the 1934-35 budget estimates, and will have them acted on by the next meeting of the North American Section, which will take place the last week in April. If the British Section is able to take action by that same time it will probably not be necessary to delay final decision on the budget until the annual meeting in Oxford, on June 28th. Of course the field will need word as to the Governors appropriation at as early a date as possible.

As yet I have not attempted to give any detailed study to the budget estimates. I know, however, that the financial prospects for the coming year are very depressing indeed.

New Hospital Building. We have noted with some concern that the field has been hoping to go forward with the construction of the Out-patient Department and the West Wing of the new hospital in spite of serious changes in the financial outlook for medical work at Cheelee produced by the recent action of the Rockefeller Foundation. It was the strong conviction of the North American Section at the meeting held on February 28th, that the field should not proceed with any of the new hospital building operation until the financial outlook for medical work at Cheelee is very much clarified. We sent you a supply of these minutes, together with a covering letter, during the first week in March, so this material will soon be reaching you. Since, however, you state that unless you have some word from New York before the end of March you will proceed to let contracts for this new construction work, we have today sent you a cablegram reading as follows:

"REFERRING TO YOUR LETTER OF FEBRUARY 24, 1934,
WOULD SAY DO NOT PROCEED FURTHER WITH HOSPITAL.
AWAIT LETTER SENT YOU ON THE SIXTH, NORTH AMERICAN
SECTION, SHANTUNG GOVERNORS."

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Rev. L. J. Davies

- 2 -

March 19, 1934

I would suggest that the field prepare and send to us in time for consideration at the Annual meeting in Oxford, on June 28th, a carefully worked out statement as to the views and recommendations of the field with regard to the construction of the new hospital.

A letter just received from Dr. Shields indicates that he may possibly be coming home during the next few months and that he may even be able to attend the annual meeting in England. I am writing him today urging him to be in Oxford on June 28th, if that is at all possible.

We will take up the other matters dealt with in your letter and in the Minutes of the Administrative Council at the next meeting of the North American Section.

Very cordially yours,

B. A. Casside

BAG:HV

CC to Dr. Hugh H. Weir

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SHANTUNG

山東濟南私立齊魯大學

CHEELOO UNIVERSITY

TSINAN, CHINA

校長辦公室
OFFICE OF THE PRESIDENT

27th March, 1934

ack 5/9/34

INDEXED

電報掛號(齊魯)
CABLE ADDRESS: CHEELOO

Mr. B. A. Garside,
Associated Boards,
150, Fifth Avenue,
New York.

Dear Mr. Garside,

This will serve to acknowledge the receipt of your note of February 15th 1934 with which you enclosed a copy of a letter received by you dated February 7th from Dr. George T. Scott representing the Board of Foreign Missions of the Presbyterian Church in U.S.A. We note that the Presbyterian Board is reducing its quota by two members, leaving a total of thirteen and that these 13 are to be allocated to the Schools of Arts, Science and Medicine. I would call attention to the fact that the action of the Board in regard to the women members of the quota differs slightly from the action taken April 16th 1928 and communicated in a letter dated April 17th 1928, in which the condition in regard to the women members of the quota reads: "at least four members of this quota shall be women in medical or pre-medical work". The statement in this action just sent us reads: "at least four of this quota to be women in medical work". It would seem desirable to me that the action of April 16th 1928 should stand.

The statement in the third paragraph of Dr. Scott's letter which refers to the cooperation of the Presbyterian Board in the School of Theology excites some surprise, but I think it not worth while to take the matter up at the present time.

Your note of February 15th referring to application by Miss Frances E. Little for a position in our University has come, and as this is apparently a direct application for work in this institution I think it desirable to say that we regret to have to inform Miss Little that there is no opening at present for such work as she would like to do.

Sincerely yours,

L. J. Daires

LJD/GMH

0177

山東省立南開大學
CHEEBOO UNIVERSITY
TSENHAI CHINA

山東省立南開大學
CHEEBOO UNIVERSITY

CHINESE UNIVERSITY

ORDER OF THE PRESIDENT

Dear Mr. ...

...

This is to certify that ...

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山東濟南私立齊魯大學
CHEELOO UNIVERSITY
TSINAN, CHINA

Rural Programme

校長辦公室
OFFICE OF THE PRESIDENT

SHANTUNG 1934

電報掛號(齊魯)
CABLE ADDRESS: CHEELOO

Arch 5/5/34

Mr. B. A. Garside,
Associated Boards,
150, Fifth Avenue,
New York.

INDEXED

Dear Mr. Garside,

As there seems to be a considerable degree of misunderstanding regarding the attitude of the University people toward the Cheeloo Rural Programme and perhaps an idea that nothing serious is being attempted or done along the lines called for by this programme, we have made four graphs which are intended to show the development which has already taken place, so far as this can be done in this fashion. I am sending you 50 copies of each of these graphs for such distribution as you think will be serviceable. They are also to be sent out with the March Monthly Bulletin which is being made a special Rural Programme number. I think that these charts are sufficiently clear to be self-explanatory but in the Bulletin there will be a statement giving in some detail the meaning of each one.

It is not to be assumed that in issuing these graphs or making the statements which appear in the Monthly Bulletin we suppose that we have completed the work of the introduction of a complete ruralised programme. As a matter of fact we have just made a beginning, but the beginning has been made and back of this beginning there lies a definite purpose in our minds. In this connection it is hoped that all those who are definitely interested in seeing this programme carried forward will recollect and keep it in their minds that the too abrupt presentation of this programme four years ago is generally acknowledged to have been one of the major occasions leading to the student rebellion which with other difficulties at that time nearly wrecked the institution. I am sure that I am not putting this in too strong a manner. I had thought to get by the introductory stage of this work without calling definite attention to the fact which I have just stated but I have concluded, in the light of a letter received from you some time ago in which you quote two gentlemen who had visited Cheeloo perhaps three years ago, and who had formed very definite opinions on these matters, that this fact must be brought out into the open. While you did not mention their names I imagine that I know who they are. Without wishing to be facetious in a matter which is of really great importance, I recall

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山東省立濟南師範大學
SHEEHO UNIVERSITY
TSINAN, CHINA

山東省立濟南師範大學
SHEEHO UNIVERSITY

山東省立濟南師範大學
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SHEEHO UNIVERSITY

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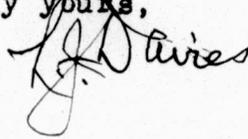
- 2 -

MAR 31 1934
Mr. Garside

in this connection remarks made by somebody about the famous Kaiserling who has written so many books about many things, the substance of the observation being that he secured a great deal of information by lecturing to us. When these gentlemen were here in Cheeloo we were basily engaged in trying to salvage the institution and were in no condition to lay down for their consideration a finished programme of rural development.

The negotiations with Mr. Dean are still going on. It is likely that within a few days Dean T. I. Linn will make a trip to Peking when he will see the Chinese associated of Mr. Dean. They are the people who are holding up the plan for the removal of this work in local industries to Tsinan, and I trust that Mr. Linn will be able to clear their difficulties. There is also under discussion at present the proposal that the North China Rural Service Union establish its literature department here at Cheeloo instead of at Paotingfu as hitherto planned. The meeting of the committee of this Union is to be held next week and we are hoping that their decision will be favourable to Cheeloo.

Sincerely yours,



LJD/GMH

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MAR 21
Mr. Garbide

In this connection remarks made by somebody about the famous
Kaiserling who has written so many books about many things,
the substance of the observation being that he secured a great
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securities planned. The meeting of the committee of
Union is to be held next week and will probably result in
decision will be favourable to Chefoo.

Yours truly,
[Signature]

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SHANTUNG

INDEXED

April 9, 1934

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

My dear Mr. Davies:

We enclose herewith a copy of the minutes of the brief meeting of our Executive Committee held on March 30th. You will note that the one item with which we dealt was the question of the Rural Program at Cheeloo.

When Dr. Gunn returned from China we found that while he was very favorably impressed with the possibilities of developing a strong rural program at Yenching, he was not at all optimistic about doing anything constructive or significant at Cheeloo. The Yenching Trustees in considering the request from the field authorities for endorsement of their request to the Rockefeller Foundation, asked both the Associated Boards and the Cheeloo Governors to consider the matter in its relation to the Correlated Program and to the Rural Program assigned to Cheeloo before the Yenching Trustees took action either in endorsing or in disapproving the request of the field.

Our Cheeloo Executive Committee contented itself with re-affirming the importance of the Rural Program at Cheeloo without taking any stand either for or against the proposed development at Yenching. The Special Committee of the Associated Boards which dealt with the matter agreed to this proposed development at Yenching with the understanding that it would be primarily a ruralizing of the emphasis of the work already being carried on in the College of Public Affairs rather than the development of a new branch of work. This Committee also reaffirmed the importance of the Rural Program assigned to Cheeloo.

At this meeting of the Committee Dr. Scott presented a sheaf of correspondence with your office and also with Mr. Sam Dean. We are sorry that the prospect of Mr. Dean's coming to Tsinan is not very bright at present. I do feel, however, that while Mr. Dean's presence on the Cheeloo campus would be very helpful ^{yet} after all, the development of this field of rural industry and rural engineering is only incidental to the more important task which Cheeloo ought to be performing.

Very cordially yours,

B. A. Carvide

BAG:MP

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SHANTUNG

山東濟南私立齊魯大學

CHEELOO UNIVERSITY

TSINAN, CHINA

校長辦公室
OFFICE OF THE PRESIDENT

25th April, 1934

電報掛號(齊魯)
CABLE ADDRESS: CHEELOO

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

INDEXED

Ack July - 1934

Dear Mr. Garside,

It is with real regret that I tell you that the material regarding the property of the University outside the suburb wall is not yet ready to be sent to you and to London. It is probably not worth while to try to explain in detail why this matter is taking so long. In general I may say that we are making a list of the property which I think is quite thorough and financial items on this list have to be dug out of old books, as no property list or property ledger, so far as I am aware, has ever been kept by those who have preceded us. The last matter which is still further delaying us is the question of the map. Last fall a map was prepared from memory by the gentleman who assisted Mr. Whitewright in the purchase of the land outside the suburb wall. When we compared his memory map with the deeds it was found that it was quite useless, and so we are now constructing another map, which is being worked out from the deeds. Fortunately we have on the place an elderly assistant who was here during the time of the purchase of these hundred or more plots of land, and whose memory of where the old roads were seems to be excellent. The description of the boundary of the land as recorded in the deeds is often indicated by a phrase "to the middle of the road". This work can only be done slowly and this last task of constructing a map out of the deeds is taking a good deal of time. Fortunately we have a young man in the office who is really skilful at work of this kind and sooner or later we anticipate having this matter of the property clearly worked out.

Your letter of March 10th referring to statements made to you by Mr. Selskar M. Gunn regarding his opinion of Cheeloo's attitude in the matter of a rural programme has caused a very high degree of surprise. We cannot but accept your statement regarding what Mr. Gunn has said to you. The remark which was made to me by Dean T. I. Linn, who, as you know, is concurrently acting-president, when he had read your letter, was: "If Mr. Gunn has been saying things like this in New York he is double-faced."

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Mr. Gunn, after a general tour of Colleges and Universities in Central and Northern China, came from Peking, where he had received, as he said, from Yen-ching a programme for projected rural work calling for a good many tens of thousands of dollars U.S. currency a year. My recollection is that the first draft called for \$80,000 a year and that when he told the Yen-ching people that he could not consider any such request it was reduced to something like \$50,000. He told us that such a request was quite absurd. He spoke rather freely and strongly and he gave us to understand that modest requests based on lines of work which we were already doing might be considered. We presented certain requests which we considered to be of this type. We understood that these requests which we ourselves regarded as modest had his general approval. If your understanding of his remarks about us is correct, as indicated in your statement that "Cheeloo made no request to him for any support of a comprehensive program of rural work, but made instead requests for appropriations which would merely bolster up certain departments more or less conventional courses in Arts and Science," I am afraid that we are too simple-minded to do business with him. In other words, when a man makes fun of people who lay out a "comprehensive" programme and tells us that he will consider small and simple requests based on what we are already doing, we feel that such a report as you send us of what he has said in New York leaves a great deal to be desired.

In a recent conversation with a gentleman well-known to you who is probably as well informed as any person in China regarding the educational work of the missions, reference was made to the small gifts which Mr. Gunn is making to Christian institutions at the present time. This gentleman said that it seemed probable to him that Mr. Gunn was "building up an alibi". The meaning of this was that neither Mr. Gunn nor the Rockefeller Foundation was really interested in helping in the development of education under church auspices, but that he expected to carry forward any programme which he developed through government institutions. Nevertheless he did not wish to have it seem that he was in opposition or wholly indifferent to the work of the missions. These are not my sentiments, although when these statements were made it seemed to me quite likely that this judgment was correct. I may say that in addition to his very wide knowledge of missionary educational work the person speaking has also been in quite close touch with Mr. Gunn. We are told that Mr. Gunn's personal background is one which would not lead to interest in the work of Protestant missions. We understand that he is of Irish extraction, that he was born in a Roman Catholic family, that his early education

APR 25 1934

Mr. Garside

looked toward his entering the priesthood - I think I have been told in the Society of Jesus - that at a comparatively early period he threw this all over, that he is a man probably without distinctly religious life. These are some of the things which are said about him here in China. I have no means of knowing personally whether they are true or not. He certainly has no hesitation in saying, as he has done in my hearing more than once, that he is not seriously interested in the development of missionary enterprises.

The essential point to all this is that after listening to Mr. Gunn's remarks about the people who had attempted to give him what might be called a comprehensive plan involving the expenditure of large sums of money, and being advised by him that modest requests from us might find a hearing, we followed, as we believe, his advice and we are rather surprised that you received from him the impressions which are recorded in your letter of March 10th.

On the other side of the picture I think I ought to tell you that it is due in part to Mr. Gunn's recommendations or efforts that Cheeloo has been included in a proposed reconstruction of the North China Industrial Service Union. This is an enterprise in which Mr. J. B. Tayler has been and is very much interested. Mr. Tayler is my authority for the statement that Mr. Gunn, contemplating doing something to forward the work of this Industrial Service Union, expressed the thought that the Union should be reorganised and find its basis in the three Universities - Yenching, Nankai and Cheeloo. There were those in Yenching who, following a long series of efforts in opposition to the development of Cheeloo, wished to have this Industrial Union find its future basis in Yenching and Nankai alone. Both Mr. Tayler and Mr. Gunn were of the opinion that Cheeloo should be included. Mr. Tayler was in England and it was proposed that he should be called back and word was sent to him asking him to return for work in connection with the projected development of Rural Industries. He cabled that he would return in connection with such a project if Cheeloo were included in the new combination. When Mr. Gunn reached Peking he was told that a telegram had been received from Mr. Tayler saying that he would return, but the condition attached to his agreement to return was not mentioned. It was only when he reached Nankai, which, as you are aware, is not a missionary institution, that Mr. Gunn was told by one of the Chinese connected with Nankai who is greatly interested in this Rural Industrial development project, that the inclusion of Cheeloo in the re-organisation scheme had been a condition of Mr. Tayler's

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Mr. Garside

return. Mr. Gunn was quite outspoken in his condemnation of what he regarded as a procedure lacking in honesty - the word "honesty" being his. As I understand the matter the fundamental reason for his position regarding the inclusion of Cheeloo in any such scheme as is proposed is based on the fact that Cheeloo has a body of students coming from homes in which economic conditions exist which make it seem reasonable to expect that Cheeloo students can be trained and led to give themselves to work in the rural districts. The students at Nankai and Yenching come from homes of a higher economic status and it is commonly regarded as vain to expect them to go into really rural work.

I shall be writing you again before long regarding our view of the state of the Rural Programme of Cheeloo and will only say here that we are definitely committed to the development of a rural programme and that in our opinion we are making definite and substantial progress towards its accomplishment.

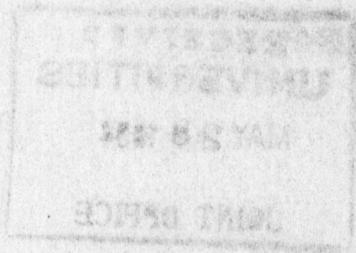
Sincerely yours,

J. V. Daires

LJD/GMH

P.S. In reading the above and considering the phrase quoted from your letter conveying the idea that our requests were merely to bolster up certain departments I feel that I ought to say clearly that such a statement is not in accord with the facts, whether as regards our purpose in making the requests or the result we would hope to secure if the money asked were granted.

J. V.



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APR 23 1934

Mr. Garalde

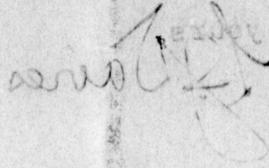
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return. Mr. Gunn was quite outspoken in his condemnation of the latter as a procedure lacking in honesty - the word "honesty" being his. As I understand the matter the fundamental reason for his position regarding the inclusion of Ghazal in any such scheme as is proposed is based on the fact that Ghazal has a body of students coming from homes in which economic conditions exist which make it seem reasonable to expect that Ghazal students can be trained and led to give themselves to work in the rural districts. The students at Dehra and Yeching come from homes of a higher economic status and it is commonly regarded as vain to expect them to go into really tough work.

I shall be writing you again before long regarding our view of the state of the rural programme of Ghazal and will only say here that we are definitely committed to the development of a rural programme and that in our opinion we are making definite and substantial progress towards its accomplishment.

Sincerely yours



J. H. GUNN

These points from your letter concerning the idea that the requests were merely to raise certain departments I feel that I ought to say clearly that such a statement is not in accord with the facts, whether as regards our purpose in making the requests or the result we would hope to secure if the money asked were granted.

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SHANTUNG

INDEXED

May 5, 1934

Rev. L. J. Davies,
Cheelee University,
Tsinan, China.

My dear Mr. Davies,

We enclose herewith the minutes of the meeting of our North American Section, held on April 26th. Under separate cover we have mailed thirty-five copies to you, and 15 copies to Dr. Stanley, for distribution on the field. This letter will comment on the matters discussed.

Budget, 1934-5. The Section reviewed with great care the budget estimates as submitted by the field, and our own financial outlook for the coming year. Everyone was profoundly regretful that the most the Section has any expectation of receiving is so far below the amount needed. The amounts set forth on page 2 of the minutes represent our best hopes at the present time, and some of these are still subject to correction by the cooperating Mission Boards. I am now checking again with all the Boards the accuracy of the figures we have set down for them, and may have to report some changes. Already we have the following memorandum from the office of Dr. Scott as to the Presbyterian Board's appropriation:-

"The total appropriation of the Presbyterian Board toward the University's current work for its fiscal year 1934-35 is: Yuan \$18,000; U.S. \$1,740.30 (endowment interest). The amount in Yuan is paid on the field to the University Treasurer; the amount in U.S. currency is paid in New York to the Bankers Trust Company. Our Presbyterian Board does not make a grant to the School of Theology budget."

This means that these figures should be altered as I have indicated in pencil, and that any contribution toward the School of Theology budget would have to be appropriated by the general university from its Yuan \$18,000.

We still hope that during the course of the year the amount available from North American sources may be increased either by improvement in the income on our endowment fund or through new income which may be secured by the Associated Boards. The field may rest assured that if anything additional is available, we will pass the news along immediately. But since budgets cannot be built upon such tenuous hopes, we have no alternative save to go forward on the basis of present estimates of what is reasonably assured income. Of course the Annual Meeting at Oxford next month may make further modifications in these figures.

Financial Matters. We have not appended to the minutes the informational statement of the financial situation submitted to the meeting. Indications are, however, that the income we will receive this year will fall just a little short of the amount we have appropriated. We hope the deficit will not be large, and in these days when one confronts staggering deficits on all sides, the financial outlook of the Section for the present year looks comparatively favorable.

Promotional Matters. The Associated Boards is making plans for very active promotional work during the coming year. It will attempt to secure as much as it can under the present discouraging conditions with the primary purpose of providing additional current income to bolster up the finances of those institutions and departments which have a clearly recognized place in our program of Christian higher education in China. Within the list of objectives are included items for the Cheeloo School of Medicine, the hospital, the Rural Program, and strengthening of preparation for teaching within the Colleges of Arts and Science. (It is clearly understood, however, that any support whatever from the Associated Boards for the Colleges of Arts and Science, dependent absolutely upon their going forward wholeheartedly with their rural program that commands respect and support).

We have no assurance whatever that these initial promotional efforts by the Associated Boards will produce enough toward 1934-35 to be of any substantial assistance to our immediate financial problems. At best, the Associated Boards can succeed only to the extent that Cheeloo lends its cooperation through providing promotional personnel, and undertaking its pro rata share of the expense involved. We are hoping very earnestly that Dr. Shields can be with us during the coming year and can take an active part in these promotional plans. I am writing him a separate letter on that subject in this same mail. We will try to keep you informed of developments.

Rural Program. While this topic does not occupy much space in the minutes, a discussion of matters related to the Cheeloo Rural Program consumed the largest portion of the session and aroused the keenest interest as well as some serious questions. I presented to the Section your letter of March 31st, discussing the Rural Program, and Dr. Scott also reported on correspondence he had received from you a little earlier. The supply of the very interesting charts showing the Cheeloo Rural Program did not arrive in time for presentation to the meeting though they have now come in and will be distributed to the Section, and to others who are interested.

Annual Meeting of Governors. Undoubtedly the field will already have sent to Dr. Wier full information with regard to all matters which should come before the Annual Meeting. As yet we do not know how adequate a representation we will have from North America. It is quite unlikely that all those listed in action NAS-385 will be able to attend, and the most we will probably have is not more than three or four who are directly related to the North American Section.

Mr. L. J. Davies

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5/5/84

Minutes of Meeting of the Executive Committee held on March 30th. I have not heretofore sent you a copy of these minutes so I am enclosing one herewith.

Very cordially yours,

B. A. Carside

BAG:MP

Encs

Cc:

Dr. Stanley
Dr. Lair
Dr. Wier

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SHANTUNG

Personal

May 7, 1934

Mr. L. J. Davies
Cheeloo University
Tsinan, Shantung, China

My dear Mr. Davies:

In addition to what I have written in the more formal letter accompanying the minutes of the April 26th meeting of the North American Section, I am venturing to write this more personal note, in which I will try to describe more fully the discussion and attitude of the North American Section with regard to the subject of the Rural Program at Cheeloo. This is written entirely from a personal and unofficial standpoint. While I am trying to reflect as best I can the views of the Section, I am now writing as an individual who is keenly interested in the welfare of Cheeloo and not as the Secretary of the North American Section.

I believe it is quite correct to say that there now exists a profound discouragement within our North American Section as to the prospects of carrying out successfully the proposed Rural Program at Cheeloo. Your recent letters on the subject, and the application made by Dean Linn to Mr. Gunn for support from the Rockefeller Foundation have probably given a little encouragement. But there is still a deep-seated conviction that the Rural Program, particularly insofar as the Colleges of Arts and Science are concerned, is an impossibility because of the present psychological atmosphere, and in some cases the personnel, of these two colleges. This feeling is strengthened by the statements made in the second paragraph of your letter to me under date of March 31st and somewhat similar statements made in your correspondence with Dr. Scott. You write as follows:

"It is hoped that all those who are definitely interested in seeing this program carried forward will recollect and keep it in their minds that the too abrupt presentation of this program four years ago is generally acknowledged to be one of the major occasions leading to the student rebellion which with other difficulties at that time nearly wrecked the institution."

This seems to suggest that there is an impression on the Cheeloo campus that the Rural Program is something that is being forced upon this institution from without, either from Shanghai or from New York and London. If this is the case, or has ever been the case, we may as well abandon the undertaking and avoid wasting any further time or money on an impossible project. As the Board of Governors have conceived of the Rural

5/7/34

Program, it is absolutely nothing more than a continuation and a defining of the task which has continuously been the goal of Cheeloo since it was founded by Dr. Calvin W. Mateer seventy years ago. When I went out to Cheeloo in 1922 I was immediately caught by a strong feeling of enthusiasm for service to the town and country districts where nine-tenths of the people of China lived, and the time we spent at Weihsien was devoted to specific training for serving in just such a program as this. However, during the four years I was at Cheeloo, I sensed the beginning of a strong movement away from this feeling of rural service and in the direction of trying to make Cheeloo over into an entirely un-needed duplicate of some other colleges which are sending students into the already overcrowded field of service in the cities. Obviously this movement went forward so rapidly that when the great rural ideals of Cheeloo were redefined by the Council of Higher Education and were cordially endorsed by the Board of Governors as something that they had always supported, the whole program struck the group at Cheeloo as something new and strange.

There is nothing farther from the wishes of the Board of Governors, or of the Associated Boards, (or, I believe, of the council of Higher Education) than any thought of imposing upon Cheeloo any program that it does not earnestly desire and enthusiastically support. There are far too many urgent needs confronting Christian higher education in China and far too meager resources at best, to make any one of us waste valuable efforts on something that is not wanted and is therefore almost impossible of achievement. In all the efforts that I personally have made on behalf of the Rural Program at Cheeloo since I came to New York, I have sincerely thought that I was trying to carry out the earnest wishes of the field. I am now convinced that I have been mistaken, and that I have been not only working on a quite hopeless task but have even been responsible for the delay of other parts of our program of Christian higher education in China which might have gone forward more rapidly if we had abandoned any thought of the Rural Program at Cheeloo.

I think that in the future it will be the consistent attitude of everyone related to the North American Section of our Cheeloo Governors that if anything further is done with the Rural Program, or if any efforts are made to secure support for it the initiative will have to come from the field rather than from us. It will take more than for the field to accept such a program with some hesitation and some evidences of unwillingness. You will have to work for it with your whole heart and soul, and will probably have to force a somewhat cynical and disillusioned group here to come to your assistance.

I hope that the Committee appointed by action NAS-385 may be able to give the matter careful and impartial study. But even with this Committee, cordial and sympathetic though it is, the field will have to take the initiative in "selling" your program to each of the individual members, and to the group as a whole. I know that some members of the Committee are already inclined to say that the Rural Program as proposed for Cheeloo is not possible of accomplishment, and to recommend that we shift our present and future support to other fields where it will be of greater benefit.

Very cordially yours,

B. A. Caside

BAG:MP

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SHANTUNG

Cheeloo

May 9, 1934

Rev. L. J. Davies
Shantung Christian University
Tsinan, Shantung, China

My dear Mr. Davies:

Let me acknowledge receipt of your letter of March 27th dealing chiefly with the news we sent you on February 15th as to the reductions in the quota of the Presbyterian Board.

We are quoting your comments to Dr. Scott, and are calling attention particularly to the change in wording which would restrict the four women members of the quota to medical work, without including pre-medicine. I am sure that the omission of pre-medicine was an oversight rather than any deliberate change in policy.

I am sure the field realizes that the home boards feel very deeply distressed at the necessity of reducing the support of all their work abroad. We do hope that with improving economic conditions further reductions will be unnecessary and that within a fairly short time it will be possible for the boards to restore some of the support they have now had to withdraw.

Very sincerely yours,

B. A. Carside

BAG:MP

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SHANTUNG

INDEXED

May 11, 1934

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

My dear Mr. Davies:

Once more Cheeloo is in difficulty with the Harvard-Yenching Institute over the delay and incompleteness of our Annual report. On May 8th Dean Chase wrote Mr. Menzies stating that the report of the University for 1932-33 was not accompanied by a financial statement. He goes on to say that no more money will be paid from the Harvard-Yenching Institute to Cheeloo University until the 1932-33 report has been satisfactorily completed, and a report for the year 1933-34 has been received and approved by the Institute Trustees.

While Dean Chase's letter to Mr. Menzies sounds rather severe, I understand from confidential information given me by some individual members of the Board who have been present at the last two meetings of the H-Y-I Trustees that Dean Chase's letter is very mild indeed by comparison with the things that were said about Cheeloo in these meetings.

I am keenly disappointed that after all the very blunt letters we sent to the field last year, there must still have been some carelessness in sending the report with the financial statement which was one of the most essential parts of the material required. I believe that no copy of this report was sent to our office here in New York (although I definitely requested that this be done) and that, therefore, we had no means of checking up on this omission. Certainly the Secretary of the Institute should have taken the trouble to notify the field, or at least to inform our New York office, that this report was incomplete. It is a rather serious bit of inefficiency on the part of the Secretary in Cambridge that this was not done. But our own sins of omission and commission have been so glaring that we haven't the face to comment on this oversight in the Institute office.

I am sure it must be obvious to all of us now that Cheeloo has reached the limit to which it can go in this matter. There have been misunderstandings for which the University has not been to blame, and we can offer explanations that ought to be fairly convincing. But by far the better course would be to see that henceforth we measure up fully to the requirements of the Institute in sending full and satisfactory reports, and doing it promptly. The only way in which we can

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do this properly is to see that reports are mailed from the University before the instructional and administrative staff scatter for the summer vacation. Three copies of each report should be sent - one direct to Dean Chase in Cambridge, one to Dr. Porter in Yenching, and one to our office here in New York. It will be the early part of June when this letter reaches you. I hope that the proper individuals will already have the different parts of the report practically completed, and ready to go forward just as soon as the field treasurer's report is ready. If for any reason this has not already been taken care of, I earnestly hope that in spite of the heavy pressure of duties at the commencement season the matter will be attended to at once.

I am sure that you have already received from Dean Chase the action adopted by the Institute Trustees on February 8th, 1933 outlining the form of the report required for 1933-34 and later years. But to be sure that you do have this action before you, I am enclosing another copy herewith.

Very cordially yours,

B. A. Garside

BAG:MP
Eng.

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May 9, 1934

President J. Leighton Stuart
Rev. L. J. Davies
President Y. G. Chen
President C. J. Lin
President Lincoln Dsang
Mr. Olin D. Wannamaker

INDEXED

Gentlemen:

Each of you will be receiving at about the same time as this letter, a communication from Dean George H. Chase, informing you that for the fiscal year 1934-35 the Trustees of the Harvard-Yenching Institute will guarantee to the institutions participating in the Restricted Fund a total of US\$60,000. This is gratifying news indeed, because it means a substantial additional income from the Harvard-Yenching Institute just at a time when each of our universities is being compelled to make radical reductions in their budgets.

The estimates we have heretofore used in preparing our 1934-35 budget, together with the revised figure we can count upon under this guarantee are as follows:-

	Previous estimate	Revised Estimate
Yenching	\$11,710.51	\$15,789.47
Nanking	7,026.52	9,473.69
West China	7,026.52	9,473.69
Lingnan	7,026.52	9,473.69
Cheeloo	4,684.21	6,315.79
Fukien	4,684.21	6,315.79
Allahabad	2,342.11	3,157.88
	<u>\$44,500.00</u>	<u>\$60,000.00</u>

I am sure that in the cases of Yenching, Cheeloo and Fukien, where action has already been taken defining our budget appropriation for 1934-35, the Trustees will at once approve the inclusion of this larger figure as one of the items within their contribution and we will, therefore, use this revised figure in all of our future estimates. In Nanking and West China, where final action has not been taken on next year's budget, we will use the revised figure in preparing our analysis.

It is profoundly to be regretted that just at a time when the Institute is coming so generously to the support of our Colleges in the midst of their serious economic difficulties, the Trustees of the Institute are keenly disappointed at the unsatisfactory nature of the reports submitted by several of the beneficiary institutions. Dean Chase has sent me copies of the letters he has written to each of the Colleges under date of May 8th. I am writing to several of you individually at this time with regard to our past and future reports.

Very cordially yours,

B.A.G.

B. A. Garvide

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HARVARD-YENCHING INSTITUTE

Meeting of Educational Committee

February 8, 1933

VOTED: That, for the year 1933-34 and until further notice, Fukien Christian University, Lingnan University, the University of Nanking, Shantung Christian University, West China Union University, and Yenching University be asked to report annually for the year June 30th to July 1st to the Trustees of the Harvard-Yenching Institute so that the report may reach Cambridge by October first of each year, and that each report should include:

1. Two copies of all printed catalogues in Chinese and in English;
2. A financial report showing
 - (a) moneys received from the Institute and paid out;
 - (b) names and salaries of personnel and detail of other expenses;
 - (c) amount spent for book purchases;
 - (d) technical equipment;
3. (a) a list of courses actually given and the number of students in each course;
(b) a list of research problems in progress;
(c) a list of publications;
4. Two copies of all publications and syllabi of professors and students (retroactive as far as possible).

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P
YCHEELOO UNIVERSITY
Tsinan, China

Office of the President

May 24, 1934

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

Dear Mr. Garside,

With this I am forwarding to you the statement compiled by the New Hospital Building Committee in reply to the action of the American Section taken February 28th recalling its former authorization to proceed with the erection of the hospital plant. There is also enclosed a copy of the action of the Executive Committee of the Medical College taken April 13th. In sending you this statement of the hospital building committee there are certain matters which should be emphasized:-

1. What it is now proposed to build is the "first step" in the gradual expansion scheme proposed by the building committee and approved by the Administrative Council. This consists of two adjoining, connected buildings, the new O.P.D. building and the West Wing of the hospital, the latter along the lines of the Black & Wilson plans.
2. The withdrawal of the Rockefeller grants has compelled a radical revision of the primary aim regarding the use to which the West Wing of the new hospital is to be put. Formerly the new space was thought of as providing chiefly new wards for non-self-supporting patients. Hence the addition of these new wards was regarded as requiring additional subsidy. Now the new building is planned chiefly to provide space for additional out-patient service and for accommodation of private and semi-private patients. Both of these services not only do not require to be subsidized but are certain to be sources of additional income. In other words, the new conception is that the hospital must be made self-supporting in the very near future. Progress toward this end requires the adequate O.P.D. facilities which the new structure will give, together with facilities for taking care of revenue-producing private patients.
3. The uses to which the West Wing of the new hospital will be put may be indicated as follows:-
 - a. The ground floor will give service to the O.P.D. and also to the whole hospital containing registration rooms, both for hospital and O.P.D., consulting rooms for private patients, and other general rooms for common services.
 - b. The three storeys above the ground floor will be used in part for relieving the congestion in certain wards of the present hospital, but chiefly for the accommodation of private patients.

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The space used to relieve congestion will not call for additional subsidy and the space used for private patients will produce revenue.

4. Means by which we may secure additional revenue here in Tsinan appear to us to be absolutely necessary. The only alternative, is that pointed out on page two of the hospital building committee's report:- "that the work of the medical school will have to be suspended and that the hospital must surrender its educational character." Without the new building, so far as we can see, the institution is probably doomed. With the new structure we can at least make definite advance toward self-support.

5. The new hospital management definitely undertakes to conduct the increased work along the lines indicated above without asking for or counting upon additional appropriations for running expenses and confidently undertakes to make the new O.P.D. and West Wing a revenue-producing plant.

In view of the above considerations, we urge you to secure immediately from the American Section or its Executive Committee a renewal of the authorization to proceed with the erection of the O.P.D. and West Wing and to present this renewed authorization to the annual meeting of the Governors in the hope that they will take favourable action. Unless this is done the annual meeting can hardly do otherwise than confirm the withdrawal of authorization to build in spite of the appeal which is being presented to them from the field.

Sincerely yours,

/s/ L. J. DAVIES

Associate-President

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STATEMENT BY HOSPITAL BUILDING COMMITTEE

The Board of Directors in June 1933 appointed a New Hospital Building Committee, which was instructed to proceed immediately with the erection of such units of the new hospital, approved by the Administrative Council, as could be completed by the use of available funds (D-1026). This committee accordingly prepared detailed plans and estimates, which the Administrative Council approved in general in November 1933, and specifically in February 1934. The New York office was requested to transfer to Shanghai funds sufficient to complete a proposed new out-patient building and the west wing of the new hospital.

On February 28th, however, the North American Section of the Board of Governors, in view of the changed financial outlook produced by the withdrawal of support to the Cheeloo Medical School by the Rockefeller Foundation, voted:

"That the North American Section records its judgment that no further steps should be taken toward the erection of the new hospital plant until the financial support of the medical work at Cheeloo is more definitely assured; and that, subject to the concurrence of the British Section, the authorization to proceed with the erection of the hospital plant, as contained in Actions NAS-310, BS-365, and G-177, be withdrawn for the present."

The report of this action brings to a sudden halt the work of the Building Committee. Under such circumstances, and in the desire to be of assistance to the Board of Directors in every possible way, the Committee begs leave to express the following opinions:-

1. The policy of gradual, trial expansion as expressed in the report of this committee (November 1933) we believe to be fundamentally sound. It was prepared with an eye to just such contingencies as this. We feel that it would be unfortunate if, in rejecting any specific building project, the general, broad, far-sighted plan should be lost sight of, or be discarded.

2. The withdrawal of the Rockefeller Foundation grant places the Cheeloo Medical School and Hospital in a precarious financial situation. By reducing expenditures to the limit, and by drawing upon reserves in hand, these two institutions, as at present organized and run, can probably remain solvent until July 1933. Thereafter, unless additional income can be secured, it is probable that the work of the medical school will have to be suspended and that the hospital must surrender its educational character.

Any appreciable increase in Medical School income will necessarily be through donations, annual grants, or the securing of endowment. The hospital, on the other hand, has earning power. And it is possible to increase very substantially this earning capacity by developing those features of its work which more than pay for themselves. Heretofore this has not been attempted to any extent, because it has not been necessary, and because of the emphasis on securing clinical material most valuable for teaching purposes. We feel that the time has come deliberately to embark upon a policy of increasing the hospital income.

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The hospital's chief source of net income at present is its out-patient department. For the last two years the annual cost has been about \$L.C. 14,000, and the annual income about \$L.C. 45,000. There is little likelihood that this net income can be increased with the present inadequate, almost disreputable out-patient facilities. But, given a new building designed to attract first-class and second-class patients as well as the poor, there is no doubt in the minds of those on the field that the net income can be very considerably increased.

Another source of net income is private and semi-private in-patients. Until now the Cheeloo Hospital has required a yearly subsidy from the Medical School of about LC\$35,000. In contrast, the hospitals of West China University in Chengtu are not only self-supporting but subsidize the medical school. The main reason for this difference is obvious. At Chengtu about 40 per cent of the hospital beds are private or semi-private; here only 3 per cent are private, and 97 per cent are ward or charity beds. There is no possibility of increasing the number of private patients in the present hospital building. The west wing of the new hospital, however, as proposed in our original report, would accommodate a large number of private and semi-private rooms, and would make it possible to tap this source of net income.

3. Whether these two additional sources of income would suffice to meet fully the threatened deficit, no one can foretell. But there can be little doubt that the two new buildings as proposed can be made financial assets. If this opinion is at variance with estimates submitted in times past, it is because the primary purpose of previous plans was to increase the numbers of patients (especially ward patients, which are needy and make excellent teaching material) and estimates were all made on that basis, whereas the present proposal aims at increasing the hospital income as quickly as possible in order to meet a threatening situation. We feel it is not putting the matter too strongly to say that to make available these sources of additional income offers an only chance to make the hospital self-supporting.

4. The caution evidenced by the Board of Governors in withdrawing authorization to build was doubtless inspired by estimates sent from the field showing that operating deficits increase with expansion. We appreciate that caution. But we feel that the considerations which we have just tried to express change the whole aspect of the problem, making the building of a new out-patient building and the west wing of the new hospital both more rational and more urgent.

We respectfully suggest, therefore, that the Board of Governors be asked to reconsider its recent action in the light of these considerations, and that it be urged to authorize the immediate building, at least, of adequate out-patient facilities, and preferably of both a new out-patient building and the west wing of the new hospital.

ROC

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MINUTE OF
MEDICAL EXECUTIVE COMMITTEE

April 13, 1934

New Hospital. (E-599)

This Executive Committee is of opinion that a new Out-patient Department, as planned by the Building Committee, would prove a financial asset; and further consider that the private patient accommodation as planned in the West Wing of the new hospital might make it self-supporting. Both of these are urgent and pressing needs, and we accordingly state our conviction that the plans for building either the O.P.D., or the O.P.D. and West Wing should be proceeded with.

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SHANTUNG

June 4, 1934

Rev. L. J. Davies
Cheelco University
Tsinan, Shantung, China

My dear Mr. Davies:

We enclose herewith the first number of our Associated Boards News Bulletin "The China Colleges." Under separate cover we are sending you about a dozen copies for distribution to your Cheelco staff or for any other use you may find.

We are extremely anxious that the administrative officers and faculty members of all our China Colleges will take an active part in the publicity being produced by the Associated Boards and will supply us with interesting material.

This first number of "The China Colleges" is necessarily very general in nature, since it is our first introduction to many of those on our mailing lists. Also we had to prepare it without any very large amount of material from which we could draw. We earnestly hope that when we start to assemble material for future numbers, we will have an adequate supply from each of our Colleges and Universities. We want material that is full of human interest, and at the same time will serve to give a clear picture of what these institutions are actually accomplishing. We must have concrete facts, and must be able to describe definite illustrations of the service we are rendering if we are ever to give our North American constituency a clear and attractive picture of what these colleges are doing. Nearly all those who have commented on the first number of this publication have agreed that the article "Cooperation - and Its Practical Results" on the second column of page four is the most interesting and attractive feature of this number.

Our tentative plan is to issue this publication in September, December, March and June, though we may vary this schedule after we have experimented with it a little further. You will just about have time to send us material which you may have available, or can prepare promptly, for inclusion in the second number. This will go to the printer about August 15th. You will have ample time for planning and preparing material for future numbers. It is understood, of course, that with all ten of the participating institutions being invited to submit material we will be able to select only a small part of what is sent us. We will try always to choose material that will emphasize both concrete accomplishment and the growing degree of cooperation among our China Colleges.

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Rev. L. J. Davies

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The part of our Cheeloo work which would probably command the greatest interest here is that of medicine. We have been hoping that Dr. Shields would be able to come to America this year, and would be on hand to help us out in preparing the publicity committee and in going to our Cheeloo constituency for support. His letter of April 25th indicates that problems of health may keep him in China somewhat longer, and that for the time being we will have to get along without him. We do hope, however, that at least he will be able to assist in preparing some fresh and attractive material which we can use, both in future numbers of this publication and also in other ways.

Very cordially yours,

B. A. Garride

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SHANTUNG

Personal and Confidential

June 30, 1934

Dear Mr. Davies,

Let me acknowledge your letter of April 25th, written chiefly in reply to my letter of March 10th.

I am extremely sorry that you showed my letter of March 10th to anyone - and to Mr. Linn of all people. My letter was intended to be purely a personal and confidential one, and I thought this was made so clear by its contents that it would seem a bit too pointed to label it as I have done this one.

Above all things we don't want to get involved in any controversy as to the competence and sincerity of Mr. Gunn. He is the Vice President of the Rockefeller Foundation and is returning to China this autumn with full responsibility for their China program. Regardless of personal factors he is the one through whom we must work if we are to receive any assistance whatever from this source for any department of the University.

That is why it is so extremely unfortunate to have anyone, particularly our Chinese colleagues, informed of the confidential statements I passed on to you in my March 10th letter. If they feel that their "face" is involved, and if they begin to seek means of defending themselves and of discrediting Mr. Gunn's views, then we are in trouble. Rumors will spread, animosities will grow, and sooner or later all these things will get back to Mr. Gunn and make a bad matter worse. From the various people you quote, some by name and others without mentioning their identity, I'm afraid that what I wrote has already been published so widely that the matter is beyond our control. But at all events we must try to remedy the situation so far as is still possible.

So far as Mr. Gunn is concerned, I believe that if Cheeloo is wise and tactful and sincere it can still secure his hearty cooperation and support. I believe that he is quite honest in the attitude he is taking toward the program he is formulating for China - that he is neither pro-Christian nor anti-Christian, neither pro-Chinese nor anti-Chinese, but is trying to find and to encourage through Rockefeller support whatever work is the most significant and most likely to make a real contribution to China. Just before I sailed for England I had a long conference with him concerning Cheeloo. He told me in substance that he considers Cheeloo has been in the past one of the most significant institutions in China and that he believes it has great potentialities for the future. But he went on to say that before he could conscientiously give it any important place in the program he is drafting for China, Cheeloo must do three things:- (1) Get a vigorous and unified leadership, wherein a capable President will have the loyal support of his staff and of

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June 30, 1934

the Directors and the Governors, (2) Make up its mind as to what its program is to be and then work whole-heartedly toward the attainment of that program, and (3) Regain the internal harmony and hearty cooperation of all departments of the University in one common goal. All three of these things are essentially reasonable, and I believe Mr. Gunn is quite sincere in stating them and will be quick to recognize progress made toward their attainment. We hope, of course, that the situation at the University is already much better than Mr. Gunn has considered it to be, and that all that is needed is a little more enthusiasm in presenting our case and a little more of the art of persuasive salesmanship. At all events, Cheelee will have another chance when Mr. Gunn returns to the field, and we all look forward hopefully to our success in winning his support.

But the thing I tried to convey to you in my letter of March 10th and in other communications is the seriousness of the impression so widely prevalent in the West (and I believe in China also) that the Colleges of Arts and Science at Cheelee are still aiming at a rather general cultural course along more or less conventional lines, and that their activities in the direction of giving a rural emphasis to this work are rather perfunctory and intended chiefly to satisfy the Council of Higher Education and the home boards. It is also widely believed that Mr. Linn himself is at best very lukewarm to this whole idea of rural work, and that his chief aim is to build up well-rounded work in Arts and Science that would undoubtedly be very creditable from an educational standpoint but would be absolutely foreign to the job Cheelee should do. It is likewise believed that most of the new men who have been brought into the Colleges of Arts and Science under Mr. Linn's leadership care little or nothing for the rural program of the institution, and are inclined to work along the usual conventional lines.

I do not say that any of these things are true - and I profoundly hope they are not true. The serious thing is that these things are so widely said and so universally believed. I myself have gained this impression from numerous and widely diverse sources of information, any one of which might be challenged but the united evidence is hard to refute. When I was in England I found that the group there, depending on different sources of information, had reached the same general opinion.

The only hope I see is for the group at the University to undertake a vigorous and convincing campaign of publicity to demonstrate that Arts and Science is devoting its attention pre-eminently to this task, and that its personnel and its curriculum are both devoted to its accomplishment. Denials of misinformed statements, and challenges of the competence of critics will not in themselves accomplish much. Wherever our Cheelee people go, either in person or by correspondence, they will have to humbly spread their enthusiasm for this work. And when guests come to the Cheelee campus - no matter how ignorant or prejudiced they may be - you will have to see to it that they go on their way saying in effect "This bunch at Cheelee ~~is~~ doing a fine piece of rural work, and doing it heartily and enthusiastically."

When the Colleges of Arts and Science were temporarily disrupted several years ago, many people were inclined to view the situation as a blessing in disguise. They hoped it might afford an opportunity to bring about the sharp change in direction which they felt these two Colleges simply must make in order to justify their continuance. Beginning about twelve years ago, these two Colleges had been drifting steadily away from the ideal

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June 30, 1934

that had inspired them for almost sixty years - that of training distinctively for service to the towns and villages, rather than the cities. New courses with a slant toward the cities had been creeping into the curriculum, and the closeness of our contact with the conditions and needs of the rural areas had been diminishing. Most of the new men, particularly among our Chinese staff, knew and cared little about the country, and felt that it was just a little infra dig. to have an institution that was too much interested in rural problems. Many of the staff most deeply interested in this rural service found themselves forced out of the institution, and other valuable men who might have been obtained were lost for this same reason. The students, too, were more and more inclined to view the University as a means of escape from the country, rather than as a training ground for better service there. This trend was so marked that in 1928 the groups formulating the Generalized Program at first voted to recommend the discontinuation of the Colleges of Arts and Science at Cheeloo as not having any special contribution to make to Christian higher education in China, and only approved their continuation on the distinct understanding that they get back to their original rural training program and develop it more thoroughly than had been done in the past.

But the same trend continued, and even before the disruption of work came three or four years ago there was a steadily growing belief that Arts and Science were headed up a blind alley and must within a short time come to a halt through lack of any support.

So when the work was interrupted, it was devoutly hoped that it would never be begun again along the lines it had been following. It was hoped that there would be a rebuilding from the foundations, and that in the new structure every course that was offered, every member of staff, would contribute definitely to training for rural service. It was recognized that this would involve a pretty complete reorganization of staff and curriculum, and some radical changes in the complexion of the student body.

But many good friends of Cheeloo were quite ready to say that if this was not done it would be far better to have no work in Arts and Science at Cheeloo, and to confine our program there to Medicine and Theology, with the addition of whatever pre-professional training was absolutely necessary. This would enable us to utilize all our available resources to do at least this much effectively, and would avoid squandering a substantial part of our limited funds on generalized work in Arts and Science that is of relatively little value in China today and is already being done in greater quantity than is really needed in others of our Christian colleges.

All of which helps us to understand the extent and the strength of the protest that has arisen on all sides as a result of the impression that Arts and Science seem to be heading in much the same direction they were a few years ago. If these Colleges have at last sincerely and whole-heartedly embarked on their proper program, we must bestir ourselves for all we are worth to make that fact known both in China and in the West. Failure to do so will mean the financial starvation of these Colleges, as well as delay and further difficulties in the whole program of Christian higher education in China.

BAG/G

Cordially,

B. A. Garside

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**SHANTUNG
CHINGLOO UNIVERSITY
PRESIDENTIAL REPORT**

June 1934

1 copy - only.
June 30, 1934 F

To the Board of Directors and the
Board of Governors:

Ladies and Gentlemen,

With this are presented the reports of the Treasurer, the Registrar, the Dean of the Colleges of Arts and Science, the Dean of the College of Medicine, the Superintendent of the University Hospital, the Dean of Women, the Director of the Rural Institute and the Library.

In view of the detailed character of these reports it seems desirable that this statement should be confined to certain general matters.

THE PRESIDENCY Though at the time of the last yearly meeting of the Directors it appeared that President Chu Ching-nung would resume his duties, the pressure on the part of the Hunan Government was so strong that he felt compelled to offer his resignation. The efforts made to keep Mr. Chu were recorded in the pamphlet giving the correspondence regarding this matter. Following action by the Presidential Committee and by the University Executive Council the duties of the President's Office were assigned to Mr. T. I. Linn, who was appointed Acting President and placed in charge of outside relationships, and to the Associate President, to whom responsibilities not assigned to the Acting President were given. The Presidential Committee has been at work during the year though without success. It will make a report of its work.

SCHOLASTIC WORK The scholastic work of the institution, which is the chief reason for its existence, has gone forward in a quiet, systematic and thorough way which has been a source of gratification.

RELIGIOUS LIFE The religious life has been marked by a better spirit and there has been a growing together of the various elements which seems hopeful when we look into the future. The organization of the Bible Class Union which has occurred under the leadership of students is specially significant.

EXTRA MURAL RELATIONSHIPS The cordial relationships of the last few years with local officials and gentry have been maintained and strengthened. The work of the Colleges has been highly commended by a number of educational experts and by men of high standing in the political world.

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VISITORS The University has been favoured by visits from many friends of several nationalities, and students and faculty members have been instructed and stimulated by their presence. Among those who have left a gracious memory and who have spoken to groups of students and faculty members are:-

Mr. Sun Ke, Pres. of Li Fa Yuan	Aug. 19, 1933
Miss Fry & Miss Michaelis, Exchange Lecturerships under Univ. China Committee	Sept. 20
General Chang Chih-liang	Oct. 5
Miss Lester, F.O.R.	Nov. 26
Canon Stacy Waddy, S.P.G.	Nov.
Mr. Liang Shu-ming, Head of Institute of Rural Reconstruction	Dec. 2
Dr. Peter Manniche of Denmark	Jan. 30, 1934
Gen. Shen Hung-lieh, Mayor of Tsingtao	Feb. 24
Commissioner Li Shu-ch'an	Feb. 24
Mr. Ch'ien Ch'eng Hsu of Shanghai	March 9
Commissioner Chang Hung-lieh	March 16
Mr. Liu Ya-tzu of Nanking	April 12
Mr. P'an Kung-chien of Shanghai	April 18
Mr. Kenneth MacLennan of the London Mission and Sec. of Conference of Missionary Societies	May

FINANCE The Treasurer will present a statement of the financial condition of the institution. Gifts and grants from Chinese sources amounting to over \$13,000.00 have been received during the year. Efforts have been made to secure grants from certain public sources, hitherto without success. These efforts are being continued. The cutting off for next year of half the Rockefeller grant to the Medical School and notice that the remainder will be withdrawn the following year is a most serious blow to the Medical College and Hospital. The attention of the Board of Directors is strongly requested to the need of increasing the financial resources of the University from Chinese sources.

NEW HOSPITAL BUILDING The Building Committee appointed last June by the Board of Directors made a report to the Administrative Council in November proposing a gradual development of the New Hospital Scheme. The first step in the construction programme was the erection of the Out-patient Department and the West Wing of the new Hospital. This was approved in November and again in February by the Administrative Council and it was proposed to begin work about the 1st of April, but in the meantime the American Section of the Board of Governors withdrew its sanction and the construction is now again held up. The reason for withdrawal of sanction by the American section was the fear that additional funds for current expenses would be required. In view of the taking away of the Rockefeller subsidy it is now planned to use the upper floors of the West Wing for the accommodation of private patients, thus making both sections of the proposed building sources of revenue. Action on this new plan by the Board of Directors is requested.

UNIVERSITY PRESS During the year January 1st to December 31st the University Press reports work done as follows:-

<u>Kind of Work</u>	<u>Volumes</u>	<u>Pages</u>	<u>Total</u>
Books printed	53,902	2,369,890)	3,224,200
Single sheets		854,310)	
Books bound & repaired	1,833		
Envelopes & Letter-heads printed		237,890	
Note-books made up	3,675	337,500	

NORTH CHINA RURAL SERVICE UNION Attention is called to the fact that the North China Rural Service

Union has located the office of "The Christian Farmer" in Tsinan and that arrangements are being made to house the office and its staff on the farm at the south of the campus.

Negotiations are also proceeding looking to the transfer, when funds are available, of the North China School of Engineering Practice from Peiping to Tsinan.

ARCHAEOLOGICAL MUSEUM An event of decided importance looking toward the cultural development of our students is the

opening of the Museum on the ground floor of the Augustine Library Building. This has been made possible by the generous gift made by General Shen Hung-lieh, Mayor of Tsingtao Special Area. The contents of the Museum are chiefly the property of Professors Menzies and Ch'i Su-ping who have kindly loaned the very interesting collection.

CROP IMPROVEMENT STATIONS The work on the farm at the south of the campus has gone steadily forward during the

year under the leadership of Mr. H. H. Li. Certain work has also been done at Lung Shan and two new centres are being opened in cooperation with the Kiao-Tsi Railway. These are at Choutsun and at Tsingchow. This work is now being put under a committee known as the Cheeloo Agricultural Committee. The oversight of the technical work is under the School of Agriculture and Forestry of Nanking University. The Committee has seven members, five from Cheeloo and two from Nanking.

INSPECTION BY MINISTRY OF EDUCATION In March representatives of the Ministry visited the University and made a thorough inspection of all departments. Personal expressions on the part of certain members of the Commission were of a very friendly and commendatory character.

UNIVERSITY BULLETINS The Ch'i Lu Hsün K'an, the Chinese Bulletin, has gone out regularly to the alumni and other schools and to many friends of Cheeloo. About 750 copies go out each time. The English Bulletin has been issued in two editions during the year. The first is a single sheet containing calendar and items chiefly of local interest. The second is called the Monthly Bulletin and gives information of more general interest. The March number of the Monthly was a special Rural Programme number and was accompanied by charts made to show the development of that set of interests.

ATHLETICS Under the oversight of Mr. C. K. Chao, Director of Athletics, the regular work has gone forward through the year. Field and Track Meets were interesting events during both Fall and Spring. Two teams made a trip to Tsingtao during the spring. They reported a thoroughly good time and won their share of the honours.

SHANTUNG
山東濟南私立齊魯大學
CHEELOO UNIVERSITY
TSINAN, CHINA

Heb
Copy to Mr. Garside

校長辦公室
OFFICE OF THE PRESIDENT

2nd July, 1934

電報掛號(齊魯)
CABLE ADDRESS: CHEELOO

Dr. H. H. Weir
2, Eaton Gate,
London, S.W.1.

INDEXED

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

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Dear Dr. Weir and Mr. Garside,

In sending you the minutes of the sixteenth annual meeting of the Board of Directors held in Tsinan June 15th to 19th I wish first to call attention to the fact that the attendance was unusually large and representative. Fifteen voting members were present, of whom eight were Chinese and seven Westerners. The meeting was also notable for the prominent part taken in the discussion by the Chinese members.

It seems unnecessary to comment on the reports of the Administrative Officers as these will be forwarded to you, and they will present to you in fairly detailed manner the present condition of the University.

D. 1058. Presidential Committee. Following the withdrawal of President Chū the Administra-

Express
2/10/34

tive Council appointed a Presidential Committee. This committee was given very wide responsibilities. In fact it was a commission with power to select and present to the person selected an invitation, it being understood that technically the Board of Directors must act but that the Board of Directors would sustain in all probability the action of the Committee. The Committee reported in regard to its efforts made during the year, but the whole Board was not willing to support the action of the Administrative Council in placing such full responsibility upon the committee, and the Board was not able to accept the recommendation offered by the Committee. As a result of this the Committee asked to be relieved of further responsibility and a new Committee was appointed. Two persons were named whom the new Committee should approach with the definite understanding that either of them would be acceptable to the Board. One of these is Mr. James Yen of Tingsien, of whose work I am sure you are well informed. The other is Mr. Chang Fu-liang who has for years been rural secretary of the International Christian Council and who is now working under the Central Government in the reconstruction of certain parts of Kiangsi province. The Committee is already actively at work approaching these two men.

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JUL 2 1934

Dr. Weir
Mr. Garside

2.7.34

*Review
Committee*

D. 1059. Resignation of Acting-President. At the time in the fall of 1933 when the

Presidential Committee was appointed it was given authority to arrange for the carrying on of the work of the President and it requested Mr. T. I. Linn to act for the University in respect to the relationships with Government officials and in general outside relationships. Mr. Linn very reluctantly agreed to serve up to the time of the meeting of the Administrative Council in February. Later on he was again prevailed on to carry on to the end of the school year. For numerous reasons he was very unwilling to do this but finally consented. At the time of the meeting of the Board Mr. Linn presented his resignation as acting-president and it was felt that in the circumstances it was impossible to do otherwise than to allow him to retire. I think that the chief reason leading Mr. Linn to this action is his feeling that he has not received the degree of support from within the University that made possible successful work along these lines.

D. 1061. Dean of Arts & Science The administrative officers of the University have in the

past been appointed with the understanding that they serve for five years subject to reappointment. Mr. Linn accepted appointment as Dean of the Schools of Arts and Science in 1930, consequently he will have completed the five-year period in 1935. As the time of the meeting of the Board approached Mr. Linn felt that he should indicate his desire to retire from the position of Dean at the end of this five-year period, and that it was advisable to give indication of this purpose at this time, rather than to wait until the period had expired. It was his thought that in this way the University would have more time to select someone to succeed him in the Deanship. The members of the Board individually as well as collectively expressed their hearty approval of the success of Mr. Linn's efforts during the past four years. The action taken was as is recorded, unanimous and sincere. It is my hope that Mr. Linn will accede to the request of the Board and withdraw his resignation.

*(Parents
Order)*

D. 1062. Finance It is certainly unnecessary to request the Board of Governors to secure more money for the support of

the University. We appreciate the fact that if it were possible this would have been done already. The British Boxer Indemnity Board, mentioned in the minute, has been approached during the year. The China Foundation, which is the American Boxer Indemnity organisation, has been approached, appeals have been made to the Rockefeller Foundation, and a small grant of \$2,000 from the Provincial authorities has been secured for the past year and a slightly larger one of \$5,000 is promised for the next fiscal year. From private sources contributions from Chinese have been received amounting to over \$13,000.

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2.7.34

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JUL 8 1934
Dr. Weir
Mr. Garside

Approach has been made to certain prominent and wealthy Chinese philanthropists in the hope of securing considerable sums. These things cannot be done hastily and most unfortunately for us little if any preliminary work of this type has been done through the years. I say what I have just said that it may be clear to you all that we are definitely at work along these lines.

D. 1066. New Hospital Building It would be difficult to convey to you the sense of relief and rejoicing which the cable received early on Friday morning last brought to us. The Building Committee met that afternoon and there will be no delay about beginning the work.

D. 1070. Dr. Wm. McClure It was a great pleasure to the Board and to all those connected with the institution who are acquainted with him that Dr. William McClure has been able to continue his work to the age of 78 and more. The minute which accompanies the formal action of the Board making him Professor Emeritus seems perhaps too carefully written. He has made a great contribution to the work of the University. I imagine that the Board of Governors will wish to express in some formal way its appreciation of Dr. McClure's services.

D. 1071. North China Rural Service Union. The N.C.R.S.U. is a voluntary association made up of delegates of various Churches and Missions. There are provincial groups in Hopei, Shantung and Shansi. The interprovincial Union has secured funds which enable it to begin the publication of a rural paper which is named the "Christian Farmer". Certain of those interested in the Cheeloo Rural Programme presented the claims of the University as a suitable place of publication, with success.

D. 1072. North China School of Engineering Practice This action comes as the culmination of a long series of negotiations looking toward the bringing to Tsinan in association with the University this most successful school, with which the name of Mr. Samuel M. Dean has been so closely associated. We are delighted to report that those by whom the School of Engineering Practice is carried on have accepted the invitation of the Board and it is expected that part of the school may move to Tsinan this coming Fall and that as funds are available the transfer may be completed. Those in charge of the School of Engineering Practice assume full responsibility for financing the transfer and for providing funds for carrying on the school

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JUL 2 1934
Dr. Weir
Mr. Garside

as a department of the University. This is another splendid addition to Cheeloo as a centre of rural training. The work already done in the field of developing new machinery for rural industries is too well-known to require comment here. The Baptist Mission through Dr. Williamson has already indicated its willingness to allow temporary use of the buildings referred to in the motion.

D. 1073. Mr. J. B. Tayler. Professor J. B. Tayler has been for many years a leader in social reconstruction in rural districts. For some time and up to the present he has been Executive Secretary of the North China Rural Industrial Service Union. This is an organization similar to the Rural Service Union but limited to aiding Rural Industries. It is hoped that a grant may be received from the Rockefeller Foundation and if this grant is made it is proposed to reorganize the Union under the name North China Industrial Service Institute, which will be constituted by the three Universities, Yenching, Nankai and Cheeloo. Mr. Tayler will be Executive Secretary and it is likely that the headquarters of the Institute and Mr. Tayler's residence will be at Cheeloo.

D. 1074. Rural Institute. The two outstanding developments in the Rural Programme have been mentioned above under 1071 and 1072.

D. 1075. By-laws of the Board of Governors. The Board of Directors understands that in making the name "Shantung Christian University" cover both the registered "Cheeloo University" and the unregistered "School of Theology" the Board of Governors has made it necessary to restrict the "Shantung Christian University" seal to such uses as may include both these institutions. It follows that separate seals for each are required. As no provision has been included in the draft of the Governors' By-laws sent us we propose the addition suggested to Art. IV, Sec. 4(f).

Art. VI, Sec. 3. The suggestion is believed to need no explanation.

Art. VI, Sec. 4 a(4). The Board of Directors recognizes the soundness of the Governors' desire to guard against the possibility of having unauthorized liabilities fastened on them by the Directors or the Administration. The suggestion was made by Mr. Garside in a recent letter that the Directors might pass a resolution undertaking not to so involve the Governors. The Directors feel, however, that a statement, as from the side of the Governors, included in the Bylaws might be better. Hence the addition of the sentence to Art. VI, Sec. 4 a(4) is suggested as perhaps accomplishing what is desired.

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1934
Dr. Weir
Mr. Garside

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Art.VII, Sec.1. It is the understanding of the writer that the Board of Directors would prefer the form of amendment approved by the Administrative Council (D1044) in November 1933 namely, "The President, Associate President, the Deans of the several colleges and the Dean of Women shall be Christians, and every effort shall be made to secure Christian personnel for every position on the University staff.". However, the Board, being desirous of meeting the Governors so far as is possible, after careful consideration proposes the substitute to the original as given in the minutes. This leaves the rule standing as before but relieves the administration of the impossible condition requiring a two-thirds vote of the Board of Directors before a non-Christian could be employed. The members of the Board of Governors are aware that in employing teachers the Administration may at any time be faced with the necessity of immediate action, in order to keep class-work going. To be debarred from making a legal contract until a two-thirds vote of the Directors had been secured, assuming that this could be done, might result in serious interference in the work of a department. All we want is a workable regulation. We believe that the original Bylaw is definitely impracticable.

Art.VIII, Sec.3. The Bylaw as it stands gives a classification which does not correspond to that of either Arts, Science, Medicine or Theology. It is believed that the proposal made here to put the detailed classification into the bylaws of the two Boards of Directors will be more practical. In the case of Cheeloo University the classification must follow that laid down by the Ministry of Education.

Very sincerely yours,

J. Davies

LJD/GMH

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山東濟南私立齊魯大學

CHEELOO UNIVERSITY

TSINAN, CHINA

SHANTUNG

14th September, 1934

校長辦公室
OFFICE OF THE PRESIDENT

電報掛號(齊魯)
CABLE ADDRESS: CHEELOO

Dr. H. H. Weir,
2, Eaton Gate,
London, S.W.1.

Mr. B. A. Garside,
150, 5th Avenue,
New York City.

INDEXED

ack 10/17/34

Dear Dr. Weir and Mr. Garside,

With this you will please find minutes of a special meeting of the Board of Directors which was held August 15th to 18th. There is also enclosed a fairly complete stenographic report of the discussions at that meeting. It is understood of course that this report is strictly confidential. It has not been submitted to the persons whose words are quoted and when those words were spoken there was no thought in the mind of any of us that they would be given out to any person not present at the meeting. I send it to you thinking that you may get light on the intricacies of the situation if you read it.

We have delayed writing this letter in the hope - which has proved vain - that before this time matters might be settled and that Mr. Linn would have accepted the invitation to the presidency. Unfortunately this has not come about and the complication of the situation has been increased rather than diminished.

The circumstances which led to the calling of this special meeting are as follows: 1). You will recall that at its June meeting the Board accepted the resignation of Mr. Linn from the acting-presidency, but refused to accept his resignation as Dean. It was arranged with him that he would continue as acting-president until the middle of August. 2). The new Presidential Committee went to work without delay and arranged to meet Mr. James Yen, but as you will see from the full report of the meeting, he ultimately declined to accept the presidency. 3). In the meantime the telegrams given in full in the general report were forwarded to Dr. Kung, chairman of the Board of Directors, by the provincial authorities. 4). In view of these conditions the Presidential Committee decided not to extend the invitation to Mr. Chang Fu-liang and on the request of five members of the Board of Directors this special meeting was called to consider the whole subject of the presidency.

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1934
SEP 14 Dr. Weir
Mr. Garside

You will realise that the Board found itself in an extremely awkward position. I have not made plain in my former letter that the Board in June not only accepted Mr. Linn's resignation from the Acting-presidency but refused to approve his nomination by the first presidential committee as permanent president. You may have received information of this sort in private letters, but I purposely refrained in my former letter from mentioning Mr. Linn's name in this way because at the time I saw no likelihood that the subject would be again under discussion. When the Board met, therefore, in August, so far as formal expression was concerned, it met a solid demand that Mr. Linn should be made President, this demand having the support of the provincial authorities, of certain groups of alumni, of the students of the Arts and Science Colleges, and of those two faculties. While it was known that there were those who did not favour Mr. Linn as President, yet there was no formal expression of this type presented to the Board.

In making its report in which it recommended that Mr. Linn should be made president the former presidential committee expressed a judgment formed after practically eight or nine months of consideration. It had canvassed the field quite widely. It had approached a prominent educationalist and government official who was very generally if not unanimously approved. It had worked with him for a considerable time and at length failed to secure his favourable response. The thought of the committee finally simmered down to the opinion that it was hopeless for us to attempt to secure such a man to act as president of Cheeloo, and that the only practical thing to do was to take this man (Mr. Linn) who had already proved himself in several respects a very successful leader, to ignore the qualities which were not desirable, and to make him president. Roughly speaking the opposition to Mr. Linn was from foreigners. This is not to say that there were not Chinese who did not look upon him as an ideal president, but the division along the lines of east and west was sufficiently marked to produce a strong impression in the minds of the Chinese community that what they wanted was being denied them by the western members of the community. Just before the report of the former presidential committee recommending Mr. Linn was voted on a foreign member of the Board rose and said that he had a letter written by the Dean of the Medical School, which he had been requested to read if the question of Mr. Linn's being offered the presidency was coming to a vote. I do not have a copy of this letter, but its import was that if Mr. Linn were elected it was quite uncertain what the effect would be on the medical faculty, the implication being that there would be strong opposition, and the fear was raised in the minds of several directors that if Mr. Linn became president the Medical School might attempt to withdraw from the University. It is unquestionably the fact that there has been a good deal of loose talk and what may be designated as threats, for several years past, that if the affairs of the university were not conducted in a way which

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Dr. Weir
Mr. Garside

was pleasing to those in control of the Medical School, they might attempt to become independent of "the University". This letter was read, and unfortunately the vote was taken immediately after. It seems to be without question that the result of the vote was very positively influenced by the letter.

Having taken this action in June, and being compelled to take account of the representations made to it by the provincial officials, the alumni, and the students, the Board found itself in August in a decided quandary. It is agreed by almost everybody that the institution cannot continue to do business without the goodwill of the educational authorities, but the foreign members of the Board probably without exception found it difficult not to feel that they were being coerced. It is my opinion that the provincial officials had no thought whatever of attempting to exercise authority over the actions of the Board. What they did should properly be taken as an expression of interest in the welfare of the University. There were a few of the foreign members of the Board who took this latter view. The Chinese members were not troubled at all by this question of undue influence, because it is understood in China that the opinions of men who are in political control must be given very great weight, in fact no-one thinks of seriously disputing them. I think there are one or two foreign members of the Board who are so far from sensing the changes which have occurred within the last few years in the relationships of the missionary to the people (as to feel that they would have been justified in going straight ahead without any reference to the opinions or desires of the officials and of the Chinese constituency. R. 3 -

After a lengthy discussion the vote was taken, six in favour of inviting Mr. Linn to be president and five against. While this vote was taken by secret ballot, the discussion had made it very evident that the five voting in opposition were all foreigners. This further intensified the feeling on the part of the Chinese that the division was essentially between the east and the west.

The second presidential committee was allowed to pass out of existence without special notice, and another committee consisting of the Chairman of the first presidential committee and two foreign members of the Board was directed to interview Mr. Linn. This was done and Mr. Linn very definitely refused to consider the proposal. After that various private efforts were made to persuade him to reconsider his refusal and the committee again formally presented the action of the Board of Directors. Mr. Linn has again declined and as soon as the Arts and Science Schools had opened and classes had begun he left the campus and at the present time is not in Tsinan.

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Dr. Weir
Mr. Garside

As soon as it became evident that Mr. Linn was certainly leaving the university Dr. T. K. T'an, head of the Department of Education, was asked to assume the responsibility of the deanship and acquiesced. He is a man of some experience, having been principal at different times of two middle schools. He is a graduate of the National Normal University and has spent several years in America. He is an unusually earnest and active Christian man, and is recognized as such by faculty members and students. This appointment has the approval of the faculties and the students to the best of my knowledge, and there is good prospect that there will be no internal troubles following the appointment.

During the last two years the duties of the acting-president have been limited to the relations of the University with the educational and other government authorities and in general to outside relationships. It is absolutely necessary to have some individual appointed to take this responsibility. It cannot be undertaken by a committee, as for instance, the Executive Council of the University. The regulations of the Ministry of Education require that some individual stand as the official head of the University. The responsibilities of the person who undertakes the burden of the outside relationships of the university at the present time will be by no means light and it will probably be quite difficult to find anyone, either on the faculty or among the local members of the Board of Directors, who will be willing to assume these duties. The Executive Council is now making an effort to secure some person. It is proposed that a special meeting of the Administrative Council shall be held within approximately two weeks' time. I am hoping that we may pass through this present crisis without anything like the serious disruption which occurred in 1919 or 1929, but the situation is certainly fraught with great danger.

17th Sept. Reports received this morning as to the general attitude of the students and their purpose to refrain from any lawlessness are very encouraging and we are given to understand that certain outside influences which in 1929 were positively antagonistic to the university are now definitely favourable.

The enrolment of students is somewhat larger this fall than it was last fall. The figures for each of the departments are as follows:-

Arts College	192	
Science "	177	
Medical "	96	
Pharmacy	19	484
Nursing "	65	65
Grand Total		549

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Sincerely yours,
L. J. Davis

LJD/GMH

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1934
 SEP 14
 Dr. Weir
 Mr. Graside

14.9.34

As soon as it became evident that Mr. Linn was certainly leaving the university Dr. T. K. T'Am, head of the Department of Education, was asked to assume the responsibility of the deanship and succeeded. He is a man of some experience, having been principal at different times of two middle schools. He is a graduate of the National Normal University and has spent several years in America. He is an unusually earnest and active Christian man, and is recognized as such by faculty members and students. This appointment has the approval of the faculties and the students to the best of my knowledge, and there is good prospect that there will be no internal troubles following the appointment.

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The enrolment of students is somewhat larger this fall than it was last fall. The figures for each of the departments are as follows:-

192	Arts College
177	" Science "
96	" Medical "
19	Pharmacy
484	
98	Nursing "
242	Grand Total

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Sincerely yours,
[Signature]

LTD/GMH

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MINUTES OF A SPECIAL MEETING
OF THE BOARD OF DIRECTORS OF CHEE LOO UNIVERSITY

Tsinan, Aug. 16-18, 1934

*Sent by Rev.
Davies
cited
9/1/34*

MEMBERS PRESENT: Mr. H.L.Yee (Vice-chairman), Mr. Chang Ta-chen, Mr. W.B.Djang, Dr. McFadyen, Mr. G.k. King, Mr. Z.V.Lee, Bishop Scott, Miss Shipley, Miss Studley, Mr. T.H.Sun, Mr. S.K.T'an, Mr. Van Deusen, Dr. Williamson, and Mr. Davies.

D.1083. REPORT OF PRESIDENTIAL COMMITTEE

The Presidential Committee reported that they had approached the first of the two gentlemen whose names had been brought before the Board at its annual meeting and that he had refused. In view of conditions which had arisen since the Committee was appointed the Committee was not prepared to approach the second person named.

Voted:- That the Board receive the above report.

D.1084. THE PRESIDENCY

After long discussion —

Voted:- a. That the Board reconsider the question of the Presidency.

b. That the Board reconsider Minute D1058.

c. That Mr. Linn be offered the Presidency forthwith, as from August 15th, the date of his resignation from the Acting-Presidency.

d. That the Board assure Mr. Linn that it will loyally support him if he accepts the position of President.

e. That a committee consisting of Messrs Lee, Williamson and Van Deusen wait on Mr. Linn and report to the Board tomorrow morning.

D.1085. DR. H. H. KUNG

A telegram having been received from Dr. kung resigning his position as chairman of the Board —

Voted:- That we ask Dr. kung to reconsider his resignation.

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D.1086. INTERIM ARRANGEMENTS

The Committee appointed in D.1084 e above having reported that Mr. Linn refused the invitation to the presidency, after considerable discussion, the following actions were taken:-

Voted:- a. That we request Mr. Linn to continue as acting president for a period of two months, from August 16th 1934, and that the same committee of three again present the Board's invitation to Mr. Linn to become president, this committee to keep in touch with Mr. Linn during the two month period and report to the Administrative Council before October 1st.

b. That in case Mr. Linn still declines, the Executive Council is authorized to appoint someone to act for the time being as president, to carry out those duties for which Mr. Linn has been responsible since November 1933.

D.1087. LETTER FROM MR. W. B. DJANG

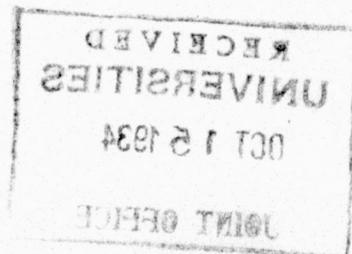
A letter having been received from Mr. W. B. Djang resigning from the Vice-chairmanship of the Board, from the Administrative Council, and from the Finance & Property Committee —

Voted:- That Mr. Djang's resignation from the vice-chairmanship of the Board and from the Finance & Property Committee be accepted, but that his resignation from the Administrative Council be not accepted.

D.1088. VICE-CHAIRMAN

Voted:- That Mr. Z. V. Lee be elected a vice-chairman of the Board of Directors in place of Mr. W. B. Djang resigned.

ADJOURNMENT.



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D.1086. INTERIM ARRANGEMENTS

The Committee appointed in D.1084 above having reported that Mr. Linn refused the invitation to the presidency, after considerable discussion, the following actions were taken:-

a. Voted:- That we request Mr. Linn to continue as acting president for a period of two months, from August 15th 1934, and that the same committee of three again present the Board's invitation to Mr. Linn to become president, this committee to keep in touch with Mr. Linn during the two month period and report to the Administrative Council before October 1st.

b. That in case Mr. Linn still declines, the Executive Council is authorized to appoint someone to act for the time being as president, to carry out those duties for which Mr. Linn has been responsible since November 1933.

D.1087. LETTER FROM MR. W. B. DJANG

A letter having been received from Mr. W. B. Djang resigning from the Vice-chairmanship of the Board, from the Administrative Council, and from the Finance & Property Committee -

Voted:- That Mr. Djang's resignation from the vice-chairmanship of the Board and from the Finance & Property Committee be accepted, but that his resignation from the Administrative Council be not accepted.

D.1088. VICE-CHAIRMAN

Voted:- That Mr. E. V. Lee be elected a vice-chairman of the Board of Directors in place of Mr. W. B. Djang resigned.

ADJOURNMENT.

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Verbatim Note of Discussion
Board of Directors
Aug. 16-18, 1934

PRIVATE and CONFIDENTIAL

1. Statement by Bishop Scott, Chairman of Presidential Com.

*Send up
Pres. Davies
letter
9/14/34*

The Presidential Committee, which consists of Mr. Davies, Mr. Sun, Mr. W. B. Djang and myself, was appointed by this Board and to us was referred the appointment of two of our number to interview the two gentlemen whose names had been brought before the Board and in the order mentioned, with full powers to offer them the Presidency of the University. In case of failure in both these cases the Committee is requested to present other names to the Administrative Council for approval before a definite offer is made. This same Committee was also entrusted with another duty, which is made clear in another resolution of the Board - D 1060 - that if by the time of Mr. Lim's retirement from office a President has not been secured the Committee on the Presidency be given power to act for the Board of Directors to select in consultation with the Executive Council of the University some person or persons to assume responsibility for all the duties of the President.

This Committee met immediately after the Board of Directors and Mr. Sun and Mr. Djang and myself were asked to interview the first of the gentlemen whose names had been brought before the Board, that is, Dr. James Yen. We got into communication with him and met him - Mr. Djang and I - in Peking, and Mr. Sun met him in Tingshsien twice. Our meeting in Peking was only of an hour's duration but Mr. Sun in his two meetings at Tingshsien was able to see a great deal more of him and I have here Mr. Sun's two letters to the Presidential Committee about those interviews if you wish to hear them. (Letters read)

July 6, 1934. ... "Following the Bishop's telegraphic instructions from Peiping I proceeded to Tingshsien on Friday the 28th ult. Dr. Yen arrived the next morning and gave a whole day to the consideration of the proposition we presented to him... Dr. Yen first of all expressed his appreciation of the confidence our Board had placed in him. I then tried to amplify the request which was made to him by the other two members of our delegation in Peiping. The latter half of the period was spent in questions and answers on the general situation of the University, the organization of the Boards of Governors and Directors, regulations under which it was chartered and registered, budgets of the different colleges, personnel on the different faculties, possibility of gathering together a nucleus of a group that would make developing a strong training centre for rural leadership possible, and a number of other kindred questions. In the afternoon Dr. Yen had a three-hour conference with three or four leading members of his staff. In the evening I was invited to his home to continue the discussion we started in the morning. Dr. Yen's tentative reply to our proposition may be briefly summarized as follows:

1. If he were to consider this from the 'narrow' viewpoint of the work of Tingshsien, it would be entirely out of question to entertain any idea of taking on additional work. He would be equally unprepared to consider the proposition

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if all it meant was to maintain the existence of Cheeloo along conventional lines. But, if the proposition was with a view to developing Cheeloo into the leading institution for the training of leaders for the rural reconstruction of China, the common interest thus created would call for the most serious consideration on his part as an individual, and on that of his association as a part of a movement. He believed Cheeloo to be the logical place where such a centre should be developed.

2. He would request the Board of Cheeloo to give further and more serious consideration to all the implications of such a policy, lest there be misunderstanding or different interpretations as to what we mean by developing Cheeloo into an institution for the training of rural leaders. If, after a period of exchange of ideas, there seemed to be a sufficient body of consensus of agreement, he or some other acceptable candidate for the Presidency should make a visit to the University to study in person the possibilities and impracticabilities of such a program.

3. Aside from the whole-hearted support of the Board to the President, such a new development would require a sizable budget guaranteed for a period of years and a group of real "educational statesmen" to serve on the faculties of the institution.

4. Even if satisfactory agreement could be reached, he would not promise to become President immediately, though that will be one of three possibilities. The other two are; 1) that some other member of his inner circle may be given the post; and (2) that the Board should approach some other person for a President, but he or some other representative of his association would volunteer to serve on the Board as one of the co-opted members. In any event, he hopes that Cheeloo and his association may find ways and means of very close and effective cooperation.

5. He wanted to know when he must give his final answer to our proposal. I told him our acting-president was going to sever his relations as Acting-president with the Univ. on Aug. 15.

6. In view of the local situation in Tsinan, he urged me to see Dr. H. H. Kung in Taiku to make sure that we understood his position regarding the matter.

Three days ago I saw Dr. Kung in his mansion at Taiku. The interview was necessarily brief and formal. The tone of his conversation suggested a little hint of regret that on this most important question the Board had found itself at variance with the local authorities whose good-will and support were essential to the smooth running of the institution. But he emphasized that what was done was done. He also said that as a way out, he would offer Mr. Linn a post in his ministry. He entirely approves of Dr. Yen's reactions and suggestions. He urges the Board to lose no time in trying to reach some definite understanding with Dr. Yen or any other person we may want to approach for the Presidency before some other institution gets ahead of us in securing their services."

July 9. Yesterday I ... had an interview with Dr. Yen. He had apparently given considerable thought to the question of the Presidency of Cheeloo. After inquiring about Dr. Kung's reactions on the situation, he expressed himself in a much clearer and more definite way than he did last time.

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He reiterated the deep interest and genuine concern about Cheeloo on the part of himself and his movement. He said that his convictions about the possibilities of Cheeloo were so strong that he would take any name or do anything that good strategy seemed to call for. "But", he said, "while we want to be as mild as a dove, we must also be as clever as a serpent. It seems most stupid for you to make me President if we are to make Cheeloo the sort of institution we want." What he meant was that he was quite prepared to do what needed to be done by a President, but he did not want to be handicapped by a title which would make him a subordinate rather than an equal of such people as the Provincial Commissioner of Education and the Minister of Education in the National Government, whose sympathy and cooperation are necessary for the development of the institution. He therefore made a counter-proposition which in out-line is as follows:-

1. That we try to get Chang Fu-liang to become President.
2. That Cheeloo and the Tingsien Movement should cooperate in the training of rural leadership.
3. That a "Cooperation Committee of five or six should be appointed by the two cooperating bodies, and that he (Yen) would serve as chairman of that committee.
4. As Chairman of the Cooperation Committee he would give a considerable portion of his time to the actual planning of the work of the institution and enlisting the support of the provincial authorities etc. He would be willing to stay in Cheeloo for a month at a time if it was necessary.
5. Some of the leading members of his staff might also come to Cheeloo as visiting lecturers from time to time. Graduating students of Cheeloo might come to Tingsien for practical training and experience.
6. All the above mentioned services will be rendered free to Cheeloo by the Tingsien Association."

After that we managed to have another meeting of the three of us in Peking about the 16th July. We talked for a long time over the whole situation, the main question being whether we were justified in carrying out our instructions. That is to say, were we to try James Yen again or in the face of this second letter were we to consider he refused the Presidency and if so were we to proceed to try and get the second man, that is, Chang Fu-liang, to be president. After a long discussion we came to the conclusion that it was worth while writing again to Dr. Yen, especially in the light of what had been happening here at Tsinan since the Board of Directors meeting, that is, that representations had been made either to Dr. H. H. Kung as Chairman of this Board, or direct to the Board or in other ways, reports from government officials of this province, the Chairman and the Education and other officials, communications from alumni, some alumni in Tsinan and some alumni in Tsingtao, and some kind of representation from some students had been made. In view of these things, all of which were in favour of the Board reconsidering our action in June, made us three men at Peking feel that we ought to tell these things to Dr. Yen and ask him if he could again consider the question. So by direction of this subcommittee I wrote a letter and sent it to Dr. Yen, giving the facts about what was being done here in favour of our reconsidering our resolution of June and again saying

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how urgent the situation was and how we three men felt that if Dr. Yen would accept that would be the best thing for the University. I had to wait a long time for his answer. It only came a few days ago, it was written on Aug. 4 and reached me on the 7th or 8th.

Tingsien, Aug. 4th

Dear Bishop Scott,

I owe you a sincere apology for delaying in answering your letter of July 18th. I received your letter here at Pei-tai-ho and conveyed the content of it to my colleagues at Peiping and Tingsien, and before their reply came I was called by wire to Tientsin by the Provincial Government. I just returned yesterday and am hastening to reply.

First of all I wish to say that I greatly appreciate the great confidence which you three gentlemen place in me and the frankness with which you have presented your problems. The sole reason for my not accepting the presidency is not because I am unwilling to make any sacrifice, but because my colleagues and I believe firmly that the wisest and most effective thing for Cheeloo and the Movement to do is that instead of my assuming the Presidency (of Cheeloo) which is bound to handicap me in every way and thus reduce my usefulness and helpfulness to Cheeloo, we organise a "Co-operating Committee" to be composed of six members, three representing Cheeloo and three Tingsien, with the President of the University (a believer in the Ideal of the University to be) included among the Cheeloo representatives, and Director of the movement among the Tingsien representatives. And if it should be the common desire of the Committee that I take up the chairmanship, (a sort of working Chairman), we believe we could be far more effective in helping Cheeloo both within and without than if I were to become its direct President. That is, it would be better and wiser from my point of view, to do it in an un-Chinese way (wu ming yu shih). If we are to co-operate on this basis, I have no doubt that I shall be able to help Cheeloo not only as an individual, but the whole Movement will be in a position to give it full backing.

We fully sympathise with you at this time of great difficulty in your University, and if there is some other way in which we could be of assistance to you, please let us know.

Wishing you all success in securing the right man for your President. Yours very sincerely, Y.O. James Yen."

Before I got that letter I was passing through Tsinan from the north and I stopped off about a fortnight ago to see the other members of the Committee. Mr. Djang, Mr. Sun and Mr. Davies were all here and we four met and again as a whole committee considered the question whether we ought to go on with our instructions, which were perfectly clear - if we could not get the first man we were to try the second man. Were we to go on with our instructions or was there any reason for not doing so, and the majority of the committee felt that there was reason for not going on to approach Mr. Chang Fu-liang, the reason being these things which had happened during July, that is, these telegrams and letters and representations from various people to the Board of Directors or to its Chairman about the President, so it was decided

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that the Presidential Committee should not approach Mr. Chang Fu-liang but should instead report to this Board and a special meeting was called for today and I hereby present my informal report.

Chinese member: It appears that this Presidential Committee has taken up another question, the question of associating with the Tinghsien movement, to make the future Cheeloo activities conform more or less to the Tinghsien movement. I wish to know whether this suggestion comes from Dr. Yen himself or whether it was suggested by this committee. As I understand it this committee has no business to discuss the future policy of the university.

Bishop: As far as I know the suggestion regarding the future policy which is mentioned pretty freely in these letters came from Dr. James Yen. In the conversation which Mr. Djang and I had with him in Peking it certainly came from him and I gathered from Mr. Sun's letters to me the same is true of Mr. Sun's conversation with him in Tinghsien.

Sun: The suggestion came from Dr. Yen as a counter-proposition to our proposition that he be made president of this university. This proposition has come to this Board as a result of the work of the committee. It is up to this Board to accept it or to turn it down.

Mission rep: I would like to ask if it is not still the policy of this Board and of the University to more and more adapt the ~~policy of the~~ University to rural reconstruction, rural work. I know a year ago we were trying more and more to adapt our University to rural work.

Mission rep.: I did not understand the letter to say that the University must conform to Tinghsien standards.

II. Communications received relating to the Presidency.

Decided that the communications should all be read and the English meaning given.

Telegram from Chairman Han Fu-ch'u to Dr. Kung.

"Mr. Linn during his tenure of office during the last two years has done everything to cooperate with the local authorities, a state of affairs which was not evident formerly. Internally he has made a good deal of improvement. I hear that he has resigned which if allowed to take place would prejudice the future of the university. I am asking you as the chairman of the Board of Directors to retain Mr. Linn for the interests of the University."

Telegram from 4 commissioners to Dr. Kung.

A telegram addressed to the Board of Directors by Dr. H.H.Kung transmitting a telegram he received from Shantung Commissioners of Civil Affairs, of Reconstruction, of Education, and of Finance, in the following sense: "Mr. Linn has achieved very good results since his first appointment some years ago and he has succeeded in securing cooperation

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from local authorities. At the last commencement exercises Gen. Han, Mayor Shen and other government officials unani- mously participated in the exercises and the Provincial Gov- ernor has twice sanctioned an allocation for subsidising the university. Although the amount allocated is small it gives a very good indication of the beginning of material support that the local people are prepared to give and is an indi- cation of the high approval they have of Mr. Linn's work and programme in the university. You are the chairman of the Board of Directors, therefore your interest in the welfare of the University must exceed ours and we hope that you will agree with us that you will do all you can to secure the re- consideration of the matter with a view to permanent reten- tion of Mr. Linn.

Mr. Kung in transmitting the telegram to this Board re- quests that the matter be considered by us.

Communication from students remaining here during the summer

This is a representation from a body of students of the Arts & Science Departments. It starts by referring to the long history of the University, to the difficulties this university experienced in 1929 and refers to the great strides made after 1929, after the arrival of Mr. Linn, and how Mr. Linn succeeded in obtaining the services of Dr. King Chu, how after Mr. King Chu's departure Mr. Linn had to take it on his own shoulders to carry on the programme of the University which has shown wonderful progress. Among others the stu- dents mention radio and engineering courses and they are en- tertaining hopes of greater and richer development in future and it ends by requesting most earnestly that the Board of Directors should take steps to have him retained.

2nd communication from students dated Aug. 13th

We hear that Mr. Linn is shortly leaving the university. His departure affects our future well-being. During the last two months we may say that the university has practically been existing without a head with the result that the students are at a loss what to do, whether they should go forward or go back. Most disturbing news has arrived that the future scholastic policy of the university is likely to be changed, so much so that new students who are planning to register for the fall term have hesitated in doing so. (Chinese member: In explanation of this I may say that before my departure for Tsingtao three weeks ago a special delegation of students came to see me in special reference to this rumour, this re- port that the whole Arts and Science Department is going to be converted into a rural experimental field. I said, "this is a big question, the Board of Directors will not rush to such things without proper consideration.") We submit that this university should not further exist without a head so we crave your pardon for re-submitting this petition. We need not refer to its glorious history of seventy years behind this university but we may be permitted to mention the very serious impasse experienced in 1929. Fortunately shortly after 1929 Mr. Linn arrived and under his supervision and under the guidance of the Board of Directors the University has made

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wonderful strides. Registration has been received from the Ministry of Education. This really marked the beginning of the new period for the University. The inspecting officer from the Ministry has completed his round of visits of the Universities in China and his comments about Cheeloo University are mostly very favourable. Among others the inspecting officer says that the Cheeloo discipline, the morale among the faculty and students, is very excellent, and the inspecting officer's report also refers to the fact that ~~the~~ Cheeloo is experimenting on questions Chinese. (C.M. I would suggest that this refers to certain rural and other plans that the university has been carrying out during the last two years). All this shows that Mr. Linn has done very excellent work and we should really not allow him to leave. Bearing in mind that we in 1929 met with very gross misunderstanding with the provincial authorities and that under Mr. Linn's leadership these difficulties have been bridged and instead a real spirit of cooperation has been achieved between the university on the one part and the local people on the other it would be a pity if this cooperation should be adversely affected by Mr. Linn's departure.

Tsingtao Alumni

Kuo Chin Nan for alumni of Tsingtao, 13th July. "We read from the papers that the Board of Directors has accepted the resignation of our acting-president Mr. Linn. During the last four years Mr. Linn has achieved very good results and he is eminently suited to the post and if he is allowed to resign that would be tantamount to allowing the university to head for ruin, so we have called an emergency meeting and we unanimously agreed to earnestly request your Board to devise measures to retain his services.

Chefoo Alumni (Signed by Huang Chen-chu)

Very similar to the one just read. Praises the results of his external relationships and comments upon the very excellent internal academic and scholastic improvements Mr. Linn has effected during the last four years. The alumni are very seriously concerned and would request that we reconsider our decision to relieve him of his acting-presidency.

Tsinan Alumni (Transmitted in postal telegram by H.H.Kung July 4th)

It begins by referring to the suspension of the Arts & Science departments in the year 1929 and goes on to refer to how in the spring of 1930 with the arrival of Mr. Linn the Arts & Science Departments were resuscitated and how special progress was made. How the faculty was enlarged and the scholastic requirements raised, how after a year the University was registered, that we are all very highly gratified at the wonderful results achieved by Mr. Linn under the guidance of the Board of Directors within a very short space of time. Mr. Linn, they note, is very rich in his sense of responsibility and has gone out of his way to do things for the future welfare of the University at the risk of personal antagonism and misunderstanding, and in spite of the very diff-

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icult situation experienced vis-a-vis the local authorities. Now instead they have received very great cooperation by them in material form and in support from the local provincial authorities and it really would be a pity that Mr. Linn should be allowed to retire from the University, so they take the opportunity to express their views in a most frank manner.

Wang Yuan Teh (Coopted member of Board)

After the registration of our University our university standing has risen considerably thanks to the efforts of the Board of Directors and also in some measure due to the efforts of Acting-President Mr. Linn. I have been informed that the last Presidential Committee has offered Mr. Linn the substantive post of President. If this report is true I firmly believe that the steps taken by the last presidential committee are very highly justified. Unfortunately due to misunderstanding on the part of some parties this proposition was not accepted and a new presidential committee was appointed. I am afraid in view of the past difficulties and in view of the present situation there will be difficulties but may I be allowed to make a proposal that Mr. Linn be offered a five-year period presidency.

1. The last Presidential Committee has already offered Mr. Linn the substantive post of president but owing to a misunderstanding on the part of some this proposition could not be carried out. If the present presidential committee should suggest a candidate not acceptable by the Arts & Science Department what would our situation be?

2. The provincial authorities have already indicated their willingness to assist, to cooperate. The steps taken by the last Presidential Committee in offering the substantive post to Mr. Linn have been turned down by the Board of Directors and the provincial authorities might seize this as a pretext for future departure from further cooperation.

3. The Board of Directors should go over major questions with a judgment that should not be influenced by any parties. The Board of Directors should award punishment and rewards in an impartial manner, any steps discovered and found to be prejudicial to the interests of the University should be appropriately dealt with, the persons responsible for these prejudicial measures should be given the benefit of advice and explanation, otherwise they should be disregarded.

4. The Arts & Science Department occupies a very important position in a university. The Cheeloo Medical Department has always enjoyed a very good reputation and the Arts & Science Departments in recent years have shown very good records. I hear that some interested people are out to destroy these Arts and Science Departments with a view to converting those departments into a rural educational work and these people are really sinners against the university and the Board of Directors should not hesitate to take the necessary measures.

Letter from Mr. Linn addressed to the Board of Directors

I have the honour to inform you that the matter of my acting appointment since the fall of 1932 has been reported to the Ministry of Education for record and I wish now to direct attention to the fact that my acting appointment will expire on the 15th August and from that date I must hand over accordingly. I have to request that you will be good enough to report this matter of the expiration of my appointment to the ministry for

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record. Apart from reporting this matter to the Ministry direct this is the best way for such action to be received.

Letter from Dean Linn

With reference to your direction dated June 30th instructing that I should carry on my duties as Dean etc., I have the honour to state that the reason underlying my **resignation** from the Deanship was that it is possible that the new president may have some radical views in regard to the internal administration and in order to avoid the possibility of obstructing him in his new efforts, in order to facilitate his reforms I consider it **desirable** to resign from the position of Dean. In my last application I requested that my resignation might take effect from March of 1935. At that time I could not very well ask for permission to resign at once, but now conditions are such as to make it necessary to leave the school immediately. I would suggest pending the appointment of a Dean that Dr. T'an of the Education Department be authorized to carry on on my behalf.

Telegram from H.H.Kung, 14th August.

I have to inform you that although I have been elected chairman of this Board I have not been able to render any effective or material service to the University because of my preoccupation with national affairs. My three-year term is expiring shortly and I hope you will now appoint a qualified successor to take over my position, and I trust you will not consider it necessary to reappoint me chairman of the Board.

Discussion (W.M. = Western member
C.M. = Chinese member)

W.M. - We must consider the value of these communications. Some are more weighty than others. Who signed the student letters? Do they represent the whole body of students?

W.M. My impression from the students' letters is that the first interest of the students is to retain Mr. Linn, not necessarily as the President of the institution but as Dean of Arts & Science. If we are to be intelligent in our attitude toward these letters we must know a little more about them. Who gathered the students together? Did they come of their own accord? We have before us representations from groups who would naturally feel the loss of Mr. Linn. They are all one-sided. If we are to discuss students' attitudes, as we do by receiving these letters, we should remember just what school they represent and the numbers that are represented. Naturally those who are not so keen on retaining Mr. Linn as president have not expressed themselves so that we are listening to just a one-sided presentation of the case. That being so we should know as much as the officers can give us about these student letters. About the alumni too, we should know how many were present, how the meeting was called and so on. I am asking that not because I am prejudiced one way or the other but as a matter of fact that we may be intelligent in our attitude to them.

W.M. It seems impossible to get these details unless they are on the original letters. As far as being a presentation

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of only one side is concerned, it has been my experience that if a student group is not happy and satisfied over a situation in the school they are not at all backward about making themselves heard.

C.M. The first students' letter is dated 20th June. The concluding paragraph translated word for word reads: "In conclusion we earnestly wish that the Board of Directors will formally decide to retain acting-president Mr. Linn, besides retaining him as Dean of Arts & Science Schools."

The second letter is dated 13th August. The concluding paragraph of this is more vague and all-inclusive: "In view of the above statements we wish to make it emphatically known that Mr. Linn should be retained to assume leadership as heretofore. This request is made not because of personal grounds but because of the interests of the University."

MR. Davies. - Mr. Huang came and asked me to present these ideas to the Board on behalf of the Chefoo alumni. I asked him, "Did you have a meeting for the purpose?" and he assured me that they did have a meeting, and that these were the ideas that were approved at that meeting, and he at my suggestion wrote this communication.

C.M. Is there any opposition to Mr. Linn's being president?

Davies - Within the limits of my knowledge there is opposition. I am quite unable to give any information as to the extent of the opposition. So far as I know - an estimate on my part - it would be from a relatively small number of students.

(It was explained that the meaning of the question was, Are there any communications in opposition? The answer was No)

C.M. (translated) 1. Called our attention to this fact, that the counter-proposal of Dr. James Yen of creating a committee specially devoted to rural extension work is beyond the province of this present meeting, because this meeting is devoted to a discussion of a presidential appointment. 2. Dr. James Yen is personally interested in a rural programme in Tingsien. There is a similar thing in Chowping under the government. They work more or less on different theories, as to which is more practicable and which is more desirable opinions are divided. The fact remains however that the Provincial Government may not necessarily be in agreement with the kind of work that is being done in Tingsien. 3. With the registration of the university come restrictions, responsibilities. We have to live up to the requirements of the ministry. We are registered as a University with different departments, not registered as a university to be devoted to rural interests. Though the Arts & Science Schools may have great appreciation for the necessity for rural development, the University has to attack it from different angles. We cannot directly engage in rural work, but as university work, preparing the ground, ~~for~~ sowing the seed for rural development - two different things. If we should deflect from our ordinary academic university paths to this agricultural rural programme we may be met with very strong opposition, disapproval from the Ministry and our registration may be revoked, apart from the fact that

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the rural programme may not meet with the approval of the provincial authorities.

Closed by suggesting that the controversy at issue is not a personal one. There may be ample grounds for passing Mr. Linn's acting presidency. There may be equally good grounds for asking him to continue this presidency. The environment, the general atmosphere is now such, there is apparently an overwhelming majority opinion in favour of Mr. Linn carrying on the university leadership. We may therefore suggest that all our personal differences of opinion may be sacrificed on the altar of general service to the university. Speaker mentioned in regard to this rural extension work the donation of \$9,000 to the University for rural work. At first the speaker had wished the Railway to double that amount, somewhere around \$20,000 for ten years. The Kiao-Tsi railway administration felt, however, that it was not a part of their duty to duplicate the rural programme work undertaken by the provincial government, rather the railway as a communications industry is interested in the productiveness of the rural districts immediately adjacent to the line. There is Kiao-Tsi Railway is interested in the rural work of the university in this sense, that the university may provide facilities for research, for study, which would lead to the increased productive and creative efficiency of the farming districts, but not for what is usually described as "p'in min chiao yu", mass rural education. At one time there was a danger of this subsidy being cut altogether. Evidently they made the issue very clear that this \$9,000 for the next five years is entirely devoted to academic university research into the problems of farming productivity and farming efficiency.

C.M. University grade training for rural leaders would not lead Cheeloo into direct conflict with people who are doing rural work at Chowping. Its programme is devised to serve this province only. If this proposition (of Dr. Yen's) were accepted Cheeloo would be called upon to run the service of training leaders and not direct engagement in rural reconstruction work as such, - whether we accept his proposition or not is entirely a different question. It must be clear in our minds what was meant by his proposition. He further stated that a strong school of Arts & Science was a pre-requisite to any highly specialised training programme, so if he was called upon to serve this institution at all he would not serve it if it was anything less than a university. Moreover unless ways and means could be devised to strengthen the present schools of Arts & Science so that besides fulfilling all the obligations prescribed by the registration of the university we should strive to strengthen at least certain departments in the School of Arts so as to make a programme of rural service possible Dr. Yen would not consider the question. Having said that much by way of explanation, I think now that all that discussion and all those negotiations have become entirely a matter of the past. As a result of the development of events since the last meeting of this board we have come to realise more and more clearly that after all realities are realities. We are not absolutely sure as to what would be the best for this institution, but I am sure everyone of us is sure as to what can be worst for this institution, and that is to lose the cooperation of the local authorities.

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W.M. Any suggestion that the emphasis of this university should be on the rural programme seems to be accepted as a suggestion that the University must be reduced to something below university grade. We could not reduce the standard without the consent of the Ministry of Education, without the consent of the Board of Governors, without the consent of the Canadian Parliament. Why in the world the theory should get abroad among students and among the gentry and even among some of the members of this Board that we are thinking even of attempting to do that I cannot understand. It would seem to me that if we members of the Board hear anything said to that effect it should be denied every time we hear the suggestion. While that is true, I am confident that I am correct in my representation of the United Church of Canada when I say that it is their hope and expectation that while we maintain university standard in all our educational work we shall do it in such a way that we shall provide rural leadership, men who are prepared not to go to Tientsin and Shanghai and other port cities, but to go to places like Weihwei, Changte etc. that are prepared to become leaders in such places as these. And it is my hope that the University, that we as a Board of Directors, will not hesitate to maintain that this is our purpose.

C.M. Our problems may be boiled down to one. The 15th of August has come and gone. We will be left without a president acting or otherwise. What are we going to do about it? We have to face this problem. The Presidential Committee makes it very clear to us that Dr. Yen has rejected our proposal to invite him to serve as our President. For reasons quite obvious to all of us they have not approached Mr. Chang Fu-liang. We have read a good many despatches, telegrams, all pointing to the necessity of appointing somebody, and most of this correspondence suggesting the desirability of retaining Mr. Linn. There is therefore this tremendous external demand, this atmosphere favouring the retention of Mr. Linn, as I predicted at the last meeting in June. Against this, we have the Board's resolution accepting Mr. Linn's resignation. The University will soon have to re-open, with all the administrative procedure, and routine matters to be attended to. I am glad that this rumour about the degradation of the university to a mere rural training preparatory high school has been dismissed from our minds. How are we going to meet this situation? - the problem of mitigating the unfavourable reaction on the part of the provincial authorities who have begun to be interested in the future of this university? General Han's telegram and the 4 commissioners' telegram to Mr. Kung - it is very discernible that they are interested in the university and Mr. - rightly pointed out the contrast is such as we may be very proud of. You may have read in the papers, the provincial government has to denote \$360,000 a year for the University in Tsingtao. For some reason or other the president and staff there have pursued a programme that is not agreeable to the Provincial Government. The provincial government says to the Central government, You had better send your funds elsewhere. Against this known demonstration of hostility towards a purely Chinese institution and a public institution like the Shantung University, here we have a private institution of mixed interests, with mission background, and a recently registered institution, and the government has shown such keen interest. What is one led to think? I would not

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like to flatter myself that we would get the whole \$360,000 next year, but I think we have made a very good beginning in the very modest sum they have donated this year already. Of course if we have our own funds, if the missions can give us funds regularly, we can pursue our programme independently of external interest, but unfortunately the time will soon come when we have to look for financial support in China. Our work has been examined, our programmes have been watched very jealously and very keenly by the provincial government during the last four years. Rightly or wrongly, may I call your attention to the fact that the provincial people have always looked at this university with a good deal of thought. This is a missionary, foreign school. Four years ago they began to hear that it was registered under the Chinese Ministry of Education. They said, "We will see to what extent the foreigners, or the Chinese working with the foreigners, will work for the good of the Chinese in Shantung". They find that Mr. Linn's conduct, Mr. Linn's programmes have inspired the government with confidence. Can we afford to ignore this gesture of friendship, of goodwill which we have taken four or five years to build up? The Baptist College, St. John's University, and other colleges in China will be only too envious of the position we find ourselves in now vis-a-vis the provincial government. Can we afford to offend the susceptibilities of General Han? I suggest that Mr. Linn be asked to continue to act for a further indefinite period. I would not say six months or nine months, but a further indefinite period. A special committee of three should be appointed from this Board of Directors or the Administrative Council to assist or back up Mr. Linn during this transitional period, whose duties would be to make up the evident deficiency in Mr. Linn's qualifications.

C.M. - seconds the resolution.

Davies - If the proposal of this member or anything of this nature is approved by the Board it should be with the understanding that Mr. Linn be full acting-president, with responsibilities covering both inside and outside relationships.

W.M. - As a matter of order, a question of procedure, the meeting was called at the instigation of five directors, on the initiative of the Presidential Committee, to rediscuss the question of the Presidency. I do not know whether that of itself is a formal vote that we may take as having been passed. If not I suggest that a formal vote is necessary and that it would come best from the Presidential Committee.- In view of certain circumstances having arisen since our last meeting that we proceed to re-discuss our last resolution, or re-discuss the question of the Presidency.

Bishop - We made no formal recommendation. The presidential committee consisted of four members, three of whom were in favour of taking no further action but reporting to the Board.

(Bishop Scott asked that the report be worded as follows:- The Presidential Committee reported that they had approached the first of the two gentlemen whose names had been brought before the Board and that he had refused. In view of conditions which had arisen since the committee was appointed they were not pre-

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pared to approach the second of these gentlemen.)

Davies: Moved: That the Board receive the above report.
Seconded. Carried.

W.M. Nothing is more demoralising to a student body than a state of uncertainty as to leadership.

Moved and seconded: That we reconsider the question of the presidency.

Moved by W.M., seconded by C.M.: That we offer Mr. Linn the Presidency for a period of three years additional, counting those two years of acting-presidency as part of his term of office.

W.M.- I don't know, I suppose it is my British blood, but I am simply boiling. I have been brow-beaten into any position which opposes my reason. External pressure such as we are undergoing at this moment is quite contrary to my own mind, and I cannot but express it. If I am brought later on by force of reason to adopt a new position with regard to the presidency, all right, but I cannot do it without protest. Because we have a governor of a province who has sent a telegram to the chairman of our Board, and four prominent provincial officials have likewise shown their interest in the institution by requesting that a certain person be retained, I do not on that account change my mind as to what is best for this institution. I am the last person to ignore official opinion on certain matters, if they were matters fundamental to the institution, and as I thought essential to its future well-being I should be prepared to listen to them. I give these people credit for being greater men than we imagine them to be if their support of this institution should be dependent on this Board meeting a personal desire of theirs. I am not prepared simply because they have taken that line to change my mind. About the representations from the students - I have had experience myself twelve or fourteen years of an educational institution in China, a large institution, 300 boys. I know what some of these things really mean. They are not what they seem to mean. It is no good you saying that absence of contrary opinion at this time is of no value. There is no proposition before the Board that we should elect Mr. Linn as president. If there were and it became known we should have letters of opposition. The fact remains that the proposition before the Board is not to elect Mr. Linn, and therefore from those bodies that wish to support Mr. Linn you get expression of opinion. As far as these student letters are concerned neither do they particularly affect my judgment on this particular matter. I am open now to conviction from other members of the Board that the appointment we now contemplate is essential to the continuation of the support of the Shantung Provincial officials. I grant the matter of our continuing to enlist their cooperation is important, but I wonder if we had another man whether these men, these great men, these men who rule Shantung, would because of their friendship and interest in one individual, withhold their support from an institution which has a contribution to make to the general well-being of the people of this province. The students who have written these letters represent one school out of two (Two out of three! Sec.)

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They have had the idea put into their heads that if Mr. Linn goes there will be changes in the courses etc. In the main the faculty also wish to retain Mr. Linn, but by no means un-animously. When I come to consider this question I have got to put two things one against another, and the situation is more complicated now than it was before. Outside cooperation versus internal dissension and possible disintegration. It may come from this side or it may come from that. So I am in a real difficulty. Believe me, I say it straight from my heart, and I think most of you will agree with me really and truly, we do not want to have to resign the real interests of this institution into the hands of any outside group, nor do we want to submit to student leadership in this matter. Shall we lost this support from Han and Ho and Chang and Li if we do not agree to what they desire? I ask it quite frankly and hope we shall get some replies from those who know better than I do. My own opinion is that of course they would like Mr. Linn, but really and truly, supposing we could not have him - and to my mind it is quite conceivable, never mind what we do we shall find it difficult to keep Mr. Linn now - is it likely that we shall lose their cooperation and possible support.

W.M. I was unfortunately not able to be here at the June meeting of the Directors so I do not know what went on at that meeting when this action was passed, but I do feel that we would be wise to go on with the second proposition (of the Presidential Committee) and try somebody else. My connection with Cheeloo has been to a certain extent unfortunate. This is my third meeting. The first was in 1916 or 1917 when there was great trouble in the University. Two years ago we had internal dissension in the hospital, and now it looks as though it is internal strife and dissension in the University. I feel that an outsider, a man whom everybody could trust, would certainly be more acceptable than one who has already been engaged in the internal friction of the University. I represent a mission that is interested to a great extent in the Medical School so my interests do centre more in the Medical School than in the Arts College. I do think it would be fatal for this university to do anything which would engender strife between the different schools in the university itself. I must confess that these letters which have come to us have left me cold. That is not an argument as to the worthiness or fitness of a man to be president in my opinion. I do not think a man should be chosen in whose behalf letters have been brought in to the committee as these have. Propaganda is a good word in English but it has soiled its reputation and I must confess that not only the letters from the students but from the officials as well would impel me to vote against the man advocated. I think it is rather hard on the staff, a flood of resignations has been pouring in. We have a proverb in English that "rats leave the sinking ship". Here Dr. Kung sends in his resignation on top of these telegrams. Consider the internal peace of this institution above any man. I believe a good man can be found, a man acceptable to the Medical School, to the Arts College and to the whole University, and I do believe we would be well advised to carry out the second item and to approach Mr. Chang or some other man outside the institution itself.

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C.M. (translated) Do we or do we not desire Chinese co-operation, provincial cooperation? We are working in the Chinese field. Do we or do we not desire Chinese cooperation? Rightly or wrongly the officials consider Linn has done good work. They have asked the chairman for the retention of Mr. Linn's services. If he fails to secure the retention he would be unwittingly offending the provincial government. This is Chinese psychology. This is a reality in China which we must consider.

C.M. In order to dissipate the idea that the thing was engineered, that this huge body of correspondence was engineered, manipulated, I wish to make a few statements. As a Chinese, as a Director, as a friend of the university and a friend of the local government, I am thoroughly convinced that the thing was not engineered. It was a spontaneous and very ready gesture of these people of belief in Mr. Linn's stability and in the satisfactory work done by Cheeloo under his acting-presidency and under the guidance of the Board of Directors. I quite agree with Dr. -'s inference. The thing sounds sour, as if this were an external weapon hanging over our heads. I think this is agreed by us all. But I am sure that the telegram from Gen. Han, this telegram from these four commissioners, were not influenced by interested parties. Another point I wish to make clear is that we must face realities. We have been looking about for a president for two or three years with no success, and your last presidential committee was convinced that Mr. Linn would be just as good a man as anybody else, in fact Minister H. H. Kung suggested it. This internal dissension which is spoken of? Was this dissension due to Mr. Linn's deliberate actions or was there such a thing as suspicion, misunderstanding, temperamental differences, differences in psychological conceptions of actions? I want to know who is responsible for these internal dissensions. At the last meeting in June I challenged people, - Do not try to seek shelter, where is this internal dissension, who is responsible for this internal dissension? Mr. Linn is not a super-man, he is at fault in many things, therefore it is up to the Board of Directors to remedy the situation. Mr. Linn is offered the presidency but the responsibility still rests with the Board of Directors. For all we know Mr. Chang Fu-liang might be a worse president than Mr. Linn. Mr. James Yen might be. He might offend the susceptibilities of ~~the~~ other parties. Whoever is going to be president must be supervised, controlled by the Board of Directors. I am quite in sympathy with the view-point taken by Dr. - that we are the last people in the world to be brow-beaten, to be intimidated by anybody, be he the generalissimo, be he the chairman of the provincial government. What is the intention behind these telegrams? What has General Han to gain by sending such a telegram? It is just a friendly gesture. Both Ho and Chang have such faith in the University and in Mr. Linn that they think it disastrous to the interests of the University that he should leave. The impression has gone abroad that this is a deliberate quarrel between the Chinese elements and the foreign elements. I told them it was no such thing. I told them the real issues were due to temperamental differences, due to lack of understanding of each other's view-point, to a certain indefinable something which is at the root of the whole thing. So I wish to explain that as far as Gen. Han and the

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four commissioners are concerned they surely have not attempted to intimidate or frighten us. Their intentions were most honourable. And I wish to repeat that we must face realities. Has Mr. Linn done well as a Dean? Has Mr. Linn elevated the prestige, the reputation, the standing of the University during these last two years? If Mr. Linn has done so but in other respects he has failed should we not do something to remedy or to make it impossible for such failures to manifest themselves again if he should be asked to be president. I am speaking entirely for the future well/Bare of the University. I hold a brief for none.

W.M.- I had no intention of saying that I considered the official action was worked up.

Davies - I quite appreciate the effect which these telegrams have on these people. There are other people who are affected quite differently. I was in Tsingtao shortly after the meeting of the Board. I met one of the Korean missionaries. I have known this gentleman for a long time. I consider him a very good man. He said, "Isn't that fine, that they take so great an interest in your institution that they are willing to do things of this kind." I believe too that this talk about the present internal difficulties in the institution has been greatly exaggerated. I know things are not all that they ought to be. I was acquainted with the situation in 1916, 17, 18, and 19. The Arts and Science and the Theological Schools moved up to Tsinan in 1917. Just to come down to brass tacks, the relationship between the Arts and Science School of that day and the Medical School was far worse than it is today. Within the last four years I consider that there has been definite, positive improvement in the relationships between the general university administration and the Medical School. I don't want to go into details.

W.M. What is important is that Mr. Linn is cooperating with the local people.

W.M. One matter should not be overlooked, the possibility of making the appointment to the presidency the prerogative of the local governor and the further possibility of making it necessary to have a change of a good many of the staff every time you have a change of president.

C.M. Let us summarise the situation -

1. Has Mr. Linn done good work as Dean - Yes.
2. Has he done good work as acting-president? Yes, in cementing external cordial relations, in looking for subsidies, contributions, etc.
3. Has he failed? Yes. In what respect? In his personal mannerisms, in his temperament, in his exceeding frankness.
4. Is that failure of great consequence? I consider not. But is it necessary to correct this failure? Yes. How? By appointment of two or three members of the Board of Directors to assume certain functions where we know he would fail, by holding him in check where necessary. And if (I want to be perfectly frank) if there is a general apprehension that the brothers will run away with the show - my attention has been repeatedly called to this matter - there is an indefinable apprehension that we do not want to give too much to this family, Dr. Kung would not

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be here as chairman, with the one brother as president and the other as chairman they may run away with anything. P.K. ~~is~~ has no objection to Linn. There was a slight misunderstanding on the part of Dr. S. and Dr. K. as regards a certain remonstrance as regards a certain document. On the part of Mr. Linn and Pastor Yee they did not realise that the presentation of that document was invited by the commissioner himself. Well, Mr. Ho intended that the document should have been presented from the administration. I am sure Dr. S. had no desire to ignore Mr. Linn as acting president. In his haste and anxiety to present it he forgot this routine. Dr. S. and Dr. K. at once realised. The incident should have been closed right there, but rightly ~~Dr~~ wrongly Dr. S. felt he was being blamed and censured. Too much loss of face on his part, and that little incident I think had a good deal to do with the so-called internal dissension. That is what Dr. K. himself told me. Because the whole weight of opposition has come from the medical faculty as embodied in that letter of Dr. S. to the Bishop which was read at our last meeting. I consider this misunderstanding, this point of internal dissension is a very minor factor which time and patience would heal. And Mr. Yee has himself made a statement just now, if necessary he would gladly walk out of this Board of Directors, if it is thought that the brothers would walk away with things. I want to know for my own satisfaction exactly where Mr. Linn would not fit in in this matter of internal harmony. I know for a certainty that there is such dissension, but I have equal conviction that this can be healed with time, with Christian forbearance and patience, and I am sure Mr. Linn and Pastor Yee will know in future how to speak, and conduct themselves in a more scrupulous, a more discreet manner. I want this thing to be exposed to the full light, because as long as this nightmare of dissension hangs over our heads the prospect of a united front is very distant, and the sooner this situation is remedied the better. General Han, Mayor Shen, H. H. Kung - I am not mentioning these names as a matter of brow-beating policy. It is as circumstantial evidence to show that Mr. Linn has not been found guilty, that he has discharged his duties to the satisfaction of outsiders. A man like the Mayor, or like the Reconstruction Bureau man, they feel that Linn and Linn's policy for the University is excellent, just the thing we want in Shantung and they say, "We want this university to grow". I have been asked by many of these officials, "What is at the bottom of the whole thing?" I suggest that there are two alternatives - 1. The committee might still invite Chang Fu-liang; 2. Invite Linn to be president for three years.

W.M. Two reasons for time limit: 1. That he would not consider an indefinite proposition; 2. it would weaken his position.

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C.M. - I would vote for the election of Linn not because I am convinced that it is the best thing to do but because the university cannot exist without the support of the environment. I do not see how anybody else can ever accept the position of President under the circumstances, and while this cooperating with Yen or getting Yen as President may be a higher ideal for some of us, yet this institution has got to continue if possible. If we should fail again to see realities this time we are heading for trouble of the first order. Perhaps it would mean eventually a suspension of the academic work of the institution, if not the virtual end of the institution. This local cooperation is invaluable and since Mr. Linn has succeeded in enlisting such active support of the local authorities in one respect it is only fair to give him a change. On those grounds I support the motion that has been made and seconded.

W.M. - If we do not follow the lead that has been given, which is plainly a government imposition of their opinion upon us, we are threatened with suspension of academic work and we are threatened by it just as much if we do accept it, sooner or later we have to find out whether or not we as a Board are in control or whether it is the prerogative of the local officials to run the institution.

W.M. - If we cannot as a Board face an organized demand on the part of the government officials, if we here feel that the man put up for President is not the right man and yet have not the grit in us to turn that proposition down, I do not see any hope for the future of the school. I do not think they have any right to dictate to this Board.

C.M. The local authorities do not want to dictate. They have goodwill to the University.

I had a

C.M. A conversation with Mr. Ho shortly after the fact of Mr. Linn's resignation having been accepted by the Board became known. Mr. Ho came to call on me. The first question he asked me was, "What is all this trouble? What is wrong with Mr. Linn, isn't he doing well? Why should there be so much opposition?" He said, "I like Mr. Linn so much. We are all convinced that he is doing very hard work. If the Board of Directors does not pay any attention to our earnest recommendation they will lose a good man." From the conversation I had with him and with others there is no apparent dictation. But although it is privately supported I submit that the Chinese government, the commissioner of education, has an interest, and should have a profound interest in the future of this university. After all we are training Chinese students, and instead of trying to interfere or to usurp our powers, I am rather surprised that Mr. Ho has refrained most scrupulously from attempting any such interruption. Even at the time when the general atmosphere was most hostile there was no attempt on the part of the government authorities to dictate. What we pray for is their sympathetic understanding of the philanthropic work done by Christian enterprise, Chinese and foreign alike. The missionaries have been very much misunderstood, very much maligned and misrepresented. These were necessary features during the revolutionary period. That phase has gone,

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the phase that visited us about five years ago when the government was removed from Taian to Tsinan, and during the last four years I have been watching with a great deal of interest the favourable reaction of the local Chinese authorities towards the University, and it would be a pity to thwart, to challenge them, virtually to say to them, "You think Mr. Linn is the right man, do you? Well, don't you try to dictate to us. We will find a man of our own anyhow." I propose that we invite Mr. Linn to be President, with an advisory committee of three to assist him.

W.M. - I propose that this Board offer the presidency to Mr. Chang Fu-liang.

C.M. I have just had a letter from Mr. Chang in which is indicated his very deep interest in the work in which he is engaged at the present time. He says that representations have gone to him from the students here asking him to use his influence to obtain Mr. Linn's services as president.

C.M. In view of the telegrams addressed by General Han and Mr. Ho, even though there is no attempt at dictating, no-one else would dare to come and accept. It is not fair to offer it to anyone else right away. You could offer it after a year.

W.M. - I move that with a view to filling immediate requirements because of the resignation of Mr. Linn from the acting-presidency as from the 15th August, Mr. Linn be offered the presidency forthwith as from the 16th August so that administrative matters may be carried on.

The above motion was voted on by ballot and carried 6 to 5.

W.M. Can we not put it to the vote again and make it unanimous? (This was negatived)

W.M. Though some of us feel that we could not change our vote I would like to say that we can assure Mr. Linn that we shall loyally support him if he accepts the position.

A Committee of three was appointed to call on Mr. Linn with the offer of the Presidency and with the following:-

Resolved: That this Board assures Mr. Linn if he accepts the Presidency of its loyal support in his work - Carried unanimously.

(During the interval while the ballot was being taken it was reported that Dr. H. H. Kung had first written a letter from the secretariat, and then sent a telegram advising Mr. Linn to leave the premises right away because rightly or wrongly Dr. Kung had been informed of the very strong opposition of foreigners to Mr. Linn. Mr. Linn sent a telegram back saying that he had already committed himself regarding the forthcoming All-China Conference of Engineers which will meet here from the 19th for a week, and Mr. Linn had committed himself to accommodate them and make preparations. He wired back that he

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was not purposely delaying for the sake of the presidency, but he was delaying his departure because of this Engineers Conference. Kung wired back that the explanation was accepted and asked Mr. Linn to depart as soon as possible.)

W.M. ~~That was~~ I move that we ask Dr. H. H. Kung to reconsider his resignation as chairman of the Board - **Seconded, Carried**

August 17th.

W.M. Mr. L. has asked me to report the result of the visit of the Committee to Mr. Linn. The committee with Mr. Davies as Associate-President, interviewed Mr. Linn last night at the close of our session. Mr. - was our chief spokesman and I do not think that anyone could have presented the case more strongly or more earnestly. He used every device I think known to man, some that were not previously known to me, I must admit, to induce Mr. Linn to accept the presidency - inducements, appeals, warnings, everything that could be brought to bear to influence Mr. Linn to accept this post was done, but from first to last Mr. Linn stoutly refused to consider the appointment. He said his mind had been made up for some considerable time. His resignation from the acting presidency was sincere and now the real presidency was offered him it made no difference whatever to the situation. He felt that he was not the man to carry forward the policy and work of this institution as it should be carried out. There were difficulties not only in the situation but in himself and he was quite sincere and refused to consider any further approaches that could be made to him. Not only could he not accept the presidency but the Deanship of Arts & Science - he was equally adamant in refusing to occupy that position. He said that before many days he would feel it incumbent upon him to leave the campus. One thing he did say which I did not quite know how to interpret - that the furthest he could go was that after he had left the campus possibly his name might be used in whatever capacity the Board might desire. I am sorry that my intelligence has not fathomed the real meaning of that, its practicability. But as far as I remember that is the only thing on which Mr. Linn was prepared to give at all. I was convinced of Mr. Linn's sincerity and that his mind was already made up even before this Board met, and no matter what happened there was no influencing him.

Another member of the Committee - I urged his appointment yesterday because I felt that he was the one man that could meet the crisis we are facing at the present time with the least disturbance, but he has definitely refused to serve. As I understood the reference that Mr. - has just made to the use of his name, I think he meant that as a matter of formality to meet the government requirements he was willing to have his name given in as acting president for a month or two until we could get someone else.

W.M. I do not know whether anything can be done to try and induce one or two Chinese members of the Board resident in Tsinan to attend this meeting. We are a group of foreigners and in that sense thoroughly unrepresentative of the Univer-

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sity. I move that we adjourn this morning and ask that letters be sent to the four Chinese members who are in Tsinan requesting them to put everything else aside and come to a meeting at 2 o'clock this afternoon, explaining what has happened and that we meet this morning without a voting Chinese member.

(The only Chinese member present at this meeting was the Chairman)

The meeting was adjourned and letters written and at the afternoon meeting two of the other Chinese members attended.

C.M. (member of committee) - I now recall the statement made by Mr. Linn after refusing the earnest request made by us, that he would be perfectly willing to have his name made use of either as acting president or as substantive president during the next two months, during which perhaps steps might be taken toward securing a substantive president. He has already sent his resignation to the Ministry, but it might take some time for the Ministry to act on that resignation, even if ~~xxxx~~ not he is responsible to carry on till someone is found. We have authorization from him that his name may be made use of. Internal affairs would be still left with Mr. Davies in conjunction with the Executive Council. I offer this as a possible way out for the time being.

Gu M. I am not surprised at the result of the work of the delegation that was sent to Mr. Linn last night. The was in which the motion was passed last night could not have been concealed from anybody. It was only human I think of Mr. Linn to have reacted the way he has, after receiving a proposition that had gone to him in that manner. This present situation in which we find ourselves is the outcome of gradual developments and for one thing at least I think we all of us have every reason to be grateful and that is that after all at long last we have come to the position where we seem to be on the way to practice those two phrases made famous some ten or twelve years ago, namely, that we agree to differ and resolve to love. We have differed in the past, very considerably, in opinion, but the result of the work that we did here yesterday finally got us to the place where we were at last making an honest effort to resolve to act in harmony if not actually to love, which I hope and believe will eventually come. As a member of the former presidential committee I wish to point out at this juncture that that committee has not been inconsiderate of the developments that have taken place since its appointment. It deliberately refrained from carrying out all its instructions because most of its members believed that it was not advisable to carry out those instructions while things were developing the way they did, and yesterday when I personally supported the motion I did it in full recognition of the value of Mr. Linn's services in the institution. I do not blame Mr. Linn. A month ago we recognised that unless Mr. Linn were made president the institution was headed for immediate troubles, and that month having elapsed the situation has not simply remained in the same state but the crisis has become even more critical. It is quite unthinkable to me that this Board will have any other solution aside from prevailing again upon Mr. Linn and asking him to accept this proposition.

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This situation is far from what we would like it to have been, it is just because of this situation that I think we all ought to try to urge Mr. Linn just as much as we possibly can. In addition to supporting the suggestion that in the name of this Board we put our request in writing, I would suggest that the original committee be again asked to go to Mr. Linn while we are still sitting here in this room, and if possible with this written request, and asking Mr. Linn to accept the responsibility of the president. I have just seen Mr. - (another Chinese member of the Board). Because of his trouble he is still not free to come to this meeting, but in this suggestion that has just been made he also is represented and wishes that fact to be known as his suggestion to this Board.

C.M. - The letter will simply convey the fact that he has been appointed to act as President with assurance that he will meet with the loyal support of the Board of Directors, as agreed upon last night - a very precise letter to that effect - and hoping that saner counsels will prevail with him. This letter may give him enough grace to reconsider. Meanwhile the University can go on using his name.

W.M. It seems to me a mistake we made was in demanding an immediate answer from Mr. Linn. Of course we know that this whole thing is mixed up with the face of a number of people. It is very complex, it is not a simple Yes or No proposition, and it seems to me quite clear that we cannot ignore the need for a time element there and the fact that Mr. Linn last night said that he was willing for us to use his name to meet government requirements for a period of one or two months opens the way toward a temporary solution at least and enables the machinery of the college to function when it opens in two weeks time. So I would suggest that either a letter be written or that we ask Mr. Linn to continue as acting-president from the 16th August for a period of two months and leave the question of his acceptance of the Presidency in the hands of a special committee. As a matter of fact, technically he is still acting-president and he will be acting-president until his resignation is acknowledged by the Nanking government.

Motion: That we request Mr. Linn to continue as acting-president for a period of two months from August 16th 1934 and that a committee of three be elected to again present the invitation to Mr. Linn to become President, this committee to keep in touch with Mr. Linn during the two month period and to report to the Administrative Council before October 1st.

After some discussion the original committee was appointed.

Motion: In case Mr. Linn declines the Executive Council is authorized to appoint someone to act as president to carry on the duties which Mr. Linn has fulfilled since last November.

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Cheeloo University

August 10, 1934

Rev. L. J. Davies
Cheeloo University
Tainan, Shantung, China

Dear Mr. Davies:

Let me acknowledge receipt of your letter of July 2nd addressed to Dr. Weir and myself. This letter comments in a very excellent way on the minutes of the meeting of the Board of Directors held June 15th - 19th. We will present these minutes, together with your covering letter, to the meeting of the North American Section of the Cheeloo Board of Governors which has been called for the afternoon of September 7th. We are counting on having Mr. Kenneth MacLennan with us at that meeting and are eager to hear the report he is bringing back from his visit to the Cheeloo campus.

I will comment informally on a few of the more important matters covered by the minutes of this annual meeting of the Directors, and will write again after the North American Section has met.

Presidency. I know that all members of the Section will be keenly interested in both the minutes and in your comments, with reference to the vital question of the presidency. I am sure we are all agreed both that the securing of a President is a vital and urgent matter, and also that we must proceed slowly and cautiously enough to be sure of getting the right man. I know too that the Section will heartily concur in the action of the Directors in expressing sincere appreciation of the earnest and devoted services Mr. Lin⁷ has rendered as Acting President during two very difficult and perplexing years.

Finances. All of the Western friends of Cheeloo will be gratified to learn of the active steps being taken on the field to develop the Chinese support of the institution. We can appreciate to some extent the seriousness of the problems you confront in seeking for additional funds there, and know that whatever results are obtained will be won only as a result of great loyalty and devotion by members of the staff, Directors, and alumni.

Developments in the Rural Service Program. Everyone here will be very much delighted to note the encouraging developments in the field of rural service. The coming of Mr. Dean and Mr. Taylor should prove a tremendous stimulus. I have received a letter, together with an extremely interesting statement, from Mr. Dean, and will distribute copies of it to the members of our North American Section and to other friends interested in Cheeloo.

Suggested Amendments to the Governors' By-laws. You may rest assured that both Sections of the Board of Governors will give the most careful consideration to each of the amendments suggested by the Board of Directors, though of course it is too early to have any inkling as to what will be their decision

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on the various points raised. I will, however, venture a few personal comments on certain points:-

a. Seal. My first reaction is that the proposal to amend Article IV, Section 4 (f) by making provisions for separate seals for Cheelee University and the Cheelee School of Theology is inconsistent with the general policy of the Board of Governors, and is inconsistent with the general theory under which the by-laws of the Governors have been prepared. So far as the Governors are concerned, Shantung Christian University is a single institution, the registered part known as "Cheelee University", and the unregistered part known as the "Cheelee School of Theology". They are always considered simply as divisions of a single institution. On this basis, it would seem almost as illegal for the Board of Governors to make provision for separate seals for these two administrative divisions of the institution as it would for them to provide for separate seals for the Colleges of Arts, Science, and Medicine. If, however, the Board of Directors of Cheelee University or the Board of Directors of the Cheelee School of Theology desire a separate seal for their official use, I am sure that the Governors would have no reason to object, but it would hardly be either necessary or desirable for them to give any official recognition to the existence of such seals. This, however, is only my own personal and unofficial judgment...I have not had an opportunity to ascertain the views of anyone else.

b. Meetings of Boards of Directors. The amendment you suggest is quite correct, and is necessary to remedy a typographical error in drafting the By-laws.

c. Responsibility of Governors. If the Directors are agreeable to the inclusion of the clause you suggest, limiting the financial responsibility of the Board of Governors, I am sure that the Governors will be glad to make this change. It was primarily to avoid any embarrassment to the Directors that the suggestion was made of incorporating any such limitation in a supplementary agreement, rather than in the By-laws themselves, that the Governors omitted such a provision from their first draft. I believe, however, that it would be more in accordance with our present financial policy if this amendment were phrased to read somewhat as follows:-

"The financial responsibility of the Board of Governors shall be limited to the specific appropriations it may make toward the current budget and/or other general or special purposes, together with any additional agreements concerning financial matters which may be entered into between the Board of Governors and the Board of Directors."

d. Employment of non-Christian Members of Staff. I will not venture to predict the reaction of our Governors to the suggested amendment in Article VII, Section 1, which in effect places in the hands of the administrative officers rather than of the Board of Directors, the authority to employ, where necessary, non-Christian members of the University staff. The Governors are always anxious to place as much authority as possible in the hands of our administrative officers, and to look to them for vigorous and aggressive leadership. No one wishes to tie their hands by requiring that they must seek the approval of the Board of Directors before going ahead with duties which they are competent to discharge. On the other hand, it must be kept in mind that the only basis on which our Cheelee Board of Governors can hope to continue providing funds for the support of the University is that of maintaining the

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confidence of our Western constituency in general, and of our Mission Boards in particular, in the staunch Christian character of the University. If there should be any serious impairment of this confidence in the Christian character of the institution (even though this loss of confidence were undeserved), support from the West would dwindle away to practically nothing. During recent years there have been a number of cases in China where, in the judgment of many of those serving on our Chee-lee Board of Governors, eager young administrative officers, anxious to build up a strong and efficient personnel within their colleges, have brought in large numbers of new appointees with an eye almost solely to their professional qualifications, and with little concern over their Christian character or the influence they might exert. Our Governors have therefore felt that it would be a wise safe-guard to leave decisions in such matters in the hands of the Board of Directors. Surely our faculty does not change so rapidly that the President or Deans are likely to be compelled to appoint non-Christian appointees to the staff at a moment's notice. It might be desirable to liberalize the requirement for two-thirds favoring vote by the Board of Directors, and to delegate this responsibility, where necessary, to the Administrative Council, or to some other small and cohesive group of the Directors. But this certainly does seem to be one point where the independent judgment of a group outside the regular staff of the University should be of great value.

e. Article VII, Section 3. Classification of Staff. I knew that the Governors will wish to adhere to whatever system of ranking the staff the field may have found the most satisfactory.

It is always gratifying to study the minutes of our Chee-lee Board of Directors, for they give the impression that this group is taking a real and active interest in the institution. Occasionally we find a group of Directors that show very little either of knowledge of, or intelligent interest in, the affairs of the institution it is their duty to direct.

Very cordially yours,

B. A. Carside

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SHANTUNG

September 18, 1934

Rev. L. J. Davies ✓
Dr. Charles A. Stanley
Cheeloo University
Shant ung, Tsinan, China

My dear Mr. Davies and Dr. Stanley:

I enclose herewith a copy of the minutes of the meeting of the North American Section held on September 7th. Under separate cover we have sent you five copies of these minutes. We did not send a larger supply to the field, for I doubt whether you will wish to distribute the material to the entire Board of Directors.

This was a rather informal meeting of the North American Section called for the specific purpose of conferring with Mr. Kenneth MacLennan who was spending a few days here en route from China to England.

Mr. MacLennan was very regretful that his stay in Tsinan was so brief that he did not have an opportunity to make any detailed study of the general situation of the University, or of the various problems now confronting the institution; I believe, however, that he did gain a fairly comprehensive grasp of the situation in view of the short time he was on the campus.

There is not much we need to add to the summary of Mr. MacLennan's discussion contained in the minutes themselves. We were glad to have his cordial endorsement of the plans for going forward with the first unit of the new hospital plant. We were sorry to learn that Mr. MacLennan, like so many others who have passed through Tsinan during the past few years, gained the impression that the University is not making as much real progress as might be desired in going forward with the rural program. He emphasized very strongly the urgency of the need for substantial increase in financial support, particularly in medicine, in theology, and in the rural program of the Colleges of Arts and Science.

Because the length of our meeting with Mr. MacLennan was necessarily brief and because only a small number of our members could be present, we had to defer practically all the pending items of business to the next meeting of the Section. We are hoping to arrange such a meeting during the next fortnight.

I also enclose herewith a copy of the report of the treasurer of the Cheeloo Governors for the year ending June 30th, 1934. Five

0253

Rev. E. J. Davies
Dr. Charles A. Stanley

- 2 -

9/18/34

additional copies of this report are being mailed to you for distribution on the field. You will note that the financial situation of the North American Section at the close of the last fiscal year was not particularly bright. We do hope, however, that with even a small improvement in the business conditions both the Aluminum Company of America and the American Smelting and Refining Corporation may restore their dividend payments to more normal levels. As you know, both these blocks of securities are cumulative preferred stocks so we hope that ultimately we will obtain the full amount of the dividends which have been deferred during the last few years.

With all good wishes for the success of the academic year just now beginning, I am

Very cordially yours,

B.A. Caside

BAG:MP
Encls.

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Minutes of a Special Meeting of the
Administrative Council
Oct. 5th & 6th, 1934

PRESENT: Rev. H. L. Yee (Chairman), Mr. Z. V. Lee, Bishop Scott, Rev. C. C. Van Deusen, Dr. Williamson, and Mr. Davies.

D. 1089 REPORT OF COMMITTEE RE MR. LINN (AC 0351)

The chairman of the committee having reported that Mr. Linn had given both a verbal and a written refusal of the invitation to the presidency -

Voted:- That the Report be accepted.

D. 1090 PERSONAL STATEMENT BY MR. DAVIES (AC 0352)

The Associate President having made a statement that he had received contradictory advice from various quarters regarding the expediency of his withdrawal from the administration of the University -

Voted:- That the Administrative Council greatly appreciates the statement made by the Associate President regarding his willingness either to retire or to carry on as may seem to be for the best interests of the University. We would assure Mr. Davies of our deep gratitude for his services in the past, especially the immediate past, and we request that at least until the securing of a president or a satisfactory readjustment of the present situation he will continue in the office of Associate President.

D. 1091 COMMITTEE TO INTERVIEW DR. KUNG & MR. LINN (AC 0353)

After long and careful deliberation it was

Voted:- That a committee consisting of Mr. Davies, Mr. Yee and Mr. Lee be appointed to interview Dr. H. H. Kung to ask him to serve further as Chairman of the Board; further, that this committee also interview Mr. Linn and make one more effort to induce him to accept the presidency, the committee to report at the earliest possible date to the Administrative Council.

OCT 5
1934

- 2 -

D. 1092 CORRELATED PROGRAMME

(AC 0354)

The Administrative Council having learned that serious apprehensions exist both among the Chinese faculty and the students regarding the effect which the carrying out of the Rural Programme may have on the status of the Schools of Arts and Science, it was

Voted:- To publish to all the faculty and students of the University the following statement:-

The Administrative Council in the name of the Board of Directors desires to make this statement to the faculty and students of Cheeloo University:-

The Board of Directors has no intention of overthrowing the Schools of Arts and Science, nor of altering their existing status as an integral part of the University. The development of such a rural programme as they contemplate, in their minds pre-supposes a full Arts and Science course of University grade. In continuation of their present policy they are proposing an expansion of courses in all three schools with a view to meeting the growing demand for leaders of University grade to participate in rural reconstruction work.

D. 1093 RESIGNATION OF MR. SUN

(AC 0355)

A letter of resignation as a coopted member of the Board of Directors having been received from Mr. T.H. Sun

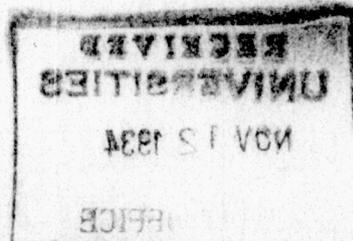
Voted:- That this letter be sent back to Mr. Sun with the request that he withdraw his resignation.

D. 1084 NOMINATING COMMITTEE

(AC 0357)

Voted:- To appoint a committee to bring in to the next meeting of the Administrative Council nominations of members to serve on a committee to study the development of the Rural Programme. Messrs Davies, Williamson and Lee were appointed.

ADJOURNMENT.



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(AG 0354)

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The Administrative Council in the name of the Board of Directors desires to make this statement to the faculty and students of Chefoo University:-

The Board of Directors has no intention of over-throwing the Schools of Arts and Science, nor of altering their existing status as an integral part of the University. The development of such a rural programme as they contemplate in their minds pre-supposes a full Arts and Science course of University grade. In continuation of their present policy they are proposing an expansion of courses in all three schools with a view to meeting the growing demand for leaders of University grade to participate in rural reconstruction work.

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(AG 0357)

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ADJOURNMENT.



7520

SHANTUNG
山東濟南私立齊魯大學
CHEELOO UNIVERSITY
TSINAN, CHINA

校長辦公室
OFFICE OF THE PRESIDENT

15th October, 1934

電報掛號(齊魯)
CABLE ADDRESS: CHEELOO

Dr. H. H. Weir
2, Eaton Gate,
London, S.W.1.

ack 11/17

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

Dear Dr. Weir and Mr. Garside,

With this you will please receive the minutes of a special meeting of the Administrative Council which convened October 5th and 6th. The five members present gave us a very good representation of the membership of the Board and also of the tendencies of thought which are manifesting themselves. This meeting, as you may understand, grew out of the appointment of a committee at the August meeting of the full Board. This committee was to keep in touch with Mr. Linn and attempt to secure his acceptance of the presidency. This question and the question of the Rural Programme came quite definitely before the Council. The Council also spent a full morning in interviewing representatives of the staff, both Chinese and foreign, and I think it may be said that the members of the Council secured a very complete expression of the varying opinions regarding present conditions in the University.

As you will see by the Minute 1091, the Council is continuing its effort to secure the continuance of Dr. Kung in his service as Chairman of the Board of Directors and also to bring Mr. Linn back as President.

It is highly probable that the question of the Rural Programme will be still further considered at the next meeting of the Administrative Council and I therefore refrain from any expression on this subject at this time.

The resignation of Mr. Sun grew out of misunderstandings incident to the present confused condition of affairs and it is my personal hope that he will withdraw his resignation.

Class work is moving forward quietly and satisfactorily.

Sincerely yours,

J. Daines

LJD/GMH

0258

CHANGUNG UNIVERSITY
CHANGUNG UNIVERSITY

CHANGUNG UNIVERSITY

CHANGUNG UNIVERSITY

October 1934

CHANGUNG UNIVERSITY

Mr. J. H. ...
100 ...
New York City

Dr. J. H. ...
100 ...
New York City

Dear Mr. ...

With this you will please receive the minutes of a
meeting of the Administrative Council held on
October 10th and 11th. The five members present were
good representation of the membership of the Board and also
of the faculties of the University. It was decided
that the meeting be held in the future at the
University of Chicago. The minutes of the meeting
of the Administrative Council held on October 10th and 11th
are being forwarded to you for your information.
I think it may be of interest to you to know
that the Council has decided to hold its meetings
at the University of Chicago.

As you will see by the Minutes of the Council
held on October 10th and 11th, the Council
has decided to hold its meetings at the
University of Chicago.

It is highly probable that the Council of the
University of Chicago will be held at the
University of Chicago.

The resignation of Mr. ...
is being held at the present time.

Very truly yours,
...

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SHANTUNG

山東濟南私立齊魯大學
CHEELOO UNIVERSITY
TSINAN, CHINA

校長辦公室
OFFICE OF THE PRESIDENT

16th October, 1934

電報掛號(齊魯)
CABLE ADDRESS: CHEELOO

Dr. H. H. Weir,
2, Eaton Gate,
London, S.W.1.

ack 11/17
INDEXED

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

Dear Dr. Weir and Mr. Garside,

It is a great pleasure to report that the west wing of the new hospital and the out-patient department are going rapidly up. It is hoped that the out-patient department may be under roof before freezing weather comes, which will give us another month for walls and roofing. In this case work can be done during the winter on the wood work and possibly some plumbing. It may be that the west wing of the hospital will be up high enough so that the first floor may be put in. Everybody is greatly pleased that this work is having so auspicious a beginning.

It was a particularly happy circumstance that Dr. Armstrong and Dr. Hume were here together making us a fairly extended and very delightful visit. It is a rather remarkable circumstance to have two members of the Board of Governors on the ground at one time. After some discussion it was decided that the corner-stone should be laid with a simple religious service at the present time and that a more public ceremony should be held if circumstances permit next spring. Consequently on the 11th October, taking advantage of the presence of Dr. Hume and Dr. Armstrong, the stone was laid. Members of the Board of Directors residing in Tsinan were invited and there was a good representation of the students and teachers. You may be interested in seeing the programme which was as follows:-

Chairman	-	Dr. Peter Kiang
Historical statement	-	Dr. Shields
Scripture Reading	-	Mr. Hsu Chia Ch'en, Hospital Evangelist
Prayer	-	Mr. Davies
Laying of the stone	-	Dr. Armstrong
Address	-	Dr. Hume
Benediction	-	Mr. W. B. Djang

It was planned to have a speech by Mr. Z. V. Lee, representing the Board of Directors and the Building Committee, but as Mr. Lee was called out of town that morning that part of the programme was omitted.

Yours sincerely,

B. A. Garside

LJD/GMH

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SHANTUNG
山東齊南私立魯大
CHEE LOO UNIVERSITY
TAINAN, CHINA

CABLE ADDRESS: CHEE LOO
(魯齊) 總掛電

16th October, 1934

OFFICE OF THE PRESIDENT
校長辦公室

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

Dr. H. H. Weir,
2, Easton Gate,
London, S.W.1.

Dear Dr. Weir and Mr. Gerstide,

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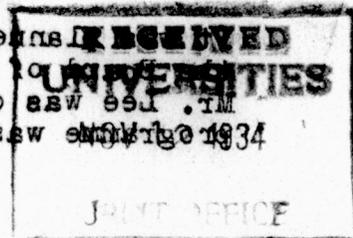
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- | | | |
|---|---|----------------------|
| Dr. Peter King | - | Chairman |
| Dr. Shields | - | Historical statement |
| Mr. Han Chia Ch'en, Hospital Evangelist | - | Scripture Reading |
| Mr. Davies | - | Prayer |
| Dr. Armstrong | - | Laying of the stone |
| Dr. Hume | - | Address |
| Mr. W. B. Djang | - | Benediction |

Mr. Lee was called out of town that morning that part of the programme was omitted. 1934

planned to have a speech by Mr. E. V. Lee, representing the Board of Directors and the Building Committee, but as

Yours sincerely,
E. V. Lee



LTD/GMH

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SHANTUNG

INDEXED

October 16, 1934

✓ Mr. L. J. Davies ✓
Shantung Christian University
Tainan, Shantung, China

My dear Mr. Davies:

The young lady in charge of our files tells me that I have neglected to write a letter covering the minutes of our meeting of our North American Section held on September 28th. This is a sad oversight for I should have written you a fortnight ago.

On October 5th we mailed the field twenty-five copies of these minutes so doubtless they will reach you before this letter.

New Hospital. The item of major importance to the field in these minutes is that of the new hospital. The Section was hearty in its agreement with the action of the annual meeting of the Board of Governors authorizing the field to go forward in its construction of the Out Patient Dispensary and the west wing. We were embarrassed, however, when we tried to estimate just how much money it would be necessary for us to take from the building funds on deposit here in order to complete this first step in the construction of the hospital plant. Recent correspondence and reports from the field have given in detail the logical arguments for going ahead with this construction, but have not contained much in the way of definite figures. The available estimates as to what this construction would cost varied quite widely, and we have no information whatever as to the approximate dates at which remittances will be needed, or the amounts you will wish sent out. Neither do we know how much you will wish to expend here in the west for furniture and equipment. I wrote Mr. Linn and Mr. Davies with reference to these matters on June 30th, but as yet have not had a reply. I hope that full information will already have been sent from the field long before this letter reaches you. If not, we trust that you will at once send us concrete information as to what this construction will cost, the amount available on the field, the amounts and dates of remittances you wish sent out from New York, and the amount you wish us to hold here to pay for purchases of furniture and equipment you will be making in North America and Great Britain. Until this information is in hand it will not be possible for us to take any intelligent steps in the direction of transmitting funds to you.

Plans of Section for Coming Year. The Section is very deeply interested in making the most of our opportunities for enlisting support during the coming year. The Associated Boards is becoming quite active in this field,

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and has given cordial recognition to the urgent needs of Cheoloo. But unless our Cheoloo governors and the administrative officers of the University take the initiative and provide the necessary pressure and personnel, it will be almost impossible for the Associated Boards to accomplish any substantial results on behalf of Cheoloo. We hope that it will be possible to get our Committee on Promotion to work studying this problem. As soon as this can be done I hope that I may be writing you further along this line.

With best wishes, I am

Very cordially yours,

B. A. Carside

BAG:BP

Copy for:

Mr. Stanley
Dr. Lair
Dr. Shields

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SHANTUNG

October 17, 1934

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

My dear Mr. Davies:

Let me acknowledge receipt of your letter of September 14th, addressed jointly to Dr. Weir and myself. To this you have attached a copy of the minutes of the special meeting of the Board of Directors held on August 16th to 18th and a resume of the discussion that took place at that meeting with reference to the vital question of the presidency of the University.

We are sending copies of the minutes of the meeting to members of the North American Section, but are keeping the resume of the discussion concerning the presidency in our files as a confidential document.

May I assure you of how sincerely we appreciate the seriousness of the problems which confronted the Board of Directors. It must have been tremendously difficult for those who were present to decide what was the wisest course to take under the circumstances. So far as I can see, there is no necessity for any formal action by the Board of Governors until decisions have been reached on the field. Under our present system of organization the election of the President is a matter entirely within the hands of the Board of Directors. You may be quite sure that the Governors will loyally support any man who is earnestly desired by the Board of Directors and who will demonstrate his ability to lead Cheeloo in a program of genuine and constructive service for the people of China.

Very sincerely yours,

B. A. Casside

BAG:MP

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Cheeloo University

November 17, 1934

Dr. L. J. Davies
Cheeloo University
Tsinan, Shantung, China

Dear Dr. Davies:

In the absence of Mr. Garside, who is doing deputational work in the middle west, I am acknowledging your letters of October 15th and 16th, addressed both to Mr. Garside and to Dr. Weir. We also received the copies of the minutes of the special meeting of the Administrative Council held October 5th and 6th.

It is most interesting to receive this batch of news from the campus and to note the efforts that are being made to straighten out the situation growing out of the various resignations. We hope the good Lord will look down from Heaven and lend a helping hand in the adjustments which are so complex. Surely it needs a lot of Christian grace to meet these problems, and sometimes this very necessary element is forgotten, due very largely to the fact that so many other things are pressing for immediate attention.

Your letter of October 16th deals particularly with the visit of Dr. Hume and Dr. Armstrong to the campus, and gives us also the information regarding the progress made on the new building. We are very glad that both Dr. Hume and Dr. Armstrong were able to be with you and to share in the ceremonies. Both of these men are valuable additions to our Boards here, and contribute very vitally to the discussions which arise. We look to them to bring back rather detailed accounts of their experiences in China. This correspondence will be held available for Mr. Garside against his return.

Very cordially yours,

Carl Evans

Associate Treasurer.

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MINUTES OF MEETING
COMMITTEE ON RURAL PROGRAM
NORTH AMERICAN SECTION
BOARD OF GOVERNORS, SHANTUNG CHRISTIAN UNIVERSITY

10:00 A.M., Monday, October 22nd, 1934
Room 606, 150 Fifth Avenue, New York City

List of Members:

*W. C. Fairfield, Chairman	*Miss Helen Kittredge
A. E. Armstrong	*John H. Reisner
*K. L. Butterfield	*J. G. Vaughan

Those whose names are starred above were present as was the Secretary.

Dr. Fairfield presided. The meeting was opened with prayer.

REVIEW OF GENERAL SITUATION

The Committee reviewed the recent information from the field with reference to conditions at Cheeloo, particularly as regards the developments within the Ruralized Program. The Committee also reviewed the actions taken both by the Board of Governors and by the Board of Directors with regard to the Ruralized Program. Attention was called particularly to the following:-

Board of Governors

Meeting of North American Section, April 26th, 1930, action NAS-223, together with Appendix A, "Ruralized Program for Cheeloo."

Minutes, Annual Meeting, June 30th, 1930, action G-162.

Minutes of Annual Meeting, September 22nd, 1931, action G-179, together with Appendix D, "Cheeloo University and Rural Reconstruction in China."

Minutes of British Section, January 29th, 1932, action BS-338.

Minutes of Annual Meeting, October 13th, 1933, action G-179.

Minutes of Meeting, North American Section Executive Committee, March 30th, 1934, action NASEC-377.

Minutes of Meeting, North American Section, April 26th, 1934, action NAS-383.

Minutes of Annual Meeting, June 28, 1934, actions G-194 to G-197.

Minutes of Meeting, North American Section, September 7th, 1934. Statement by Mr. MacLennan.

Board of Directors

Minutes of Meeting, June 4th, 1930, action #936.

Minutes of Meeting, June 16th, to 18th, 1931, action #985.

Minutes of Meeting, June 15th to 18th, 1933 actions D-1030 to D-1033.

Minutes of Meeting, June 15 to 19, 1934, actions D-1071 to D-1074.

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In the discussion that followed it was emphasized that the advocacy of a rural program at Cheeloc University has come primarily from China. From the beginnings of the University seventy years ago, it has been generally accepted that the distinctive function of Cheeloc has been primarily that of preparing leaders to serve the great masses of the Chinese people living outside the larger urban centers. This function was re-emphasized by the Chinese Advisory Committee which first drafted the Correlated Program in 1927-28.

It was pointed out that at the present time Cheeloc, in this program of developing rural leadership, faces a unique opportunity of service, closely in line with the present needs and present trends of China. Mr. Reisner called attention to the fact that within recent years the Chinese Government has been active in the establishment of national agricultural research bureaus, and that at the present time there is great interest in this field. There is a widespread demand for trained men to take the leadership in this type of work, and the supply of such men is very inadequate. The College of Agriculture and Forestry at the University of Nanking has been able to supply only a small fraction of the need, and the demand is so great that it is becoming increasingly difficult to secure or to retain qualified men for the staff at Nanking. Unless our Christian higher educational institutions in China speedily place greater emphasis on this type of training, there will inevitably be such a great shortage of qualified men as to hamper the entire program of rural development throughout China. Therefore, if Cheeloc goes whole-heartedly into the ruralization program it will certainly find urgent demand for its graduates and should soon attract a very large student body.

It was agreed that the Board of Governors and the other Western friends of the University can only serve the interests of Cheeloc as they cooperate with the policies and wishes of the administrative officers, the Board of Directors, and the Chinese constituency of the University. It was recognized, however, that if the University is to hope for any continuation of support from Western sources, this can be obtained only if the institution is carrying on a program which appeals to Western contributors as having a distinctive place and function in the program of Christian higher education in China.

Following the discussion it was

CRP-401 VOTED that the Committee on Rural Program, having reviewed the actions already taken by the Board of Governors and the Board of Directors, together with the correspondence between the field and the home base, with reference to the ruralization of the program of Shantung Christian University, submit the following recommendations to the Board of Governors, with the understanding, however, that these suggestions are preliminary only, and are subject to restudy after conferences, which it is hoped may be held in China during the next year, between members of this Committee and the field authorities of the University:-
(1) That the Board of Governors henceforth allocate such funds as are within their control in ways which will best strengthen and encourage the ruralization of the whole program of the University;

(2) That conferences be arranged between representatives of the Board of Governors and the administrative secretaries of the Mission Boards cooperating in the University with a view to urging the cooperating Boards to exercise such influence as they can both through the appointment of their representatives at the University, and the allocation of the funds they contribute, as will strengthen and encourage the ruralization of the University program.

It was

CRP-402 VOTED to instruct the Secretary to request Mr. Kenneth MacIsman to give the Committee his definite suggestions as to concrete ways in which the program of the University can be ruralized, and to indicate the attitude of the British Section with reference to each of these suggestions.

CONFERENCE IN TSINAN

The Committee discussed the possibility of arranging for a conference in Tsinan at which representatives of the Board of Governors might meet with the administrative authorities of the University and representatives of the Board of Directors for a round-table discussion of the ruralized program of the University. It was pointed out that Dr. E. H. Hume is now in China, that Dr. George T. Scott is on a trip to the Orient and might be able to arrange his itinerary so that he could visit China, and that it is hoped that both Dr. Fairfield and Mr. Cartwright may be sent to China by their Boards during the next few months. It was urged that all four of these members of the Board of Governors seek to arrange their itineraries so that they could all be in Tsinan at the same time for such a conference. It was

CRP-403 VOTED that the Secretary be requested to communicate with the related cooperating Boards urging as strongly as possible that the itineraries of Dr. Hume, Dr. Scott, Dr. Fairfield and Mr. Cartwright be so arranged as to permit these four members of the Board of Governors to be in Tsinan at the same time for a conference with the field authorities of the University on the subject of the ruralization of the program of the institution.

RELATION OF AGRICULTURE AND EXTENSION WORK TO RURALIZATION PROGRAM

Questions were raised as to the relation that should exist between the ruralization program of the University and specialized work in agriculture and extension. It was

CRP-404 VOTED that the Committee request Mr. Reisner and Dr. Butterfield to make recommendations on the relationship between the ruralization program of the University and technical problems of agriculture and extension work.

The Committee adjourned.

B. A. GARSIDE
Secretary

MP

0268

29 copies

MEETING OF ADMINISTRATIVE COUNCIL
Nov. 15th to 23rd 1934

PRESENT: Dr.P.R.Abbott, Mr.F.W.Liu, Mr.H.R.Williamson, Bishop Scott, Miss E.Studley, Mr.Z.V.Lee, Mr.Davies, Rev.H.L.Yee.

Note: The above were present during all or part of the sessions. At the beginning of the session on the morning of the 16th Rev.H.L.Yee withdrew. Mr. Liu was present during the sessions on the 15th and in the mornings of the 16th and 17th. Mr. Lee was present at sessions from the afternoon of the 20th until the Council adjourned.

The Committee appointed to interview Dr. Kung and Mr. Linn (D 1091) reported. The report was accepted for discussion.

D 1095. THE PRESIDENCY

(AC0358)

Voted:- a. That in view of the report of the Committee sent to interview Mr. Linn that he has finally decided not to accept the presidency of this institution, we proceed to seek for some other person to assume that office.

b. That we approach Mr. Chu Ching-nung.

c. That we at once send Mr. Chu word, and arrange for a deputation to call on him. Bishop Scott was asked to be the delegate. The following telegram was despatched:- "Bishop Scott delegate from Caeeloo University Administrative Council will wait upon you Chang-sha November twentyfive please wire confirmation. Davies"

d. That failing Mr. Chu others whose names have been suggested be approached.

D 1096. DR. KUNG'S CHAIRMANSHIP

(AC0359)

Voted:- That a delegation be appointed to wait upon Dr. Kung and to assure him of the unshaken and unanimous desire of the Board of Directors that he should continue to be its chairman. His re-election at the Board meeting in June, a further resolution at the meeting in August, begging him to reconsider his resignation, and this present minute, are all evidence of our grateful appreciation of his most valuable services and our earnest desire for their continuance.

That the delegation consist of Bishop Scott and the Rev. H.R.Williamson.

The delegation sent a telegram to Dr. Kung and a letter enclosing the above resolution, asking for an interview. A telegram was received in reply expressing willingness to see the delegation on the 27th November. This was acknowledged.

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D 1097. RURAL PROGRAMME

(AC0360)

Voted:- That a Committee be formed for the purposes of formulating and furthering the Rural Programme of the University, in consultation and cooperation with other organizations interested in Rural Reconstruction.

That this committee be composed of the following:-
Mr. Williamson, Mr. Z.V.Lee, the Dean of the Schools of Arts and Science, the Dean of Medicine, the Head of the Rural Institute, the Dean of the Cheeloo School the Theology, with the Associate-President.

D1098 FINANCIAL SITUATION

(AC0361)

Voted:- That the Council has received with serious concern the report of the Treasurer made at this meeting, that on the basis of present expenditures there will be a large deficit at the end of the year, therefore the Council directs that the expenditures in the various departments be rigorously curtailed so as to come as far as possible within the available receipts.

D1099. COMMUNICATION FROM STUDENTS

(AC0362)

A letter was received from the Student's Self-government Association of the Schools of Arts and Science relative to the present critical situation, and its receipt acknowledged.

D1100. REPORTS FROM ASSOCIATE PRESIDENT

(AC0363)

Reports were received from the Associate-President as follows:-

a. That toward the close of his furlough Dr. Thornton Stearns and Mrs. Stearns offered their resignation to the Board of Foreign Missions of the Presbyterian Church, thus automatically severing their connection with the Mission and with the University.

b. That the Rev. S. Lautenschlager and Mrs. Lautenschlager had accepted the invitation of the Mission to take up work under the direction of the Mission in Tsingtao and had retired from the University.

c. That the Rev. H. E. Chandler and Mrs. Chandler had accepted the invitation extended to them to take the place in the Presbyterian quota of Mr. and Mrs. Lautenschlager, and that Mr. Chandler had begun his work in the Department of Physics at the opening of the fall term.

D1101 LOAN

(AC0364)

Voted:- That the Treasurer of Cheeloo University be empowered to raise a loan of \$20,000 at 4 per cent for 6 months for the purpose of the new hospital building, on the security of the Hospital Building Fund deposit of \$60,000 at the National City Bank of New York, Shanghai.

On Tuesday morning, Nov. 20th, a group of 200 or more students gathered outside the Administration Building and presented a letter. The Council received a delegation of 13 representatives of the Students Self-governing Association and listened to what they had to say. Members of the Council went out to the student group and Mr. Williamson addressed them on behalf of the Council.

D1102. DELEGATION TO INTERVIEW COMMISSIONER HO (AC0365)

Voted:- That a delegation be appointed to interview the Commissioner of Education, Mr. Ho, informally. Messrs Williamson and Abbott were appointed.

During the discussions Mr. Z. V. Lee tendered his resignation as Vice-chairman of the Board of Directors.

Mr. Lee also asked that the following protest be recorded on the minutes:-

"I desire to lodge a protest against the resolution reached at a previous session of the Administrative Council (AC0358) pertaining to the question of Mr. T. I. Linn's Presidency and the invitation issued to Mr. King Chu to serve as President of this University, as I feel that a question of such great importance should be referred to an extraordinary meeting of the Board of Directors for deliberation and decision."

During the meeting of the Council two members of the University staff were requested to serve as acting president but declined:-

D1103. ACTING PRESIDENT (AC0366)

Voted:- That we appoint Mr. Lo Shih-ch'i as acting-president. (Carried: 4 in favour, one not voting)

(Note: Mr. Lo afterwards signified his intention not to serve.)

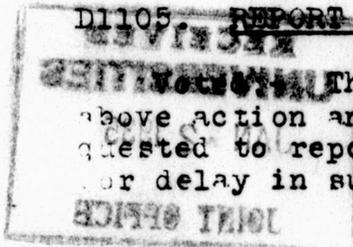
The delegation appointed, with others, interviewed the Commissioner of Education and reported to the Council.

D1104. SPECIAL MEETING OF FULL BOARD (AC0367)

Voted:- That in view of the extreme difficulties which have arisen in connection with the question of the Presidency we feel it necessary that a special meeting of the Board be convened to consider the matter. We therefore resolve that such a meeting be called for December 5th. Carried unanimously.

D1105. REPORT ON ABOVE ACTION (AC0368)

That the Faculties and students be informed of the above action and also that the Commissioner of Education be requested to report to the Ministry our difficulties and the reasons for delay in submitting the names of the students for registration.



On Tuesday morning, Nov. 20th, a group of 200 or more students gathered outside the Administration Building and presented a letter. The Council received a delegation of 13 representatives of the Students Self-governing Association and listened to what they had to say. Members of the Council went out to the student group and Mr. Williamson addressed them on behalf of the Council.

11102. DELEGATION TO INTERVIEW COMMISSIONER HO (A00365)

Voted:- That a delegation be appointed to interview the Commissioner of Education, Mr. Ho, informally. Messrs Williamson and Abbott were appointed.

During the discussion Mr. E. V. Lee tendered his resignation as Vice-chairman of the Board of Directors.

Mr. Lee also asked that the following protest be recorded on the minutes:-

"I desire to lodge a protest against the resolution reached at a previous session of the Administrative Council (A00358) pertaining to the question of Mr. T. I. Linn's Presidency and the invitation issued to Mr. King Chu to serve as President of this University, as I feel that a question of such great importance should be referred to an extraordinary meeting of the Board of Directors for deliberation and decision."

During the meeting of the Council two members of the University staff were requested to serve as acting president but declined:-

11103. ACTING PRESIDENT (A00366)

Voted:- That we appoint Mr. Lo Shih-ch'ia as acting-president. (Carried: 4 in favour, one not voting)

(Note: Mr. Lo afterwards signified his intention not to serve.)

The delegation appointed, with others, interviewed the Commissioner of Education and reported to the Council.

11104. SPECIAL MEETING OF FULL BOARD (A00367)

Voted:- That in view of the extreme difficulties which have arisen in connection with the question of the Presidency we feel it necessary that a special meeting of the Board be convened to consider the matter. We therefore resolve that such a meeting be called for December 5th. Carried unanimously.

11105. REPORT ON ABOVE ACTION (A00368)

That the Faculties and students be informed of the above action and also that the Commissioner of Education be referred to report to the Ministry our difficulties and the reasons for delay in admitting the names of the students for registration.



D1106. DORMITORIES FOR INTERNES

(AC0369)

Voted:- That the Administrative Council approves the construction of Dormitories for Women Internes on condition that this new building be erected within the limits of the money available for the purpose;

further -- that the question fo site and type of construction be referred back to the Medical Executive for reconsideration.

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SHANTUNG
山東濟南私立齊魯大學
CHEELOO UNIVERSITY
TSINAN, CHINA

校長辦公室
OFFICE OF THE PRESIDENT

1st December, 1934

電報掛號(齊魯)
CABLE ADDRESS: CHEELOO

Dr. H. H. Weir,
2, Eaton Gate,
London, S.W.1.

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

Dear Dr. Weir and Mr. Garaiside,

ack 1/29/35

With this you will please find copies of the minutes of a meeting of the Administrative Council, November 15th to 23rd, together with a copy of the covering letter which I forwarded to members of the Board of Directors with the minutes.

It seems to me that within the last day or so there are indications of a lessening of the tenseness of the situation so that I am hopeful that a suitable solution will be found at the coming meeting of the Directors for the very important questions which come up for discussion.

I am asking Dr. Lair to explain the action regarding the loan, Minute No. D1101.

Sincerely yours,

L. J. Davies

LJD/GMH

Minute D1101 is occasioned by my request to the National City Bank to transfer from a fixed deposit to current account \$20,000. The Bank replied that according to the Banking Law of 1933 they were not able to pay any money from Fixed Deposit until the date of expiration, but would be willing to make a loan with the fixed deposit as security, of the \$20,000, requiring, however, a statement from the Presbyterian Board that I was authorized to negotiate such a loan. As it was impossible to get such a statement without much delay I asked the Administrative Council, then in session, to pass a minute authorising me to negotiate this loan.

The interest which we pay on the loan for six months will just balance the interest which we are saving for one year on the \$20,000

H. G. Lair

0274

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山東濟南私立齊魯大學

CHEELOO UNIVERSITY

TSINAN, CHINA

SHANTUNG

12th December, 1934

校長辦公室
OFFICE OF THE PRESIDENT

電報掛號(齊魯)
CABLE ADDRESS: CHEELOO

Dr. H. H. Weir
2, Eaton Gate,
London, S.W.1

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

Dear Dr. Weir and Mr. Garside,

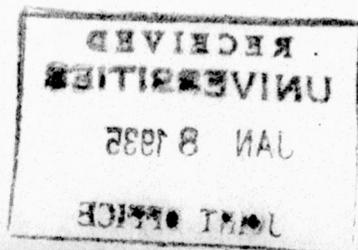
ack 1/24/35

With this we are forwarding to you copies of the minutes of the special meeting of the Board of Directors held December 5 to 8. I shall not add anything of an extended nature but simply suggest patience in considering the minutes and the situation as it exists here. I feel that we are working out four or five very important questions during these days and I think it probably no use making any statement about them until later. It is my opinion that we will succeed in working through to better things without a break-up which might involve physical violence such as occurred during the troubles of 1929.

Sincerely yours,

L. J. Davies

LJD/GMH



0276

SPECIAL MEETING OF THE BOARD OF DIRECTORS
CHEELOO UNIVERSITY
Tainan, December 5 - 8, 1934

INDEXED

PRESENT: Alumni Representatives: Mr. Chang Ta-ch'en, Dr. Han Lee-min, Mr. Cheng Fang-ch'iao, Dr. Ch'en Teng (for one day, then Dr. C.S. Teng, alternate)
Mission Representatives: Dr. P.R. Abbott, Mr. H.D. Ts'ui (alternate for Mr. S.A. Fan), Dr. H.R. Williamson, Mr. F.W. Liu, Bishop Scott, Miss J. Ch'ang, Dr. C. Bash, Mr. G.K. King, Miss M. Shipley, Mrs. Grier, Miss Studley, Dr. H.T. Chiang
Co-opted: Mr. Z.V. Lee, Mr. T.H. Sun, Dr. Y.Y. Tsu, Mr. H.C. Wang
Ex officio: Mr. Davies, Associate-President.

D1107. CHAIRMAN

Voted:- That we ask Mr. Z.V. Lee to serve as chairman.

D1108. CORRESPONDING MEMBER

During the course of a statement of the events which had led to the calling of this special meeting of the Board, Dr. Hume, a member of the North American Section of the Board of Governors, was introduced and it was

Voted:- That Dr. Hume be invited to sit with the Board as corresponding member.

The Chairman extended a hearty welcome to Dr. Hume.

D1109. COMMUNICATIONS

The Chairman reported the receipt of two communications from the Commissioner of Education. The first transmitted a telegram from the Ministry of Education, urging early settlement of the question of the Presidency and quoting for information Sec. 2, Art. 19 of the Regulations for the Registration of Private Universities. The second transmitted a copy of the students' petition to the Board of Directors, with the recommendation from the Commissioner that the question of the presidency be solved at the earliest possible moment. Many unofficial communications were also received.

D1110. PUBLICATION OF INFORMATION

Voted:- (a) That a special information committee of three be elected to disseminate such information as is consonant with the deliberations of this Board; (b) that pending such dissemination members of the Board make no statements to the outside world.

D1111. REPORT OF DELEGATION TO DR. KUNG

Bishop Scott read a report, which had previously been submitted to Dr. Kung and approved by him, of the interview

which he and Mr. Williamson had had with Dr. Kung on November 27th, as follows:-

"In accordance with a resolution of the Administrative Council that Dr. Williamson and myself should interview Dr. Kung, Minister of Finance, with a view to urging him to withdraw his resignation from the chairmanship of the Board of Directors, we beg to report that the delegation proceeded to Nanking on Nov. 26th. On the 27th Dr. Kung granted us two interviews, the first, a very short one, immediately after his arrival by aeroplane from Shanghai, the second, much longer, in the evening after he had invited the delegation to dinner.

"At the first interview nothing of importance transpired. At the second, on our presenting the Council's request about the chairmanship, Dr. Kung expressed his determination not to withdraw his resignation. He gave as his reasons; first, the ~~time~~ urgent need of a chairman who could attend meetings, and spend time at Cheeloo gaining first-hand acquaintance with local conditions; and secondly the impossibility of himself fulfilling these proper duties of a Chairman, with so many other still more important duties demanding his attention. But Dr. Kung intimated his willingness to continue to be a member of the Board, and to help Cheeloo in any way that might be in his power.

"Dr. Kung had, on his own initiative, invited Mr. Wang Shih-Chieh, Minister of Education, to meet us in the evening; and in answer to the questions of both Ministers we were led into a general discussion of the situation at Cheeloo. Mr. Wang informed us that he had telegraphed to Tsinan, bidding those students who had stopped work to resume it, and await the decision of the Board. Both Ministers insisted on the urgent need that the Board at its meeting on December 5, should come to a definite decision on the question of the presidency. Mr. Wang further urged the extreme importance of securing a majority of Chinese to come to a definite decision Mr. Wang said that he might have to summon the Board to meet with him at Nanking to consult together with a view to finding a satisfactory solution.

"The interest of both Ministers in Cheeloo, and their anxiety to understand our difficulties, and to help us to reach a speedy and peaceful settlement, were very manifest, and finally took practical form in Mr. Wang's decision to telegraph to Mr. Chu Ching-nung, requesting him to attend the meeting of the Cheeloo Board on Dec. 5, as the special representative of the Minister of Education.

"Both Ministers spoke in praise of Mr. Linn's energetic efforts on behalf of Cheeloo, especially his success in promoting friendly relations with the Provincial authorities. Dr. Kung further expressed his opinion that Mr. Linn had shown a very good spirit in his attitude towards the question of the Presidency as it affected Mr. Linn himself."

D1112. THE PRESIDENCY

Voted:- That an invitation be extended to Dr. Mei Yi-pao, Director of Studies at Yenching University and acting-principal of Minghsien College, Taiku (Oberlin-Shansi), to become president of Cheeloo University.

The vote was taken by ballot and was unanimous.

Dr. Y.Y.Tsu and Mr.T.C.Chang were asked to present the invitation officially to Dr. Mei who happened to be in Tsinan. The delegates later reported that Dr. Mei had stated that he would give the invitation his sympathetic consideration.

Dr. Y.Y.Tsu and Dr. Williamson were asked to interview the authorities at Yenching with regard to Dr. Mei's release, and Dr. Tsu and Dr. Hume to see Dr. Kung with regard to the Minghsien position.

D1113. DR. KUNG'S CHAIRMANSHIP

Voted:- That it is the considered and unanimous opinion of this Board that in the interests of the University Dr.H.H.Kung be urged to remain as Chairman of the Board of Directors.

Dr. Y.Y.Tsu and Dr. Hume were asked to convey this unanimous invitation to Dr. Kung.

D1114. ACTING-PRESIDENT

Voted:- That Mr. Z.V.Lee be elected as temporary acting-president of Cheeloo University.

Mr. Lee accepted the post subject to permission being received from the Minister of Finance and the chief inspectors of Salt Revenue.

D1115. PROVINCIAL OFFICIALS

Voted:- That a written expression of appreciation of their interest in the University be sent to the Provincial Governor, the Commissioner of Education and Mayor Shen of Tsingtao.

These telegrams and despatches were drafted by Mr. Chang and approved by the Board.

D1116. GENERAL CHANG CHIH KIANG

A letter having been received from General Chang, resigning his membership of the Board of Directors -

Voted:- That General Chang be asked to withdraw his resignation.

D1117. RECONSTRUCTION COMMITTEE

After a prolonged discussion of the reorganization of the Board of Directors, and the educational policy of the University in the light of the present-day needs of the nation, it was

Voted:- That a committee of three members of this Board, including the vice-chairman, with the future President as an ex officio member, be elected as a reconstruction committee.

Mr. Z.V.Lee, Mr. T.C.Chang and Dr. Williamson were elected, with Mr. Lee as Convener.

To this committee was also referred the question of revision of regulations governing the College of Medicine (see Executive Council Minute No. 231)

D1118. FINANCIAL SITUATION

The Treasurer having presented to the Board a report on the serious financial situation of the University, involving a probable deficit at the end of the financial year of over \$2,000, it was

Voted:- To appoint a committee consisting of Mr. Lee Dr. Hume and Dr. Tsu, with the Associate President, to discuss with the Treasurer the question of retrenchment, and report to the Board.

As a result of the report of this Committee and further discussion, the following actions were taken:-

a. That the members of the Board of Directors, as a lead in a general campaign for funds and retrenchment measures, undertake to subscribe or raise a total sum of \$2,500, or at least \$100 each.

b. That the alumni of the University be appealed to contribute or raise within the next six months an average of \$50 per person towards a Sustentation Fund, with a view to meeting the present deficit and strengthening the future financial condition of the University.

c. That in order to meet the extraordinary financial difficulty of the University an appeal be made to the faculty and administrative staff of the whole University to contribute voluntarily 5 per cent of their salary each month, from January to June 1935, an exception being made in the case of those members of staff who have already contributed as much as 5 per cent, and those whose salary is below \$50 per month.

d. That attention is called to Minute D1062, directing that a renewed appeal be made to Board of Trustees for the Administration of the Indemnity Funds Remitted by the British Government.

e. That the Board reaffirms the action taken at the last meeting of the Administrative Council (D1098) calling for rigorous curtailment of expenditures in all departments.

f. That non-cooperating missions who have considerable numbers of students studying in the University be given an opportunity to contribute towards the current expenses.

D1119. ALUMNI ASSOCIATION

Voted:- That the alumni now present at this Board meeting be invited to form themselves into a committee to consider the whole question of the Alumni Association, with a view to making it function more effectively as an auxiliary of the University.

This committee later presented a report to the Board and it was

Voted:- That a Standing Committee of three be appointed to promote the interests of the Alumni Association in close relationship with the University, to seek the cooperation of the alumni in all matters connected with the University; that other matters presented in the report be referred to this committee, including the suggestion of a full-time secretary.

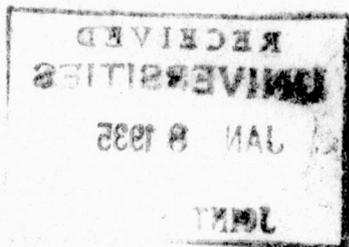
Messrs Chang Ta-ch'en, Sun T'ien-nsi and Cheng Fang-ch'iao were appointed.

D1120. DR. HUME

The Board expressed its appreciation of Dr. Hume's presence and counsel during its meetings.

During the course of the meetings an official visit of inspection was paid to the new hospital building.

ADJOURNMENT



- e. That the Board reaffirms the action taken at the last meeting of the Administrative Council (Diss) calling for rigorous curtailment of expenditures in all departments.
- f. That non-cooperating missions who have considerable numbers of students studying in the University be given an opportunity to contribute towards the current expenses.

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Messrs Chang Ta-ch'en, Sun T'ien-nai and Chang Yang-ch'iao were appointed.

DR. HUME

The Board expressed its appreciation of Dr. Hume's presence and counsel during its meetings.

During the course of the meetings an official visit of inspection was paid to the new hospital building.

ADJOURNMENT

