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Shantung / Cheeloo  
Corres.  
Heimburger, L.F.  
1921-1934

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L.F.H. Heimburger

American Presbyterian Hospital.  
WEIHSIEN, SHANTUNG, CHINA.

FILING DEPT.  
1187  
MAR 8 1921  
SECRETARIES

3/5

re-filing to Rays Weihsien, Jan. 22, 1921.

White  
Scott

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

My dear Mr. Scott,

Many thanks for your kind Christmas greetings. We certainly did enjoy your visit with us during the Christmas day of 1919.

As you have learned or will learn very shortly after the receipt of this letter the Executive Committee of our Mission at its last meeting took the following action:-

transfer

"The Executive Committee approves the request of the Field Board of Managers of the Shantung Christian University to the Presbyterian Board of Foreign Missions for the transfer of Dr. L.F. Heimburger to take the place of Dr. C.E. Roys on the Faculty of the Medical College."

re C.M.B. fellowships

Immediately after returning from this meeting of the Executive Committee [I wrote to Mr. Roger S. Greene of the China Medical Board asking him to recommend me for a fellowship to his Board. He has very kindly consented to do this and ~~ask~~ asks me to write to my Board asking you to write to the New York office of the China Medical Board indorsing my application and explaining that I have been appointed to the medical faculty of the Shantung Christian University.] I do not know whether you are the person to trouble with such a matter but I have taken the privilege knowing that you are especially interested in the welfare of the University. [I am to take the chair in Dermatology and Genito-urinary diseases so I will want special work in those lines.] The scholarship offered by our Board will only cover the tuition for a term of 16 weeks, half day work, so you see I will have to get outside help outside of the scholarship which has been asked for by our Mission. [Dr. R. M. Pearse, director of the division of medical education of the Rockefeller Foundation, is now in Peking and in consultation with Mr. Greene regarding my application expresses the opinion that I can get as good work in Dermatology in St. Louis, my home, as any where in the U.S.A. but thinks that I would do better to go to John Hopkins for the G.U. work. The latter course will be the more expensive because I will be away from home and the fees at Hopkins are rather expensive] but if I land this fellowship, and I think I have a very good chance, I can make it.

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American Presbyterian Hospital.  
WEIHSIEN, SHANTUNG, CHINA.

JAN 22  
1921

The scholarship granted by our Board I understand is \$60 gold. [In St. Louis I am informed that post graduate courses have a tuition fee of \$100 for a semester, full day work.] So you see, even if the Board does grant me ~~enough~~ the money for one scholarship, it will only partially pay for a very meager course and quite <sup>also</sup> insufficient if I am to do anything in the teaching line. [I should like to take a course in medical teaching (pedagogy) if such is available.]

I personally know of no outside sources at the present time from which I can draw funds or expect funds.]

So if you will put this matter through I shall be most grateful to you.

With kindest regards from Mrs. Heimburger and myself I am,

Yours very sincerely,

*L. H. Heimburger*

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MAR 8 1921

1181  
SECRETARIES

March 5, 1921

L. F. Heimbürger, M.D.,  
American Presbyterian Hospital  
Weihsien, Shantung, China

My dear Dr. Heimbürger:

Thank you for your letter of January 22nd. I have written to Mr. Edwin R. Embree, Secretary of the China Medical Board, endorsing your application for a furlough fellowship, telling him both of the endorsement of the University and of the ~~Ministry~~ by special vote which the Presbyterian Board of Foreign Missions is making. I have also quoted to Mr. Embree extracts from your letter to me which will outline for him just the places and types of work which you have in mind while on furlough.

It is very good to know of the prospect of your service in the Medical School of Shantung University, and on behalf of the North American Joint Board I wish to welcome you to professorship on that staff, favorable action by the Board on this appointment having been taken at the meeting of its Executive Committee on February 25th here in New York City.

A copy of the Minutes of this meeting is enclosed herewith.

With kindest regards to the members of your fine little family and trusting that the application is favorably acted upon, I am

Very sincerely yours,

*Geo. T. Scott*

GTS R

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Extra

FILING DEPT.

APR 28 1921

1181  
SECRETARIES

March 28, 1921

Dr. Leroy F. Heimbarger  
Weihaiem, Shantung, China

Dear Dr. Heimbarger:

You may be hearing through other channels but I venture to report to you personally that the Executive Committee of the China Medical Board at its meeting held March 22, 1921, took the following action:

"Resolved that the sum of One Thousand Dollars (\$1,000) be, and it is hereby, designated as a FELLOWSHIP for DR. LEROY F. HEIMBURGER for medical study in the United States during the year 1921-22."

This has just been reported to us by the Secretary, Mr. Edwin R. Hulse,

With heartiest congratulations upon this fellowship, I am

Very sincerely yours,

*Geo. T. Scott*

GTS R

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FILING DEPT.

SEP 10 1921

1187  
SECRETARIES

September 2nd, 1921.

LeRoy F. Heimbürger, M.D.,  
5579 Clemens Avenue,  
St. Louis, Mo.

Dear Dr. Heimbürger:-

We are happy to know of the safe arrival of yourself and family in St. Louis. We hope that you all have a very helpful and useful furlough.

Dr. Shields has just asked for some University literature to use among individuals whom he may interest in the Institution, and I am also sending to you a few pamphlets, which I am sure you will be glad to have at hand. Mr. Cassat was in St. Louis last winter promoting the interests of the University, during which time Mr. J. M. Patterson of the Presbyterian District office in St. Louis cooperated with him. Dr. Patterson is now away, but Dr. W. M. Cleaveland would be glad to advise or help you, as you might desire. Probably Dr. Cleaveland would have a list of the names and address of those whom Mr. Cassat interested.

Mr. F. H. Peters of 2236 St. Louis Avenue is a friend made by Mr. Cassat. He recently sent in \$250. for the Institution. Mr. Cassat also hoped that Mr. Robert Johnston would make a contribution. I am sure that a call from you upon Mr. Johnston would interest him more deeply and might elicit a substantial contribution. If people have money we must not be backward about giving them an opportunity to make it work for the Kingdom of Christ because this is about the only kind of service which a good many Christians can render.

With happy recollections of Christmas in Weihenstephan, and with kindest regards to you all, I am

Very sincerely yours,

*Geo. T. Scott*

GTS/J

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5579 Clemens Av., St. Louis, Mo.  
September 11, 1921.

POSTAL DEPT.  
SEP 16 1921.  
1181  
SECRETARIES

SEP 14 1921

Rev. George T. Scott,  
156 Fifth Avenue,  
New York City.

Dear Mr. Scott,

post  
graduate  
work

Your kind letter of the 2nd was received this week and I thank you for your gracious welcome. I have already started on my post-graduate work having been most fortunate in landing two much coveted positions, one as assistant dermatologist in the large Skin and Cancer Hospital, the second as assistant physician in the Skin dispensary of the Barnes Hospital and Washington University. This means that I will get just the work I want under the direct supervision of Drs. Engman and Mook, two of the most, if not the most, renowned Skin specialists in the U.S A. So I feel very much elated over my success.

Mr Johnston

A. R. P. /  
gutter 5M

pamphlets  
we show  
him 3 of  
each

In reference to my work for the University while in America I shall deem it a privilege to do my part, and as I am most fortunate in having Mr. Robert Johnston as a personal friend I shall do my best to seek his continued interest in the University. But in order to put the matter before him in a business like manner what is the item most needy in the University? Knowing Mr. Johnston to be a most efficient business <sup>man</sup> I feel that if something specific is asked for he might be interested more easily than if the whole proposition of the University finances ~~were~~ put before him.

The literature to which you referred in your letter has not been received to date but will no doubt be on hand soon. If you have not inclosed several copies of those beautiful pamphlets on the University as a whole and on the Medical School especially I hope you will send me three or four..The District office has none in St. Louis.

Estella  
Heinburger

from  
Miss  
Reid

[Another matter of which I want to ask your advice is relative to missionary work for my sister, Estella, who for a number of years has been hoping to be able to go to the foreign field but, because of the help she has had to give my mother, has been unable to complete her education much less be released for the foreign field. Now the way seems to be open for her to go but she is in a quandry as to where she could fit in. She has had a Public High School education in addition to which she has taken a special course in stenography and shorthand together with office system. For the past two years

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1921

she has been secretary to the pastor of the West Presbyterian Church.

In talking the matter over with her and mother I have thought of two possibilities-- either filling the position of the secretary to the president of the Shantung Christian University, for whom I think there is a great want felt at the present time, or to have her take a course in some Bible school and get to the field as a woman evangelist.

Estella is 26 years old and apparently in the best of health besides being thoroly endowed with a true spirit of Christian service for the foreign field. So, if at all possible, I would like to see her desire realized and an opportunity given her for that service. Personally I think she could easily fill the position as secretary at the University, which as I understand, calls for office and stenographic work in the President's office.

If you will please advise me as to the best and most useful position available to her we could see that she received the training necessary and be prepared to go back with us in the fall of 1922.

With many thanks for your kind letter and the desire to do everything on my part for the cause of the University I am,

Yours most sincerely,

L. A. Heimbarger

SEP 15 1921

1181  
SECRETARIES

September 14, 1921

Dr. L. F. Heimbürger  
5579 Clemens Avenue  
St. Louis, Mo.

Dear Dr. Heimbürger:

Thank you for your fully appreciated letter which reaches me this morning. It is gratifying to know of the very suitable arrangements which have been made for your year of work in St. Louis.

By this time you will have received the literature which we forwarded to you. If it does not include just the material which you have in mind, kindly let us know.

I am glad that you feel that you are in a position to cultivate Mr. Robert Johnston as a friend of the University. You ask about the most needy item in the University. The Minutes of the summer meeting of the Field Board of Managers indicate as the most pressing property need of the Institution "Arts College General Equipment Fund \$5,000." Whether this is Mexican or Gold I do not know but presumably it is Mexican. The next most urgent items are for residences for our Presbyterian missionary staff. You know the urgency of purchasing the residence occupied by Dr. Samuel Cochran so as to reimburse the Medical School for the money which it has been compelled to borrow at interest to refund C.M.B. current expense money which was expended with C.M.B. consent, for residences. \$5,000. Gold is asked for Dr. Cochran's residence. The Presbyterian Board promises to support thirteen missionary professors in the University but has been able so far I believe to furnish residences for only six of them. Mr. and Mrs. Parker and Mr. and Mrs. Jacot go to the University this fall and Dr. and Mrs. Adolph return in November, and a year from now we hope that Dr. and Mrs. Heimbürger may also be there. I believe the proper housing of our missionaries would make a strong appeal to Mr. Johnston. Whereas Dr. Cochran's residence was built for \$5,000. Gold, the China Council is now asking \$12,000. Max. for missionary residences so I presume the University would need \$6,000. Gold for one of its residences.

It is very pleasant to know of the proposal of your sister Estella to enter missionary service, and I hope that her ambition to serve the cause of Christ on the foreign missionary field may be fulfilled. She seems to be very well trained for the position of office secretary and stenographer. Yesterday I received a letter from Dr. Moorhead of the British Joint Board stating that one of the young lady secretaries in his office in London was appointed to be the secretary of Dr. Balme at Tsinanfu, that the young lady was now taking a special missionary training course, and will presumably accompany Dr. Balme when he returns to China, arriving there about New Year's time. This would seem to have been a nice position for your sister to hold but I am sure that God will lead her into the best place of service. The only woman office assistant for which there is a call at present is at Chingmai in northern

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September 14, 1921

Siam. Presumably when the new requests come in from the China Council next month there will be new calls for this type of worker. The hospitals at Wei-Hsien, Shuntefu, and Chefoo are requesting "business managers". Could not these Institutions have a young lady business manager as well as a man business manager, or are the dealings and business such as to require a man to perform them?

I regret that this week the officers of the Candidate Department are away on belated vacation and are thus unable to take this matter up at once. Your sister will wish to correspond with Miss Ann T. Reid, Candidate Secretary of the Woman's Board, in this building. In her absence I venture to suggest that your sister, if she can conveniently do so, plan to study this year in a Bible school. This training would be extremely helpful to her on the Mission field if she should be a business secretary, and it would be indispensable for evangelistic work.

I am sending to Miss Reid's office a copy of this letter along with the extract from your letter that refers to your sister. Kindly have your sister write to Miss Reid at once so that her letter will be here when Miss Reid returns from vacation in the near future.

Sincerely yours,

*Geo. T. Scott*

GTS R

Copy to Miss Ann T. Reid

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INDEXED

MAR 3 1928

LAWRENCEVILLE SCHOOL  
LAWRENCEVILLE, NEW JERSEY  
MEDICAL DIRECTOR'S OFFICE

SHANTUNG

March 3, 1928.

Dear Garside,

**TRANSFER**

Your letter of yesterday giving Braafladt's address for which I thank you. But one expression in your letter calls for a more lengthy reply. That is "we are ~~sure~~ sure anxious to see you starting for Tsinan as early this summer as can be arranged." My one main "complex" with regard to returning to Cheeloo has been the Board's reaction to my so called furlough and to the possibility of my being cast off abruptly when for some reason things in China do not resolve themselves into the ideas of some of the secretaries of our Board.

To take this furlough business first, and I am writing to you because you evidently have both Cheeloo's and its staff's interests to heart, do you really think I have benefited or the future work of Cheeloo by my stay in the U.S.A. this year? I have been working like a Trojan since I accepted this position here, have not stuck my nose out of Lawrenceville except for a couple of days with my wife's folks in New York during the Xmas holidays, have met nary a person who has interested me as regards my future work in China, and therefore have gained nothing in constructive work for my position in Cheeloo. I was granted a furlough for the specific purpose of studying hospital administration and allied subjects in order to better fit me for the task of running the new University Hospital. The China Medical Board granted me a fellowship for that purpose; this I gave up when I accepted the job which the Board requested me to accept. When Scott approached me with this job he said something about this being counted an extended furlough but I told him that we would talk that over later.

Now is the time to talk! I do not intend to go back without experience in the line for which I was granted this furlough. If the Board is still going to adhere to the

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1928

LAWRENCEVILLE SCHOOL  
LAWRENCEVILLE, NEW JERSEY  
MEDICAL DIRECTOR'S OFFICE

principle of an extended furlough I shall find some other way of going back to China, or find a position here in the line which will help my work in China and then go back if there is a way. The Board has paid me, so far, salary for three weeks furlough when I was sent on a six months study furlough. Ralph Wells cannot talk for me, or will not because of familial reasons so I can expect no help from that end except sympathy. So if the Board will not consider the proposition of giving me my legitimate furlough please get them to let me know. I have been compelled to refuse three excellent jobs here in hospital administration because I am morally contracted to this position; there is another available when I leave here but I must get my application in soon.

As to the guarantee that I will not be cast off by the Board at some future date that must be between the Board and myself. But I certainly think that instead of the whole contract, as it now stands, being what the missionary will do and nothing stated but a living salary as long as he lives on the field as far as the obligations of the Board is concerned I think it too one-sided. I can probably get my church to give me an insurance against being laid aside but in so doing I will be "detracting funds from the regular sources".

Ran Shields is coming up soon to talk things over. As I say I feel that there is work for me in Tsinan and I would look forward to going back if I were certain that my family and I were going to get a square deal from the Board, but when I hear of the autocratic ways some of our missionaries have been handled I am a bit leary.

Don't think that I am blaming you in the least or that I am grouching for the fun of it, but when I have realized how much it costs for us to live in the most meager manner, I realize that I must do something to protect my family in case I should shuffle off.

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LAWRENCEVILLE SCHOOL  
LAWRENCEVILLE, NEW JERSEY  
MEDICAL DIRECTOR'S OFFICE

MAR 3  
1928

Besides the salary here this year it has cost me close to \$1000 of my own savings to get going. If I should go back to China I would loose practically 75% of this when it comes to selling the furniture, etc. So even financially this furlough has been a complete ~~xxx~~ failure so far

I am expecting to come up to the Medical Missionary Conference, unless Dr. Cochran changes his mind, and I hope to have time to see you then. By that time I shall have seen Dr. Shields and have had word from the Chinese members of the faculty. I have written to Peter Kiang asking if there is a sincere desire on the part of the Chinese that I return.

Have you heard from Bill Adolph recently? He is as bad a correspondent as the majority of us. I am afraid that most of our English members of the medical faculty who went home are not returning. ~~Just~~ had word that the Wrights had definitely resigned.

Hope you do not think I am getting too hard boiled but I have been giving these things a lot of thought recently and I am more than fed up with the uncertainty of everything.

With best regards to Mrs. Garside, I am,

Yours very sincerely,

*L. A. Heimbarger*

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UNCLAS

## TRANSFER

Shantung Christian University

March 21, 1928

Dr. L. F. Heinburger,  
Lawrenceville School,  
Lawrenceville, N. J.

Dear Doc Hai:

I have waited for a time before answering your letter of March 3rd, chiefly because Dr. Scott has been away from his office for practically three weeks. Yesterday was my first opportunity to see him and check over some of the important questions you raise.

We are in hearty sympathy with your views on furloughs and board support. I have been saying with such emphasis as to make myself rather unpopular in some quarters, that the mission boards last summer left a great many of our most valuable missionaries to bear far too heavy a share of the load suddenly thrown on us. I am afraid that, as a result, the mission enterprise may lose some people it can least afford to spare, and our mission boards will have to spend a good many years in finding and training people to fill vacancies that should never have existed. Certainly they will have to spend ten or twenty-fold what it would have cost to continue the regular salaries and allowances during this period of unusual stress, - another case of being penny wise and pound foolish.

As regards your own particular case, there is absolutely no question as to the urgent need and hearty welcome for you in China just as quickly as we can get you there. Over and over again during the year, both in official correspondence and in personal conversations, there have been references to the fact that the field is looking forward anxiously to your return in order that it may get your assistance in some important pieces of work. Questions of dates and methods will, of course, have to be worked out.

I raised with Dr. Scott the specific question you ask as to your having six months under board salary for your furlough study before returning to China. I do not see how there can be any question on this matter if the case is presented to the Board vigorously. Dr. Shields as Dean of the School of Medicine, will be the man to present this case to the Board. You will be seeing him next week and can talk the question over with him quite frankly. As soon as Shields gets to New York I will have him take the matter up with Dr. Scott. If such a six months period of furlough study is to be undertaken at what date should it begin? We understand, of course, that you are definitely pledged to help Dr. Cochran until the end of this school year. We have a sort of gentleman's agreement with Dr. Cochran that no one of us will even hint at anything else. Of course, there is a bare possi-

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Dr. L.F. Heinburger-2

3/21/28

bility that some other medical officer might be available who could finish out the year for you at Lawrenceville and so release you for undertaking your furlough-study immediately, but any initiative along that line would have to come from Lawrenceville rather than New York. In case you do finish out the year at Lawrenceville I presume you would require practically all of the autumn semester for your furlough study so that you would plan to arrive in Tsinan just after China New Years 1929.

I certainly hope that our cooperating boards have learned a few lessons both as regards policy and faith during the last few months. I hope that in future they will be a little more considerate in providing for their mission personnel.

We are certainly hoping to see you in New York at the time of the annual meeting of the Governors on April 12th if not before. I will be sending in a day or two a notice in regard to our Cheeloo dinner at that time.

Very sincerely yours,

BAG-H

*BA Larside*

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TRANSFER

SHANTUNG

March 21st, 1928.

Dr. L. F. Heimburger,  
Lawrenceville School,  
LAWRENCEVILLE, N. J.

*see Dr. Shields &  
St. Shields 3/21/28*

Dear Dr. Heimburger,

Many thanks for your long letter which came the other day. We hope that, by the time you get this answer, you will have seen Dr. Shields and he will have been able to explain to you our position here. We considered your letter at a meeting of the Medical Faculty yesterday and the result was that we passed the following minute:-

"Resolved:- That we reaffirm our invitation to Dr. Heimburger to return to his position on the Faculty."

You speak in your letter of getting the real opinion of your Chinese colleagues as to whether you should return or not. We feel that, having left China as you did when things were in such a muddle, and having been away from China since, it is difficult for you to realise how similar the situation is here to that before you left Tsinan. Whatever changes may have taken place in the south, we are here virtually as we were before, though for how long this condition may last, we do not know. All we can say is that now, as before, the Chinese members of Faculty, as well as the foreign, all re-endorse the minute that we passed before, that you should return to your position on the Faculty. The help of the foreigners is still welcomed and appreciated, as it was before.

As regards the development of the work here, we are also much in the condition that we were before. As you know, we have the plans for the new hospital fully drawn up and have also bought the land, but so far, we have not felt that it would be wise to go ahead with the building. There is a general impression that fighting between north and south will commence soon and the upshot of it we cannot foresee. Should the southerners come, it would possibly mean interruption of our work for some time, but, from what we can hear of conditions in the south of China, we still feel that it may be possible to continue our work in the

March 21st, 1928.  
March 21st, 1928.

to Medical School. There have been distinct pro-foreign demonstrations in Canton. We know that the Red element has been largely discredited, and we might perhaps hope that, even were the southerners to come here, we should still find it possible to continue our work with them.

Whether the question of registration would become a live issue or not, again, we do not know. At any rate, for the present, we are trying to plan for the extension of our work, so that, if in the future we find we can put up the new hospital, we shall have an adequately trained staff to run it.

So long as we have not got the new hospital, we do not feel that there is immediate urgency in the matter of the hospital superintendency. It is true that Dr. Wheeler is going on furlough in June, and perhaps the odds are on the side of his not returning, so that we shall have to make some arrangements for the superintendency after that date. At the same time, as you ask for our frank opinion with regard to yourself as hospital superintendent, it is only fair for us to say that it would not be the unanimous opinion of the faculty that you should take on that position permanently. We do not feel that, at a time like this, anyone of us can definitely pick and choose in the work which he shall do. We each of us must, of course, have our main duties, but, in addition, we must all of us be willing to take on whatever extra duties have to be met, and we feel that, in inviting you to return to your place on the faculty, we do so with the understanding that you too may be called on for various other jobs in addition to your main work in the Dermatology Department. For instance, with Dr. Wheeler away and no permanent hospital superintendent, it might well be that we should like to invite you to take on that position, at any rate for the time being, but our feeling would be that you should come back to the Department of Dermatology as your main work. We feel perfectly definite that we want you back on the staff again, as soon as possible, and feel sure that you can make a contribution to the work of the Medical School which will be invaluable.

We appreciate the fact that all of our faculty members now at home on furlough are having to meet big temptations to remain in their own country, and, in view of the uncertainty of our future here in China, and the necessity for one's children's education and so forth, we appreciate that for you

Dr.L.F.Heimbarger

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March 21st, 1928.

to return to China now will mean a real sacrifice of your part. At the same time, knowing that you have full sympathy with this aspect of our missionary work in China, we feel that we are right in asking you to make this sacrifice and come back to us.

As you have been working with Dr.Cochran in work which is not in your own direct line, and as you will doubtless like opportunity for further study before your return, we shall be very glad to apply for a Rockefeller Fellowship for you in Dermatology. It will also, of course, be possible for you at the same time to make yourself acquainted with hospital management in the west. We are anxious that you should come back as soon as possible and therefore would recommend that you only take six months study, or possibly even three months, before returning to us. We do not feel that we can apply for this fellowship at once as we do not know what your answer will be, but if you will cable to us as soon as you have made your decision, we can then apply at once to the China Medical Board.

We hope that this letter will make our position clear to you and that Dr.Shields, to whom we are sending a copy, will be able to clear up any points which are indefinite. We very much hope that it will not be long before we see you here again.

With best wishes to you and your family on behalf of the medical faculty,

Yours sincerely,

LMI:MMS.

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March 21st, 1928.

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Dr. L. F. Heimbarger

to return to China now will mean a real sacrifice on your part. At the same time, knowing that you have full sympathy with this aspect of our missionary work in China, we feel that we are right in asking you to make this sacrifice and come back to us.

As you have been working with Dr. Cochran in work which is not in your own direct line, and as you will doubtless like opportunity for further study before your return, we shall be very glad to apply for a Rockefeller Fellowship for you in parasitology. It will also, of course, be possible for you at the same time to make yourself acquainted with hospital management in the west. We are anxious that you should come back as soon as possible and therefore would recommend that you only take six months study, or possibly even three months, before returning to us. We do not feel that we can apply for this fellowship at once as we do not know what your answer will be, but if you will write to us as soon as you have made your decision, we can then apply at once to the China Medical Board.

We hope that this letter will make our position clear to you and that Dr. Shields, to whom we are sending a copy, will be able to clear up any points which are indefinite. We very much hope that it will be from before we see you here again.

With best wishes to you and your family on behalf of the medical faculty,  
Yours sincerely,

LMH:IMH



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THE BOARD OF FOREIGN MISSIONS  
OF THE PRESBYTERIAN CHURCH IN THE U. S. A.  
156 FIFTH AVENUE  
NEW YORK

F  
SHANTUNG

May 15, 1928

COPY

Dr. L. F. Heinburger  
Lawrenceville, New Jersey

TRANSFER

Dear Dr. Heinburger:

I have previously sent you a hand written note in acknowledgment of your letter to me of April 12th. The first opportunity to lay your letter before the Foreign and Executive Councils was last week and the Council's recommendation was presented to the Board yesterday, May 14th when the following minute was adopted:

"In accordance with the request of the Shantung Christian University, Shantung Mission and in view of the fact that the special study which the University had planned for Dr. Heinburger on his present furlough has been impossible during the past year when he has been self-supporting, the Board voted that the furlough of Dr. and Mrs. L.H. Heinburger be extended with customary financial allowances and pension premium for five months from such date about July 1, 1928 as Dr. Heinburger shall indicate, thus completing under Board support the full six months furlough to which Dr. and Mrs. Heinburger were entitled. The Board made record that their stay in the United States from May, 1927 until date of sailing in 1928 is part of their term of active service and that if in the future the Board should request the discontinuance of Dr. Heinburger's services it would continue his salary for such time as would seem to it sufficient to find a suitable position."

I am not sure that the form and the terms of the minute are exactly what you have in mind but in view of all the circumstances it seems to provide as generous an arrangement as would be equitable keeping in mind the Board's financial limitations and the Board's relations with a very large number of missionaries. We know that you appreciate the situation in which the Board finds itself.

Inasmuch as this arrangement affects the University I am sending a copy of this letter to Mr. B. A. Carside, American Secretary of the University from whom I have received request that the Presbyterian Board make provision for this study and arrange for your return to Tsinan at the end of your study period.

Trusting that you find constructive and satisfying opportunity for the special investigation which you plan and hoping that everything works out agreeably to all concerned, I am

Very sincerely yours,

(G. T. Scott)  
George T. Scott

GTS-MMF  
Copy to Mr. Carside

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F  
SHANTUNG

THE BOARD OF FOREIGN MISSIONS  
OF THE PRESBYTERIAN CHURCH IN THE U. S. A.  
156 FIFTH AVENUE  
NEW YORK

May 16, 1938

COPY

Dr. L. F. Helmberger  
Lawrenceville, New Jersey

TRANSFER

Dear Dr. Helmberger:

I have previously sent you a hand written note in acknowledgment of your letter to me of April 13th. The first opportunity to lay your letter before the Foreign and Executive Councils was last week and the Council's recommendation was presented to the Board yesterday, May 14th when the following minute was adopted:

"In accordance with the request of the Shantung Christian University, Shantung Mission and in view of the fact that the special study which the University had planned for Dr. Helmberger on his present furlough has been impossible during the past year when he has been self-supporting, the Board voted that the furlough of Dr. and Mrs. L. F. Helmberger be extended with customary financial allowances and pension premium for five months from such date about July 1, 1938 as Dr. Helmberger shall indicate, thus completing under Board support the full six months furlough to which Dr. and Mrs. Helmberger were entitled. The Board made record that their stay in the United States from May, 1937 until date of sailing in 1938 is part of their term of active service and that if in the future the Board should request the discontinuance of Dr. Helmberger's services it would continue his salary for such time as would seem to it efficient to find a suitable position."

I am not sure that the form and the terms of the minute are exactly what you have in mind but in view of all the circumstances it seems to provide as generous an arrangement as would be equitable keeping in mind the Board's financial limitations and the Board's relations with a very large number of missionaries. We know that you appreciate the situation in which the Board finds itself.

Inasmuch as this arrangement affects the University I am sending a copy of this letter to Mr. B. A. Garstide, American Secretary of the University from whom I have received request that the Presbyterian Board make provision for this study and arrange for your return to Taiwan at the end of your study period.

Trusting that you find constructive and satisfying opportunity for the special investigation which you plan and hoping that everything works out agreeably to all concerned, I am

Very sincerely yours,

*(Signature)*  
George T. Scott

Copy to Mr. Garstide

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SHANTUNG

TRANSFER

April 15, 1928.

Dr. L. F. Heinburger,  
Lawrenceville School,  
Lawrenceville, N. J.

Dear Ray:

I am sorry that you could not come to the dinner last night. We had a very good time. I did not have a chance to talk to Louise and tell her about the answer to my cable. Kiang cabled two days ago saying that he had written three weeks ago about Heinburger, so we ought to get a letter in a few days.

I think your letter to Dr. Scott was all right. The third condition in which you say "my salary to continue until I have found such a position" of course would have to be safeguarded by the Board and some sort of time limit put on it. The Board of Governors yesterday took action in regard to Bill Adolph, and Garside is going to do all he can to get him to reconsider his resignation.

You seem to have quite a varied practice for a boys' school. I will write you as soon as I hear from Kiang. The Board of Governors decided to try to raise money, and I must be the goat. I suppose this means that I will not be able to visit many medical schools. I shall stay here for the present and see what happens. If I am to go to Toronto, I must do it before the first of May, as their schools close very early.

Hope to see you before long.

Yours as ever,

*R. T. Shields*

RTS/A

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SHANTUNG

TRANSFER

May 29, 1936.

Dr. L. P. Heinburger,  
Lawrenceville School,  
Lawrenceville, Md.

Dear Roy:

I was glad to get your letter after my return from a trip to Yale, Harvard and Rochester. I will try to see Dr. Pearce at once about the possibility of a travel fellowship in Europe.

The news from China is not very satisfactory. I wish the Nationalists would capture Peking and hope they will not scrap amongst themselves very much afterwards.

I think I understand your position now in regard to foreign practice. I doubt if you can get Luke Yang back, but maybe Lu or somebody else will do as assistant.

You must have had a pretty busy time lately with the various diseases that your boys have had. I am glad Frances is all right and that she was not badly cut by the golf stick.

I am getting rather tired of rushing around. I shall try to stop off to see you before long. I am going on Friday to Winchester and Lexington, Va. Ery gets her A.B. next week and Ben graduates from High School, and incidentally I get my Phi Beta Kappa. I will write you again as soon as I hear from Dr. Pearce. I am putting in my spare time trying to get contacts in New York for the future raising of money, and I shall not be surprised if I have to return to this country in a year's time to get money.

Give my regards to all the family.

Yours as ever,

*R. H. Shields*

175/A

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108 N. Rockhill Road,  
Webster Groves, Missouri.  
October 19, 1928.

*Heimburger*

TRANSFER

SHANTUNG

Dear Garside,

Would it be possible for you to loan me the plans of the proposed new hospital in Tsinan. I would like to look them over again myself and also to get some of the men here to look them over with me and offer any suggestions as to arrangement of equipment, etc. I will return them before I return to Cheeloo.

Also I would like to see a copy of the plans of the house we are to occupy on the campus. The one next to the house you lived in. <sup>(Cassat's)</sup> We must buy some form of heating plant for the house so I want to get cubic feet of heating space and also size of window openings in order to get stoves or other plant to give us better heat than we have had in the past. I think with a little scientific study of our house we could get an efficient way of heating it so that we do not barbaque at the stove and firgidaire in the corners.

I have had no news except the Bulletin since coming to St. Louis. A letter from McAll from Edinburg insists that I visit England before returning to China if I am to take up hospital administration in Cheeloo.

We are nicely situated here in this large suburb of St. Louis. I am getting a lot in administration through watching the other fellow work. Had to turn down a good offer because I insist that I am returning to China!!

With best regards,

Yours very sincerely,

*Hai*

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106 N. Franklin St.  
Webster Groves, Missouri.  
October 19, 1928.

TRANSFER

Dear Garbida,

Would it be possible for you to loan me the plans of the  
proposed new hospital in Tishon. I would like to look them over again  
myself and also to get some of the men here to look them over with me  
and offer any suggestions as to arrangement of equipment, etc. I will  
return them before I return to Chicago.

Also, I would like to see a copy of the plans of the house  
we are to occupy on the campus. The one next to the house you lived  
in. We must buy some form of heating plant for the house so I want  
to get cubic feet of heating space and also size of window openings  
in order to get covers or other effect to give a better heat than we  
have had in the past. I think with a little scientific study of the  
house we could get an efficient method of heating. I would like to know

(Cassatt)

at the above and fittings in the basement.  
I have had no news except the Bill since coming to  
St. Louis. A letter from Scott and Richard says that I visit  
England before returning to China if I can be a hospital ad-  
ministrator in Chicago.

We are nicely situated here in this large suburb of St.  
Louis. I am doing a lot in administering through welfare and  
fellow work. Had to turn down a good offer because I had to  
return to China!!

With best regards,

Yours very sincerely,

*Handwritten signature*

RECEIVED  
UNIVERSITIES  
OCT 22 1928  
JOINT OFFICE

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*over*

TRANSFER

November 15th  
1928

Dr. L.F. Heimbürger,  
108 N. Rockhill Road,  
Webster Groves, Missouri.

Dear Hai,

I am mighty sorry to be so slow in replying to your letter of October 19th.

We have been pretty well snowed under during the past month with Committee and Trustee meetings and it seems that all my correspondence has gotten steadily in arrears.

I have now been able to get together the plans of the proposed new hospital in Tainan and I am at this time sending them to you, under separate cover. I believe this is the only set of hospital plans available here in America, so we will look to you to return them after a few weeks when you have finished with them. I hope you will, however, pass on to us any comments and suggestions you may get from the various medical men and hospital administrators with whom you confer. The Board of Governors has not yet formally approved these plans and I feel that we ought to get some action in the near future. When Dr. Shields was East, I suggested to him on several occasions that he should go over the plans with the sub-committee of medical men on the Board to which the matter was referred, but he, like everybody else around New York, was simply rushed to death every day he was here and never got around to the job.

What do you think - is it likely that the Field will expect to put up a hospital substantially as it is shown on these plans, or will they probably want to make some extensive alterations, now that a couple of years have elapsed and a great deal of water has run under the bridge?

I have not been able to unearth any copy of the plans of your house at Cheeloo. As far as I can find, the plans are not available around New York, but I will write to Cassat and see if he has any suggestions to offer.

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Dr. L.F. Heimbürger

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Nov 15, 1928

We have been hearing much of your good work around St. Louis. We certainly hope that you have found these six months very pleasant and profitable.

All the news from Cheeloo this Fall has been quite encouraging. They are doing a wonderful piece of work under very discouraging circumstances. One problem which is causing all of us the greatest anxiety because we feel it is partly our responsibility, is the serious shortage of staff and administration officers. One piece of missionary work I wish you would do for us is to keep after Bill Adolph and Mrs. Bill to decide in favor of an early return to their job. Dr. William has been sitting on the fence so long that if he does not get down pretty soon, we will probably lose him altogether. The only way to shake him down will be for everyone to unite in getting him back on the job.

Give our best regards to Mrs. Heimbürger and the youngsters.

Margaret is spending a couple of weeks here in New York before going out to Oklahoma to rejoin our red headed daughter. I hope that I may get my family together again some of these days in the distant future.

Cordially yours,

*B.A. Garfield*

Secretary.

BAG: AM

1021

TRANSFER

SHANTUNG

Shantung

December 21, 1928.

Dear Hai,

Believe I have never given a final report on the result of our efforts to unearth a set of plans for your house in Tsinan. The net result was totally negative. The Presbyterian Board no could find. Cassat had no knowledge of the existence of any set of plans nearer than McCormick Hall. Sorry. Hope you have been able to draw out of your head sufficient data to give you the estimates you need.

We see by the calendar that Christmas is only four days off, though we must confess we haven't yet begun to feel the urge of the pervasive force known as the Christmas spirit. Ke chia sends Hai chia warmest greetings. The shih niang and the ku niang are out in Oklahoma, so Christmas isn't Christmas any more.

BAG/G

Cordially,

*B.A. Garfield*

Dr. L. F. Heimburger,  
108 N. Rockhill Road,  
Webster Grove, Mo.

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TRANSFER

108 N. Rock Hill Road,  
Webster Groves, Mo.

December 28, 1928.

SHANTUNG

Dec. 17/29

Dear Garside,

Your letter of November 15th remains unanswered because I have been trying to get Dr. Burlingham, President of the American Hospital Ass'n., to make an appointment with me to go over the new hospital plans, but to date I have been unsuccessful. He has been very busy with Community Fund apportionment, Executive Comm. meetings, etc. but he promises me a seance the coming week. I only wish the plans had come a week or ten days earlier because I had a conference with Dr. Farnell, one of the biggest authorities on hospital planning in the States. But from my memory of the plans, I should know something of them after spending about six months on them, I got some very good criticisms, and also suggestions. As far as I can see, this is my personal opinion after talks with various men, the main plan of the hospital should remain as it is. There will be some changes, or rather ought to be, in the arrangement and assignment of rooms, but this should not affect the general structure but only interior partitions. As to the architectural beauty of the building, which seems to be the main worry of the committee in N.Y., any style of architecture can be used. Gothic, Colonial, Roman, and not in the least affect the interior. It is merely a matter of expense. We thought a Colonial style simple and pleasing and blending into the simplicity of our surroundings in Nan Kwan.\* Of course if they want a front more ornate it can be had but it will increase the expense. We, as doctors, would rather have a practical, well equiped interior than spend money on a fancy exterior.

After spending these six months traveling around to some 25 different new and old hospitals in the east, north and mid-west I feel that we have as well planned a hospital as can be found in the States. But these opinions may not hold much water in Tsinan!

I have tried to get some word from Ran Shields about building but he has failed to reply to my question. I hope the money will remain available for some months to come.

I suppose you have heard some rumblings about a proposed trip to China via England by the Hai family. I requested such several weeks ago but Dr. Fenn in his reply rather discouraged it so I dropped the matter and made overtures to get sailing on a President boat leaving Los Angeles February 4th. No reply came to my letter after a lapse of probably three weeks. Then at the recent meeting of the Board, which

\* The elevation submitted by Black & Wilson & accompanying the plans you sent me, was turned down by the Comm. in the field. It is not what we want!

1023

DEC 28 1928

Reub Torrey attended, the question was again raised about England and Torrey was delegated to talk things over<sup>with me.</sup> They were surprised that I had not conformed to their suggestion that I ask you to cable Cheeloo for the necessary excess in any expense involved as my trip was to be advantageous to Cheeloo. I didn't even answer Dr. Fenn's letter and did not write you. As I have written both Drs. Scott and Dodd, if the affair cannot be handled in N.Y. I will drop it. My reason is that if word should be sent to Cheeloo it might seem that I am trying to force myself into a position in which there is some doubt as to my desirability, therefore I insist that Cheeloo not be approached. The trip can be financed at no more expense to the Board than the regular 1st class trans-Pacific method if they so wish, but Dr. Fenn insisted that I would only be given second class trans-Pacific fare equivalents if I traveled 2nd class via England. The matter has been reopened and I have not had word at the writing of this letter. So our plans for leaving U.S.A. are still in the "fog".

P. Lair sent me a copy of the house plans just a few weeks ago. These are to be returned to the Cheeloo office in Tsinan on my return. I thought word was sent out to China several years ago to have copies made of all house plans for filing in the Board Home Office, therefore I bothered you. As soon as <sup>I</sup> ~~you~~ have finished with the Hospital Plans I shall ship them to you with criticisms and advise. I hope they will be passed as they are, so that the building will not be held up by red tape. They could be passed with the suggestion that such and such a type of exterior be used! No lay committee, even of non-specialist architects, can pass on what we need in Tsinan for the care of patients!!

We sincerely hope that Mrs. Garside is well on the road to recovery and that you shall soon have a reunited family. Give our best regards to her when you write and if either of you should be through St. Louis within the next month be sure to let us know.

Yours very cordially,

*Hai*

1024



*Over*

SHANTUNG

January 7, 1929

Dear Hai:

Thanks for your letter of December 28, in which you comment at some length on the hospital plans. I will be glad to pass on these comments to the medical members of our Board of Governors.

There is one point on which I would like your wisdom. Shall we defer formal action by the Board of Governors in approving these hospital plans until you get back to Tsinan, and have an opportunity to talk with Ran Shields and others as to the final form in which they want the plans submitted? As I understand the situation all the money needed for the construction of the new hospital has already been received, and is on deposit, so presumably it will remain available for an indefinite length of time. I suppose that if construction were delayed for a number of years more, the Rockefeller Foundation might become perturbed, but as far as I know they have not been restive thus far, because they realize that conditions in Tsinan have not been favorable for going ahead with building operations.

I am sorry that things have not worked out very well on your suggestion that you return to China by way of England. The Presbyterian Board mentioned to us that such a plan had been proposed, but I did not know what solution had been reached. I can quite appreciate that the trip by way of Europe would be of considerable value to your work, and certainly hope that it might finally prove possible to make the necessary arrangements. I can see your point in feeling reluctant to cable Cheeloo for authorization to incur additional expense chargeable to university funds.

At the present time Margaret and Jean are spending a couple of months in Oklahoma. Margaret went through St. Louis the week before Thanksgiving. She and Jean may possibly be

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returning about the end of January. Their plans depend largely on the outcome of an X-ray examination she is having at this time. It would certainly be nice if she were able to catch a glimpse of you and Mrs. Heimburger and the children when she goes through St. Louis, but it is quite possible that you will be on your way back to China before she begins her journey.

With all good wishes to Mrs. Heimburger, yourself and the children for the year 1929, I am

Cordially yours,

*PA Geride*

BAG:RL

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Feb  
1929  
Ed. J. Gorman

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#588  
german  
page and  
copy of

108 N. Rock Hill Road,  
Webster Groves, Mo.  
January 17th, 1929.

to Com  
4/7/29  
SHANTUNG  
TRANSFER

Dear Garside,

I wrote a letter to you several days ago but forgot to mail it so herewith another. I am sending under separate cover the plans for the new hospital in Tsinan. I have now had conferences with a least five people who are much interested in hospital plans, have had a great deal to do with planning and building hospitals in the U.S.A. recently, and consented to go over these plans with me. They gave me a great deal of time after taking the plans home for several days and studying them in a critical manner.

One and all agree that the floor plans, with a few minor changes, should not be altered. They say it is a well planned, practical, and economical building and sizes up with the newer hospitals of similar size and use, recently erected and planned in the States.

The elevation submitted is not agreeable in its present drawing but can be altered easily to be more attractive. As Dr. Burlingham said, "You want first a practical working floor plan which will be suitable to all forms of work which will be carried on in the hospital; it is easy enough for a good architect to ~~building~~<sup>plan</sup> most any type of exterior a committee would desire, but the surrounding buildings and country should be considered in planning an exterior."

Now I would suggest that The Board of Governors take formal action as soon as possible approving the floor plans as submitted. They could suggest that some other form of exterior be used.

I do not think any discussion by the medical faculty will improve the plans because they ~~have~~<sup>had</sup> been discussed back and forth for almost eighteen months before being sent to N.Y. I believe this is the 11th revision. And inasmuch as these men I have talked with think the plans O.K. I am sure Ran and I will agree. It would be better to have the Board of Governors approval ready so that we could start building immediately if practical rather than keep us waiting in Tsinan for their action. Here in the States the Board of Trustees of a hospital usually gives one man, the superintendent of the hospital, or a committee the authority to build, then if during the process of building certain changes are desirable or necessary, which happens often even in the U.S.A., this delegated authority is all that is necessary for a decision.

We have just received our steamship tickets for the Pres. Garfield sailing from Los Angeles Feb. 4th.

With kindest regards to you and yours I am,  
Sincerely yours,

L. G. Steinbocker

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SHANTUNG  
TRANSFER

Shantung Christian University

January 25, 1929

Dr. L. F. Heimbarger,  
108 N. Rock Hill Road,  
Webster Groves, Mo.

My dear Dr. Heimbarger:

We are glad to have your letter of January 17 with its further comments on the plans for the new hospital. I will communicate to the medical members of our Shantung Board of Governors your comments and observations on the hospital plans, and will see if we cannot get them to take formal action approving these plans at the next meeting of the Board.

Since you are sailing from Los Angeles on February 4 this letter will arrive barely in time to wish you a "bon voyage". I certainly wish I were going back to China with you. Give my regards to all the crowd when you see them in Tsinan.

Very cordially yours,

*W. A. Garside*

BAG:RL

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# SHANTUNG

SHANTUNG CHRISTIAN UNIVERSITY  
THE UNIVERSITY HOSPITAL

齊山  
醫魯東  
院大濟  
學南

TSINAN,  
SHANTUNG, CHINA

INDEXED

院長辦公室  
OFFICE OF MEDICAL DIRECTOR

November 14th, 1930.

Dear Garside,

Under separate cover we are sending you fifty (50) copies of the Hospital Report for 1929-30 which we hope you will find both interesting and of use in your work. We have mailed copies of these reports to some people in the States but have tried to keep off of your "stamping grounds". None have been mailed to the Board of Governors or to Mission Board Secretaries. I have mailed a similar number to Miss Robertsen in London for distribution in the British Isles.

Things are going very well in the Hospital and we hope to be running to better capacity than last year. I believe my studies of operating capacity has rather thrown a wet blanket on the new Hospital scheme, at least temporarily. If we can't run to over 85% capacity, the minimum for the U.S.A., I do not see the advantage of building a larger plant than we now have. When we get up to the place where we are running between 90% and 95% capacity for the year we should begin to think in terms of new heds. If it were possible to divert some of the building funds which are in hand for the new hospital building to improve the present plant and possibly build a new O.P.D. we could get along very well. The heating system here needs a complete over hauling and a lot of new installation and also the question of sterilization ought to be gone into. Then, too, by adding a third floor on the present building, although it would not be an ideal arrangement, would add as many new beds as we can comfortably take care of with our present staff and annual appropriations. It is a doubt in my mind if the Chinese can run this present plant if or when it is turned over to them, so why give them anything more elaborate. Then, too, as the years go by and the demand for trained Chinese doctors is more insistent from governmental sources with the comparatively enormous salaries being offered our recent graduates, we can not hope for a large increase in personnel until there is an excess in supply of these young men and women. So, if you think it wise, you might think along this line of diverting funds from the new hospital appropriations, although these are personal and unofficial opinions, and realize what is going on in the thoughts of many of us.

Very soon after receiving this letter you will receive the announcement of my marriage to Miss Margaret Smith. We are intensely happy.

With kind personal regards to you and yours I am,

Yours very sincerely,

*If 50 reports are  
insufficient for your needs  
please let me know for future reference*

*Hai* (G. L. F. Heimberger)

1031

RECEIVED  
UNIVERSITIES  
DEC 15 1930  
JOINT OFFICE

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SHANTUNG

TRANSFER

Shantung Christian University

December 18, 1950

Dr. L. F. Heimburger,  
Cheeloo University,  
Tsinan, China.

Dear Sir:

Let me acknowledge receipt of your letter of November 14,  
and also the 50 copies of the Hospital Report for 1929-50.

The Hospital Reports are quite interesting and are unusually  
attractive. I am at this time sending copies to all members of our  
North American Section. I will ask the members of the Section to sug-  
gest the names of any others who they feel should receive copies of  
this report. Probably fifty copies will meet our needs, but if more  
should be necessary I will let you know later.

I am very much interested in your comments as to the opera-  
tion of the Hospital, and particularly as to the possibility that some  
change may be desirable in the plan for the new Hospital. We will keep  
these comments in mind and will await further developments from the  
field.

Let me assure you of the warmest good wishes of all your  
friends here in New York that you and Mrs. Heimburger may enjoy for many  
many years the happiness which is now yours. I have been intending to  
send you some personal word of congratulation before this, but have been  
so swamped with the correspondence involved in my regular work that all  
my personal letter writing is months behind.

It is too late for Christmas greetings, but I must at least  
send you assurances of our good wishes for the New Year.

BAG-B

Very cordially yours,

*W. A. Jarvis*

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**TRANSFER**  
SHANTUNG CHRISTIAN UNIVERSITY  
THE UNIVERSITY HOSPITAL

TSINAN,  
SHANTUNG, CHINA

齊山  
醫魯東  
院大濟  
學南

院長辦公室  
OFFICE OF MEDICAL DIRECTOR

**SHANTUNG**

February 5th, 1932.

*Act 3-15-32*

Mr. B. A. Garside,  
Secretary, Shantung Christian University,  
Board of Governors,  
New York, N.Y.

INDEXED

Dear Garside,

At a meeting of the Medical Faculty on January 27th, 1932 the building of the new hospital was again discussed and it was voted, in spite of your cable from the Executive Committee of the Board of Governors, received just two days previous to the meeting, "to proceed as soon as possible with the erection of the entire new hospital building, according to the revised plans."

You will eventually receive a copy of these minutes.

I was called to Nansuchow on some Mission business so was unable to attend this meeting of the Faculty, but inasmuch as I had given my opinions to a previous Faculty meeting and as a member of the special building committee appointed by the Executive Committee of the Medical Faculty, my views were well known and understood by all those who attended. In fact the report brought to the Faculty by the building committee, after more than five months study of the situation, is practically the same as contained in Dr. Shields' letter to you to which you replied by cable. I am told that Dr. Shields enclosed in his letter to you all the data collected by the building committee therefore you will have this before you as you read this letter. This data has been in the hands of the Medical Faculty for the past two months.

Now that the Faculty, in spite of this carefully collected and prepared data, seems to have no regard for the facts known and reported by those of us who have made thorough study of the situation from every angle and votes for a project which is practically impossible for one in the position I now occupy as Medical Director to agree to, I feel that no word from me might be interpreted as acquiescence and I want you and the Board of Governors to know that I am thoroughly out of sympathy with the faculty's action because of the dangers which lay ahead. Also I believe that the Faculty has been led emotionally to vote as they have because of the intimation in a speech by the vice-president of the University, of a lack of faith on the part of the Medical Faculty in that as long as God had provided the money for the building He would also provide the wherewithall to run the institution after it is completed.

Besides this record of my disapproval, I wish to point out to the Board of Governors the dangers and trials they will put upon the one they ask to direct the affairs of the new hospital. I am one of seven who feel this way, according to the vote

1034

FEB 5 1932

recorded at the Faculty meeting.

In the first place, although we have funds on hand to construct and equip the entire new hospital as planned in 1927 we have no guarantee that there will be funds to run it after it is built. I believe this is the crux to the whole situation. If sufficient funds or a guarantee for sufficient funds by the agencies cooperating in the Hospital were in sight I would not absolutely oppose the vote of the Faculty, although I do not base my opposition on this factor alone. As you will notice, estimating on the basis of operating expense for the present plant, to run the new hospital in it's entirety will make us face annually a deficit of approximately \$100,000 silver. But as experience in the U.S.A. and China has shown, it costs more proportionately to operate a modern hospital than the type we are now running. The same difference between operating a Packard and a Ford. Therefore I have been trying to show the committee and faculty that the \$100,000 deficit is a minimum estimate because it is based on costs met with our present plant where we exercise the utmost economy and do without certain commodities which would be demanded in a more modern institution. As in the States we are planning for a more thorough, more efficient and more complex form of hospital service. This will inevitably mean more expensive operating costs because of the more elaborate quarters provided for both staff and patients. All articles of food and supplies are going to cost more, greater care in the study of patients through more numerous tests employed as X-ray, basal metabolism, blood chemistry, etc. More nursing service will be required, larger resident staffs necessary, and more employees of all types. The eight hour working day for nurses, now being started, instead of a ten or twelve hour means more nurses and developments of out-patient, social service, follow-up, electro-therapy, etc. are all factors which will enter into the increased cost of the hospital operation. More highly trained workers especially in administrative positions will be needed. These will demand higher salaries.

The time has come when haphazard methods of judgment should be replaced by logical, sound methods based upon facts and sound principles. "If this enlarged hospital is needed, of what type of enlargement and how is it to be supported?"

Being financially handicapped in the present institution, who is going to pay for future extension. Even if we can expect 50% of the gross income from patients where are we to get the remaining 50%?

The second vital point is the question as to the need for a 120% increase in the number of beds. After a careful study of the development of the work here during the past three years I am convinced that the increase by that number of beds at one stroke would be most impracticable if not suicidal. If you will glance over the statistics which we have given in the annual Hospital reports for the past 2 years you will notice that the percentage of occupancy has increased about 4%. There is no way to compare with years previous to these reports because no reliable data is available, but judging from the number of reported admissions during previous years compared with the past 2 years I would judge that the percentage of occupancy has been about 75-80% for the past 6 years with a slight increase during the last 2 years because of a re-arrangement of the method of admitting patients.

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In the enclosed analysis of the service rendered by the Hospital for the latter half of the years 1929, 1930 and 1931 you will notice a 4.7% increase in occupancy. But also note that the length of stay by the patient in the Hospital has been lengthened by 1.3 days, meaning that the increased occupancy is in part due to holding the patients in the Hospital for teaching purposes or because chronic cases are being admitted in larger numbers than previously. The latter is quite true and it is a question which I have taken up with the attending staff. Although we treated only 10 more cases from July 1st, 1931 to January 1st, 1932 than during the last six months of 1930, we increased the occupancy of the Hospital by 1500 days. This raises the question in my mind as to whether if we abided by our rules as an acute disease hospital our present number of beds would not be sufficient for the present needs of the community we serve. Of course there are "rush" seasons, about two months in the spring and a month in the fall, when the beds are not sufficient, but there never has been a time when we could fill 230 beds. The largest waiting list has been 17 patients at one time.

I believe that no hospital should be constructed unless it is justified in terms of medical necessity or convenience. Expenditures for unnecessary plant and equipment are unfair to the general public which is expected ultimately to foot the bill and to the administrator who attempts to manage the institution. Of course the Faculty says we must have more beds for our students; this is quite correct if we are to abide by medical educational standards in the U.S.A. but I do not believe that empty beds will answer their purpose! The Faculty also points out the fact that of 896 recommendations for admission to the Hospital during the last six months of 1931, 89 were not admitted. If they had studied this situation as I have during the past two years they would have realized that only 10 of these were denied admission because of lack of beds at the time the patients asked for admission and not one of these required emergency or urgent attention. The remaining 79 did not enter the wards because of financial difficulties. The same financial troubles will be encountered in admitting to a larger hospital unless we have sufficient endowment funds to care for any and all who require financial assistance in part or in whole.

With our present rates beyond the reach of approximately 10% of those patients desiring admission and the cost of care at present \$3.20 silver (Chinese) per day exclusive of the salaries of the attending staff, of which cost the average ward patient pays approximately one-third, any increase in rates will certainly bring forth protests from the public against the high charges for hospital care.

It seems to me that the present greatest need is not for a 100% increase in hospital beds but for the cooperation of the attending staff in organizing and coordinating all our present medical facilities so that each may render more useful work in serving the interests of those purchasing and paying for the medical care they seek.

As for the needs of the students less could be required of them on the wards and also the utilization of accredited mission and governments hospital in China for interne work is a practical solution of their problem.

With the foregoing before you in rather outline form I would propose one or two plans in the order of preference-

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Plan A.-1. That the west wing of the proposed new hospital be built up to the third floor (two storeys) and this used for an O.P.D.

2. That the present O.P.D. building be used for two twenty bed wards with service rooms thereby housing 40 patients.

3. That the present Hospital be used as it is with a re-arrangement of the assignment of beds. The present hospital could be used for surgery and allied specialities, the former O.P.D. for medicine and allied specialities.

Plan B.-1. That the west wing of the proposed new hospital be built in toto as planned, using the first two floors for O.P.D. and the third and fourth floors for in-patients.

2. The present O.P.D. building can be used for either hospital patients or expansion of the medical school.

3. The present Hospital be used as it is.

Either of these plans will still be working towards the whole plant as planned in 1927, will detract nothing from the ultimate goal, but will be a process of gradual expansion involving a minimum expenditure of capital funds and give us time to feel out our real needs and the future development of medical educational work in China. The building of the power plant is a foregone conclusion and involves no extra in maintenance costs. A two storey O.P.D. building will serve our needs admirably for several years to come and more than pay for itself in running costs. A forty bed expansion is all that is needed as far as the accomodation of patients is concerned for three or four years to come, if not forever.

From my own observations over the past 2½ years, I am firmly convinced that the building of the entire new hospital as planned in 1927 is a gamble with trust funds and we do not want any more "white elephants" in the medical <sup>missionary</sup> history of China.

One of the plans of the Faculty is to build the whole new hospital as planned and use only the number of beds actually needed. This is a false and poor economical supposition because a full staff of nurses, orderlies and janitors to say nothing of cooks, laundrymen, etc. must be held even during slack seasons. The trained men and women can't be picked up anywhere at anytime. And practically all of our help in western hospitals in China are especially trained for the work they are expected to do. What <sup>will</sup> we do with all this help if we only had 60 patients in a 230 bed hospital, the number of patients we have in our hospital today?

The proposition of building the whole new hospital and using any surplus funds for running expenses is something to be considered carefully. It must be remembered that all the estimated deficits reported in the six plans submitted to you in December are based on present costs, present methods and present personnel. These are far different for the demands which will be made in 1935 or immediately the new plant is built.

Finally-- at present we have had to scour the country far and wide to get together our present staff. We are still sadly understaffed and very, very far from efficiency in the staff we have. How are we ever going to staff a hospital twice the size which will demand a staff of specialists to administer and operate?

All these remarks are made disregarding the political situation in China. If the scene becomes more involved this whole letter will be fit for the waste basket only, and even if affairs turn out for the best, I sincerely hope the Board of Governors will seriously consider all the matters involved and not rush into a situation which

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should have careful and expert consideration. Many fear that the money will be taken from us if we do not use it soon, so I hope that you will give us confidence that this will not be done and that we will be allowed to use part of the capital sum for building as the building committee advised the Faculty. I believe this fear of the losing of the money makes several feel that it would be better to have the building up than have to look forward to getting nothing.

Of course the work out here is near to all of our hearts so each one tries to do what he or she thinks best. But I believe that the initial move on our part is a gradual development and not a sudden in-rush with our complete and final plan.

With sincere personal regards I am,

Yours very sincerely,

*L. H. Heimbach, M. D.*  
Medical Director.

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COMPARATIVE STATISTICAL REPORT.

Six months ending December 31st.

1929

1930

1931.

In-patients.

Patients remaining in Hospital July 1st.....	94	80	97
Patients admitted during six months.....	770	845	807
Births during six months.....	52	52	53
Total patients treated during six months.....	<u>916</u>	<u>977</u>	<u>957</u>
Patients discharged during six months.....	776	810	864
Deaths during six months.....	53	77	43
Remaining in Hospital December 31st .....	<u>87</u>	<u>90</u>	<u>80</u>
Total patients days care.....	15245	15287	16734
Normal bed capacity (number).....	104	103	109
Maximum census during six months.....	98	103	103
Minimum census during six months.....	64	55	65
Average daily census.....	83	83	91
percentage of bed occupancy.....	79.9	79.1	83.6
Average patient's stay in Hospital (days).....	16.6	15.7	17.0
Number of deaths within 48 hours.....	25	33	21
Number of deaths (institutional).....	23	44	22
Mortality rate.....	3.3%	5%	2.4%
Autopsies--number.....	26	29	11
Operations--major--number.....	161	133	144
Operations--minor--number.....	176	207	234
Total Hospital operating expense.....	\$4370.08	\$46732.57	\$53183.96
per diem per capita cost.....	\$ 3.20	3.06	3.11

Out-patients.

Number of visits.....	25165	27379	33093
Number of new patients.....	6925	7254	8629
Number of return visits.....	18237	20125	24470
Total O.P.D. operating expense.....	\$ 2173.21	\$ 23657.93	\$ 3649.66
Average cost per visit.....	\$ 0.118	0.133	0.110

Date..... *Jan 8, 1932*

1931 1932 1933 Six months ending December 31st

Inpatient

20	20	20	..... Patients remaining in hospital July 1st
807	845	770	..... Patients admitted during six months
80	82	82	..... Births during six months
807	807	807	..... Total patients treated during six months
807	810	770	..... Patients discharged during six months
80	77	80	..... Deaths during six months
80	80	80	..... Remaining in hospital December 31st
1684	1527	1526	..... Total patients days a case
100	100	101	..... Hospital bed capacity (number)
100	100	100	..... Minimum census during six months
80	80	80	..... Maximum census during six months
80	80	80	..... Average daily census
80	70.1	80	..... Percentage of bed occupancy
17.0	12.7	12.0	..... Average patient's stay in hospital (days)
22	22	22	..... Number of deaths within 48 hours
22	44	22	..... Number of deaths (mortality)
22	22	22	..... Mortality rate
11	22	22	..... Operations--number
144	133	131	..... Operations--net or number
22	22	22	..... Operations--total number
22	22	22	..... Total hospital operating expenses
3.11	3.06	3.20	..... Per diem per capita cost

Outpatient

2000	2000	2000	..... Number of visits
2000	2000	2000	..... Number of new patients
2000	2000	2000	..... Number of return visits
2000	2000	2000	..... Total O.P. operating expenses
0.110	0.132	0.118	..... Average cost per visit

*[Signature]*  
 Director

**RECEIVED  
 UNIVERSITIES  
 MAR 9 - 1932  
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Date *Jan 8 1932*

# TRANSFER

SHANTUNG CHRISTIAN UNIVERSITY  
THE UNIVERSITY HOSPITAL

TSINAN,  
SHANTUNG, CHINA

齊山  
醫魯東  
院大濟  
學南

院長辦公室  
OFFICE OF MEDICAL DIRECTOR

INDEXED

April 18th, 1932. *ack 5-23-32*

SHANTUNG

Dear Garside,

Your prompt reply to my letter of February 5th was received two days ago. I have shown it to Dr. Shields and we are both happy to learn that the Governors will not be carried away by the action of the Medical Faculty. I am writing this letter because of the last paragraph of your letter in which is stated, "if and when the proposal made by the Medical Faculty comes officially to the attention of the Governors....."

This official action will come, I suppose, through the minutes of the Interim Committee of the Board of Directors on the field. If these men had given this a sympathetic hearing or rather had heard both sides of the question and then "rubber stamped" the action of the Medical Faculty I would not need to write this letter, but when only the opinion of one man on the Faculty was asked and he a leader in the opposition to the opinions of those of us who are trying to administer the Hospital and are studying the situation first hand, I must again burden you with a letter. In fact the Board of Directors merely O.K.ed the Faculty action and did not seem to want to know there was an opposition. With the Vice-president of the University attending the Board meetings, it is not necessary evidently for the "small fry" to attend even when the question of the most economical use of a quarter of million of dollars is involved. I am not angry because I was not called into the meetings but I do think the Committee should have wanted to know the other side especially when all the administrators as a body were opposed to the Faculty's action.

Since the action of the faculty and my last letter to you, we have been interviewed and quizzed by various members of the Layman's Inquiry Commission now meeting in Reiping. Both Drs. Houghton and Emerson sided with us in this proposition of the new Hospital and Houghton said he thought it would be foolish to build a large Hospital here when the present plant can be altered and enlarged to get exactly the same result as we are hoping for in the New Hospital. Also several of the ex-Nanking governmental officials have been visiting us lately and from what we gather in conversation with them this is not the time to think of building large new hospitals.

I am enclosing an analysis of patients denied admission during the past nine months. As you will see that the large percentage of denied admissions were in the male services and due to "no bed on 1st visit!" This chart is supposed to represent what happens to the patients given admission slips in the Out-patient department. If the patients which were refused admission because of lack of beds would return at some less busy season we could accommodate all. None of these needed immediate attention otherwise they would have been admitted by "emergency" or "perferred admission!" It is evident with only a 14% increase demand we do not need to increase our hospital beds by 120%

With best personal regards,

Yours very cordially,

*L. H. Heimbach*

*Please see  
for latest hospital statistics. Note increase in company note  
to corp. part due to corp stay & patient in hospital. Also note  
Cham 1/1/32  
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patients denied admission during nine months  
ending March 31st, 1932.

Service	Admissions (excluding new births)	Denied Admission			
		not return after 1st visit	No bed on first visit	Money difficult	No guarantor
<u>Male</u>					
Medicine	310	4	36	7	8
Surgical	279	6	59	11	4
Eye	28	1	2	--	--
E.N.T.	48		11		2
skin	13		2		
<b>Total male</b>	<b>678</b>	<b>11</b>	<b>110</b>	<b>18</b>	<b>14</b>
<u>FEMALE</u>					
Medicine	114		1		
Surgical	62	2	2	1	
Eye	7				
E.N.T.	32	1	1		
skin	12				
Gyn.	32		2		
Obs.	148	1	1		
ped.	106		1 quarantine		
<b>Total female</b>	<b>513</b>	<b>4</b>	<b>8</b>	<b>1</b>	
<b>Grand TOTALS</b>	<b>1191</b>	<b>15</b>	<b>117</b>	<b>19</b>	<b>14</b>

Analysis:-

Patients recommended for admission but not admitted  
of which, no bed at time of first visit  
financial difficulty  
guarantor difficulty  
failed to return after 1st visit

14%  
70%  
11.4%  
8.4%  
9%

April 18th, 1932.

*L. P. Heimbach*  
Medical Director.

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MANSEER

SHANTUNG

March 15, 1952.

Dr. L. F. Hainbarger,  
Cheeloo University,  
Tsinan, Shantung, China

Dear Sir:

Let me acknowledge receipt of your letter of February 5th, telling of the recent discussions and actions relative to hospital construction. We are very glad indeed to get your frank expressions of judgment on these matters.

As yet we have not had any official word from the University with regard to the vote of the Medical Faculty, proposing that steps be taken immediately to proceed with the erection of the entire new hospital building. As a matter of fact, the Governors would probably not take definite action anyway on the basis of the Minutes of the faculty meeting, since the Governors are expected to look only to the field Board of Directors for recommendations on matters of University policy.

I believe that the action taken by the Executive Committee of the North American Section on January 21st (NASEC-264) approving the initial steps in new construction as outlined in Dr. Shields' letter of December 2, 1951 is about as far as our North American Section is able to go at this time. It is perhaps even further than our British Section may wish to go, as indicated by action 55-551 of the British Section meeting of January 29th.

Your letter raises a number of serious questions as to whether the entire new hospital building could advantageously be used at the present time, even if increased funds were available for running it. This will be a new aspect of the matter in the thinking of our Governors, for most of them have been assuming that this hospital is needed, but that construction was necessarily deferred both by existing conditions in China and by the lack of the added funds which would be required for operating and maintaining the building. Disturbed conditions and lack of a sufficient operating budget have alone been powerful enough to convince the Governors that we should not construct the entire hospital at this time, so I am sure that with this added objection that the entire building is not needed at present, they will be even more strongly convinced that we should delay for some time to postpone the completion of the new hospital plant.

These are all merely informal observations. If and when the report made by the Medical Faculty comes officially to the attention of the Governors, I will be sure to inform the information contained in your letter.

With warmest personal regards,

*[Handwritten signature]*

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TRANSFER  
SHANTUNG

Shantung Christian University

May 25, 1938.

Dr. L. F. Heinburger,  
Cheeloo University,  
Tainan, Shantung, China

My dear Heinburger:

Let me acknowledge receipt of your letter of April 18th which arrived just a few hours before the meeting of our North American Section of our Cheeloo Governors on May 18th.

I am enclosing for your information a copy of the Minutes of the meeting of the Section. You will see that the Section gave a very careful study to the whole problem of whether or not to erect the new hospital at this time. No definite decision was reached, largely because the Section found itself sadly lacking in the accurate and up-to-date information necessary before any adequate judgment could be expressed. I have written a long letter to Dr. Orr and Mr. Davies, and enclosed a copy for Dr. Shields. If you care to see these comments explaining more in detail the action of the Section, no doubt you can borrow Dr. Shields' copy of this letter. I am sorry that I failed to make an additional copy which I could have enclosed with this letter for your information.

I am sorry that the opinion on the field as to the construction of the hospital is so badly divided. It is very difficult for our Governors to know what is the wisest course to pursue in important matters of this kind, when those who are on the spot and most familiar with all the factors involved have not reached an agreement as to the proper course to pursue. I hope that before the end of the summer we will have the information requested in Minute #18-502, and that by that time the financial situation here and the political situation in China will have clarified somewhat so we will be better able to pass judgment on the merits of the proposals, without having the whole matter beset by these extraneous factors.

I hope that this will find you winding up the work of the year in a satisfactory manner, and that you may have quite a number of weeks of real rest and freedom from responsibilities during this summer.

Very cordially yours,

*A. J. Harside*

SAC:PC

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*Over*

**TRANSFER  
SHANTUNG**

INDEXED

Shantung Christian University

October 31, 1952.

*ack. 11/25*

Dr. Randolph T. Shields  
Dr. L. F. Heisburger  
Cheeloo University,  
Tainan, Shantung, China

My dear Dr. Shields and Dr. Heisburger:

I am enclosing a copy of the Minutes of the meeting of our North American Section on October 28th together with the general covering letter addressed to Dr. Chu. This present letter is written to discuss more informally and in greater detail the action of the Section in regard to the hospital.

As we approached the date of the meeting, it became obvious that we were not going to receive information from the field along the lines requested by the Section on May 18th (NAS-302). We were faced, therefore, by the alternatives of either letting the question of proceeding with the new hospital lie over until some later date, or else preparing as best we could a statement embodying the information desired by our Board of Governors. With the help of Dr. Waddell, Dr. Scott, and Dr. Pries, we prepared a statement of which I am attaching a copy herewith. This was sent out to all members of the section well in advance of the meeting. Practically everyone studied the matter with a great deal of care, and came to the meeting ready to discuss the problem with interest and intelligence.

We were fortunate in having present at the meeting not only Dr. Scott, Dr. Waddell, and Dr. Pries, but also Dr. Samuel Cochran. All members of the Section have a great deal of love and admiration for Dr. Cochran, and his presence was one of the major factors in stimulating the Section to deal with this matter in a constructive and forward-looking manner. Dr. Dickinson also had a leading share in stimulating the Section to take definite and positive action. I was very much gratified that the Section did not need any encouragement from the three present members of the Cheeloo medical staff, but grappled with the various problems connected with the proposed new hospital construction as though they realized it is as much a responsibility of the Board of Governors as it is of the field.

Also, the Section recognized throughout the discussion that the problem is not only one of putting up a new hospital plant, but also of finding adequate funds to carry on in a satisfactory manner after construction is completed. It is in connection with this second problem that our home board should feel a very given sense of responsibility, and we have a real hope that they will do so. At one point in our discussion the proposal was made that we attach to Action NAS-310 a proviso to approve construction of the new hospital with the understanding that the

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Dr. Randolph T. Shields  
Dr. L. F. Heinburger

-2-

October 31, 1932.

Board of Governors could not supply any of the increased income required to permit satisfactory operation of the new plant; but after a thorough discussion this proviso was voted down with only the mover of the proviso supporting it. He told me afterward that he proposed the amendment through a sense of obligation to his Mission Board, rather than because of any personal conservatism.

By Actions HAS 310 and 311 the North American Section has now placed entirely in the hands of the field the going forward with construction of the entire new hospital plant. As a matter of courtesy, action was taken subject to the concurrence of the British Section. However, the British Section has always recognized that since the hospital fund came from North American sources, the decision as to when buildings should go forward is primarily for determination by the North American Section. I believe, therefore, that there will be no difficulty at this point.

If the field stays within the cost estimates already made, and if present exchange rates are maintained, we should have a residue in our building fund of approximately \$40,000 plus such additional interest as will accrue before expenditure for hospital construction has been completed. This will give us a nucleus for an endowment fund for the new hospital, but the maximum we can hope to save from the funds now on hand will be only a beginning of the endowment required. We should begin immediately to make concrete plans for seeking additional endowment at an early date both for the School of Medicine and the New Hospital. This is the problem which the Board discussed briefly last Friday, and which it agreed to discuss more thoroughly at an early meeting.

We will keep you informed of developments with the organization of the Associated Boards. I hope that we will now have a more satisfactory modus operandi for going forward with concrete appeals for support, and we believe that by the time we are ready to move forward with our promotional efforts, the present economic depression will be far enough behind to permit us to secure substantial new support. We must first of all go to the Rockefeller Foundation with a request that they make an additional grant for the endowment of new work at Chealoo, subject to our securing an equivalent amount from other sources. What amount should we ask from the Foundation, and how long a period should we ask them to grant us in which to match their grant? This is a matter on which we need further advice from the field so that we can begin to lay plans accordingly.

While I hope that we can succeed in stimulating general action and interest on the part of our Governors, we must not lose sight of the fact that the only possible way in which any of our universities can secure enlarged support is through conservative and well planned program from the field. There are several things you should do:-

1. You should be reminding the Governors constantly in your letters and your reports of the nature and urgency of your needs for new support.
2. You should secure the initiative from the Chinese representatives of the Rockefeller Foundation to get the preparatory moves necessary to making any successful appeal to the Foundation for a grant for the endowment of our medical work.
3. You should secure such support, both moral and financial, as it is possible to secure in China at this time.

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A. Randolph Shields  
Dr. L. F. Heiburger

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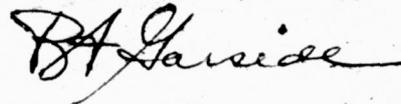
October 31, 1932.

4. You should cultivate by correspondence your contacts with the members of the Trustees of the Rockefeller Foundation who would have a determining voice in granting an endowment for Natural Science, and should do what you can by letter to build up the interest of other friends here in the West who may, at some future date, contribute to such an endowment fund, and lastly we would have to look to you on the field to supply the dynamic force for any future appeal we may make here in the West for securing such an endowment fund.

When Dr. Shields was last here in America he did some very fine preliminary cultivation, and we believe that another year spent here in America would enable us to make gratifying progress toward securing such a fund. Is Dr. Shields planning to come to the United States on furlough in the summer of 1933, and could he give the major part of his furlough to promotional work? If so, it is high time for us to be making definite plans, and preparing the way for his coming. Even if he has not already made plans for coming to the United States next summer, could such plans still be made?

I will probably write you further along these same lines during the coming weeks, but I would appreciate it if each of you would write me fully and frankly as to your views regarding these matters. Meantime I hope that the field will be able to go forward in an aggressive way with the plan of the new hospital, for progress in that direction seems fundamental to all the other plans I have discussed.

Very cordially yours,



BAG:FW  
Enc.

PS: Following the meeting on October 28th, a number of the members of the Section spent some time going over, in an informal way, the hospital plans. One suggestion grew out of that discussion which I was asked to pass on to you informally. This is that it might be desirable to make some provision in the architecture of the hospital for some place with a definitely religious atmosphere. This might be accomplished in a variety of ways - such as making provision for a chapel, constructing the entrance hall in such a way as to give emphasis to religious symbols, or by the use of pictures, mural paintings, or stained glass. All the medical men in the Section who were present at the meeting, agreed to the desirability of making some architectural provision that would immediately impress anyone entering the hospital, but it was agreed that we could do no more than merely pass on the suggestion to the field and leave the working out of details in your hands. It is recognized, of course, that religious services are being carried on throughout the hospital constantly, and that the entire atmosphere will be one of Christian service and good will. But there is a growing emphasis in the desirability of making provision in the architecture of a hospital for some centrally located place that reveals in objective form the religious purpose of the institution.

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# TRANSFER

SHANTUNG CHRISTIAN UNIVERSITY  
THE UNIVERSITY HOSPITAL

TSINAN,  
SHANTUNG, CHINA

齊山  
醫魯東  
院大濟  
學南

院長辦公室  
OFFICE OF MEDICAL DIRECTOR

November 25, 1932.

SHANTUNG

*ack. Dec. 31, 1932*  
BAG

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

Dear Garside,

INDEXED

Your voluminous envelope containing the documents relating to the building of the entire New Hospital was received Thanksgiving Day just as Dr. Shields and I were arising from a very good dinner. Since then I have read through the papers three times, once with Dr. Shields, once by myself, and once with Mr. Wolfe.

Therefore I have a fair conception of the contents although I have not had sufficient opportunity to digest all the details in all their ramifications. But I am writing this informally to give you my first reactions and impressions. Within the next few days Dr. Shields, Mr. Wolfe and I will meet and take up formally and in detail all the questions which are before us.

In the first place I don't see how any group of people with the most ordinary business sense can print the statement which appears on page 5 of the "Proposed Construction of the New Hospital" outline, (Appendix E) under (c) "costs of operating." I read that these are the "field's estimates as to the costs of and income from operating the new hospital plant, in comparison with actual costs and income in 1931-32." Evidently the comparisons were made by no one cognizant with the fundamental principles of business administration and with disregard for the essentials of arithmetic, and I want it strictly understood that I had nothing to do with the figures under 'New Plan.'

It costs us \$114,435 per year to run a 109 bed hospital on a very inferior modern basis (see Laymans Commission Report) or \$1050 per bed per year exclusive of salaries of the Attending Staff therefore to run a 230 bed hospital, the proposed new plant, it will take only \$176,000 or \$765 per bed. This later plant is to run as a modern 20th century hospital which, from the experiences of those of us who try to keep up with costs and trends, know full well that it costs at least twice as much to run the new type with ordinary modern efficiency. Also it is stated that the present O.P.D. costs \$14,155 to run whereas the new O.P.D. which must be built to accommodate and care for at least twice the number of cases is going to cost \$4,155 less per year to operate; the medical school with two extra buildings (the present hospital and O.P.D.) containing at least 150% more area, increased laboratories and more students is to cost \$8,750 less to run. Do you think, Garside, when such figures are presented in black and white that any thinking practical man is to swallow them? Are we continually going to try to fool ourselves as we have been so often in missionary circles in the past?

You still insist upon listening to only one side of the

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question, or at least give that evidence, as portrayed in your trust in the three representatives from the Medical School and Dr. Cochran, who has not been on the field for six years, present at your meeting. Not only are you one-sided but you seemingly ignore the facts and opinions of those of us upon whom you rely, at least on paper, to administer the affairs of the Hospital and Medical School and only entertain the fairy tales of three members of the faculty, one of whom has no connection with the Hospital or clinical medicine, another who has been on the staff just three years and not one of whom has any administrative experience or knows the facts of the financial or growth of the Hospital except as he or she observes it in a department or gathers from my reports. Dr. Price was used to railroad this same scheme through the Board of Directors and now he is used to do the same with the Board of Governors.

What's the use of having administrators anyway? The people out here consider them a nuisance and the Board of Governors disregard any of their efforts to give facts.

Not only are your operating costs myths but I am sure you are around \$85,000 L.C. off on the construction costs as outlined under (b) page 4. The figures Price gave you were given with no idea of a proper estimate and the past year's experience in building has proven this. You have also forgotten a number of items which must be provided along with or before the new hospital building is completed. For example, a laundry, accommodations for the 110 extra nurses to serve in the new plant, dormitories for the extra medical students to fill up your increased laboratories and class rooms and residences for the 100% increase in staff, professional and non-professional, to run the enlarged Medical School and Hospital. These will run your costs up to between another L.C. \$75,000 and \$80,000.

Well I will be glad when I can write you a letter which will be more pleasant reading, but I will never let this work go over as a part of my scheme. We could have started the west wing of the Hospital this spring and have had ample room for expansion for the next 5 to 8 years, and also could have had an "endowment" but this action of the N.A.S. throws things all out of kilter and we are delayed another year or pay the price for not being able to set our contracts before the beginning of the New Year.

But I must close this letter because all this matter will be contained in the more formal one to be sent later from the administrators of the Hospital and Medical School. But we have little heart in this matter because there is so much evidence that no matter how hard we work, our reports and letters are not deemed worthy of the same consideration as usually given to the administrators of similar institutions in western or occidental lands.

With the best personal wishes I am,

Yours for less BALLY-HOO

*L. H. Heimbarger*

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L. F. Heimbarger

TRANSFER  
SHANTUNG

*Over*

INDEXED

Cheeloo

December 31, 1932

Dear Hai,

I always enjoy your good letters, and have gotten a particularly delightful kick out of your November 25th epistle. That must have been an especially good Thanksgiving dinner you and Dr. Shields had.

Of course one of the fundamental rules in producing an interesting bit of literature is that one mustn't let cold facts interfere with the telling of a good story. But now and then one does have to cultivate a bowing acquaintance with facts, just as a sort of moral discipline.

What, now, are the essential facts of this hospital proposition? First and most essential is the fact that we have had these hospital funds on hand for ten years, and the field has repeatedly asked the Governors that they give authorization for the field to go ahead whenever the time seems to be propitious. The Governors have hesitated over this and that for a good many years, and the matter has come to be one of quite definite friction between China and the home base.

Second, some of our donors have begun to get quite restive over the long delay in doing anything with the money procured so long ago. Some of them are beginning to say that if, after more than ten years, the prospect for building a hospital is less than it was when the funds were sought, then we'd better turn the money back and let them use it where it is more needed.

Third, the Governors have been confronted this year with quite definite and clear-cut requests from all the properly constituted officials and boards within the university, that the field be given discretionary power to go ahead as those on the ground may find wise. These requests have come in official form from the medical faculty, the dean of medicine, the president, and the Board of Directors. A home board in the West that is trying as best it can to cooperate with the institution on the field would be justified in refusing such permission only on the very gravest of grounds.

Fourth, everything in Appendix E of our October 28th meeting (aside from the summary at the end "Evaluation of Factors Involved") is taken from official letters and statements received from the field. If we can't rely on such material as being reasonably correct and adequate, then I know of no source whatever to which we can turn. Presumably when such material was being prepared in Tsinan everyone with a right to a voice was heard, and your friendly arguments and differences of opinion were threshed out and a mature consensus of judgment arrived at. Nobody could hope that everybody would be

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Dr. Heimbürger

-2-

December 31, 1952

wholly satisfied, or that the material sent would be entirely above challenge. But in lieu of anything better, we would have to take what was available and make the most of it.

And fifth, the Governors have not given the field any instructions to go ahead and build the hospital, or any part of it. All that the North American Section did, and all that it had any intention of doing, was simply to authorize the field to proceed at its discretion with the erection of the new hospital plant. The British Section, at its meeting on December 2nd was even more guarded in its warning, though it raised no definite objection to the field proceeding. As the matter stands now, the field has asked for permission to go forward at its discretion, and the Governors have given that discretionary power, with such words of paternal warning as the two Sections found wise. You on the field need not turn a spadeful of earth unless you so desire, you can build one wing, you can build the whole plant. It's up to you. If you folks in Tsinan haven't the necessary ability to decide, then nobody has.

So much for the facts. In all the statements and representations I personally have made to the Governors, I have tried as conscientiously as I could to present all sides of the propositions that came before us, and as I look back over the past three or four years of negotiations I still feel that I maintained a fairly even balance. The letters which you and Dr. Shields wrote were duplicated and distributed to all members of the Section. Keep in mind that Dr. Shields' latest communications have recommended, with some qualifications but quite definitely, that permission be granted the field to proceed with the entire plant. What other course would you have a Secretary pursue than that I have tried to follow, which has been in effect to say to the Board of Governors:- "Here are all the facts as the field has presented them. Here are the objections raised both on the field and at home. Here are the difficulties if we go ahead, and here are the difficulties if we hold back. The field has requested that we place in their hands discretionary power to go ahead as seems wisest to them. And since they are right on the ground and know the advantages and the difficulties much better than we do, I would recommend that we place the responsibility in their hands."

I tried to make it plain in my letter of October 31 that the presence of Dr. Scott, Dr. Waddell, and Dr. Price had no important bearing on the action of the North American Section. I knew, of course, that some of our friends on the field would at once reach that conclusion, and warned them that that would be the case. None of them said anything whatever during the meeting on the subject of hospital construction, except that Dr. Price replied to certain specific questions as to financial estimates. And his statements then were very fair and dispassionate, and quoted the views of the more conservative side more fully than he did his own. The driving force was the conviction of the members of the Section that we should not longer withhold from the field the responsibility that is rightly theirs, of deciding how and when to go ahead with the long-delayed hospital plans. That same decision would have been reached even though our three Chealoo members of staff had been in Tsinan rather than New York.

BAQ/G

Cordially yours,

*BAH*

1055

*Humberger*

# TRANSFER

SHANTUNG CHRISTIAN UNIVERSITY  
THE UNIVERSITY HOSPITAL

齊山  
醫魯東  
院大濟  
學南

TSINAN,  
SHANTUNG, CHINA

院長辦公室  
OFFICE OF MEDICAL DIRECTOR

Tsinan, January 12, 1933.

SHANTUNG

*Act 2/20/33*

Mr. B. A. Garside,  
Secretary, Board of Governors,  
Cheeloo University,  
New York, N.Y.

INDEXED

Dear Garside,

Over six weeks have passed since the receipt of your letter enclosing the actions of the North American Section of the Board of Governors of Cheeloo University, so I feel that I must enlarge upon my letter to you dated November 25th, 1932 and keep you posted on the situation here in regard to the actions recorded in the Minutes of <sup>the</sup> meeting of the North American Section of the Board of Governors under NAS-310 and 311. Night before last we held the last of a series of three meetings called by the Dean to consider the problems entailed in building the new hospital and the actions taken by the Medical Faculty at this meeting show how much "up in the air" we all are and therefore the impossibility of beginning any construction on the new hospital this year.

To go back to the receipt of your letter which was anticipated by your cable received about three weeks previously, those of who have been thinking and planning new hospital for many years with the ever changing stream of new comers taking the place of former ~~retired~~ staff, could readily see whose minds had prompted the impossible actions of the NAS. In order to find out just where we stood in attempting to carry out these actions, Mr. Wolfe and I immediately proceeded to find out the up-to-date costs of building and equipping the enlarged plant as outlined in NAS-310. We placed these figures in column 1 under "New Hospital Estimates" a copy of which is herewith enclosed. It is evident the honorable NAS failed to consider such necessary items as housing for increased nursing and general staff, laundry, ice plant, etc., etc. As there was some argument as to the interpretation of NAS-310 we also prepared a second column with estimates for building the entire hospital, new O.P.D., etc. but using only 2/3 for patients. Lastly for comparative purposes we placed the scheme, which to my thinking is the only practical immediate solution, in a third column. The results of our findings were submitted first to the new hospital building committee which referred ~~to~~ them to the Executive Committee of the Medical Faculty which in turn, without any action, submitted them to the whole Medical Faculty. Along with this study I made an estimate, based on the past four years experience, of the operating expenses of two plans with a memorandum as to how these expenditures could be met. I am herewith enclosing copies of this data as it was submitted to each member of the Medical Faculty.

Each member of the faculty received a copy of these sheets a week or ten days ago at the first of the series of meetings and the figures explained.

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explained. Two days after this meeting a prayer meeting was held and night before last after being given the chance of studying the facts as tabulated the third meeting was called. Even in the face of the facts there are still members who are pushing for building the entire plant. None of the plans appearing on these sheets were voted on or passed by the faculty but after several weary hours of arguing the assembled faculty finally asked the building committee to bring in estimates and plans for two alternate schemes

- \* (1) to build only three floors of the proposed four storey building using the present hospital as an O.P.D. and nurses home and, (2) to build a new modern commodious O.P.D. and enlarge and alter the present hospital to accomodate about 180 beds. To make a long letter shorter the faculty seems to be divided now into three groups and we are again back in the same position we were a year and a half ago, so with the necessary delay in forwarding suggestions back and forth to your office it is obvious that no building operations will be started this year. This may be providential considering the possibilities politically in North China during the coming spring months. With a medical faculty, in whom seems to lie the ultimate power, obviously so far apart on the question of how much hospital building is necessary and practical, considering all the factors entering into the question, this state of affairs will not right itself over night.

Now if you will refer to the sheets appended you will see that there is a great difference between the figures submitted by Phil Price and the revised estimates. I told you in my letter of November 25th, the figures which Price gave you were never intended as bona fide estimates for building purposes, only guesses as a form of a comparison of ~~sex~~ schemes. Also we have had more experience in building since those figures were guessed at. Therefore when we saw what a difference there was between our revised estimates and those which you evidently took to be practical working figures, I felt that there would be the cry that the "administrators" were trying to jam the machinery. In consequence these figures were submitted to five men in China who have built modern hospitals recently or are getting ready to build. These men are J.M. Wilson, formerly the architect for our new hospital and now business manager of St. Luke's Hospital in Shanghai, Dr. J.L. Paterson, Medical Director of The Lester Chinese Hospital in Shanghai, just completed, Dr. J. Heng Liu, Minister of Health in Nanking who is building a 300 bed hospital there, Sam Dean, our Mission architect in Peiping, and Mr. Bradfield, Superintendent of buildings at the P.U.M.C. Each one replied in full, giving comparative figures from their recent building experiences and each summarized or ended his remarks by saying in substance that we can probably build for these figures but they are certainly to be taken as minimum figures. All also agreed that we must allow a healthy margin for emergency and contingent expenses. With these men back of us I felt confidence in submitting and standing by our figures. Also immediately the impossibility of following the instructions as per NAS-310 was apparent, considering either column 1 or column 2 of the estimates. The question of "cutting down" our figures was in the mind of a number of the faculty. I opposed this method of thinking because these figures are facts or they represent lies, and from all the expert evidence we can gather together they are facts so there is no reason in trying to fool ourselves that by merely saying we can take a \$10000 from

\* The minutes have just arrived as I am leaving them

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this figure and \$5000 for here, that the cost of building is going to be any different or alter the facts. On one of the sheets enclosed (Estimates of running expenses with 2/3 used for patients) I cut out \$216,000 worth of building which I thought could be safely put aside for a few years and still be efficient. The costs were still higher than authorized in NAS-310.

The only one of the three plans, to my mind, is that proposed under column 3, i.e., use the present hospital and build the west wing of the future new hospital to house the O.P.D. on the first two floors, and provide ward, semi-private and private rooms on the two upper floors. This would increase our available bed capacity by 62, all that we can possibly take care of with our present foreign staff and detract not in the least from our ultimate goal and, as you will find on the sheets, will leave us with a comfortable gold balance (G\$76,765) for endowment or future expansion whereas if you build the whole new hospital and occupy only two-thirds there will be only a balance of G\$33,000 for endowment or future building or enlarged equipment.

I do not need to reiterate my feelings as to the need of a 140% increase in the number of beds. I still hold that we cannot fill that number of beds within the next ten or fifteen years, if ever, unless we run as a 50% charity hospital at least, and I well know that we cannot take care of even a 50% increase in the number of in-patients with our present professional and non-professional staff (I am not speaking of medical students as staff members). There is no need in speaking of the financial side of it because you can find out for yourself that in the U.S.A. an increase in the size of a hospital does not mean a proportionately increase in the income of the hospital from patients. The reverse is always the case in teaching hospitals. As to getting the representatives of the Rockefeller Foundation out here to recommend an endowment plan and push it for our new hospital, Dr. Shields has probably written you the results of his interviews, Mr. Gregg, Mr. Gunn or Mr. Greene will neither promise anything for the present nor anything for the future. In fact they themselves are poor, I mean the R.F.

With all these facts before us the obvious thing to me, if we ever want to take care of our immediate needs this year, is to go ahead with the building of the west wing. But several members of the faculty, the more vocal ones, insist upon the whole hospital or nothing for two main reasons (1) that if we build the west wing, or any part of the new hospital, the rest will never be built because (a) there will possibly be no need for the larger plant in the future and (b) a bird in the hand is worth two in the bush; (2) it is easier to get an endowment for an institution already built than for one on paper only. Therefore this group is attempting by a series of "cuts" in the estimates and other methods to get the rest of the faculty in the mind of building the whole plant.

The last meeting finally came to the position where nothing was being accomplished until Dr. Shields proposed the three storey hospital scheme. This was countered by a third group with the resolution to provide a modern O.P.D. and alter and enlarge the present hospital. If things are delayed until Drs. Price, Scott and Waddell return the balance of votes will be in favor of the "whole-hospital-or-nothing" wing and we will be swung back to where we were a few weeks ago.

JAN 12 1933

There are those on the faculty who believe that it is within the interpretation of NAS-310 to build anything we wish if the cost is within the money allotted by this minute. That this three storey hospital or the whole hospital modified plan can be proceeded with just as long as it comes within the \$606,000 specified by the NAS. I take it that any building program which does not follow minute NAS-310 must be submitted to the New York office for approval and therefore the estimates which I now enclose are reports on the impossibility to follow minute NAS-310 so the next move is up to you although we are going ahead with other plans and talk-a-talk. I mean to carry that stand through or get out from under the whole building proposition. If the Board of Governors wants to take the chance and give us full authority to go ahead in any manner the majority of the Medical Faculty wishes, now that I am placing the facts as I know them in your hands, and absolves me from any liability or responsibility of the future of the hospital as to operating expense or percentage of occupancy, I will serve to the best of my ability until my term of office is up, the spring of 1934, and reconsider after that time whether I will resume my present position.

I have stated many times officially and otherwise, the present organization of the Medical School, and Hospital is the worse possible for getting any sort of progressive, practical, earnest work done. The administrators are nothing but "head coolies" without authority in the least sense of the word but having responsibilities enough to take the energy and work of ten men. He is responsible in his actions to the members of the staff he is supposed to direct and therefore is to tend to the desires of each individual no matter how it effects the whole. Not only do the bodies on the field refuse to recognize the work of these supposedly executive members, but when those in authority in America are faced with facts and opinions of those who have been studying the situation for years in an administrative position, not only in the small field of surgery, medicine, education, etc. but as a problem of community service, allow themselves to be led by non-administrative personnell into serious blunders through figures and arguments which misrepresent the real conditions pertaining out here, I think the limit is about reached. With this sort of organization in force no self-respecting man will attempt to make important moves because of the inevitable wall at the summit. I came out here with every hope that with my training and abilities I could be of real service as an executive officer but now I find that realities are not wanted, only camouflage is needed and wanted. Therefore I am more than ever of the opinion, as expressed in my report to the Field Board of Directors last June, that my services are not really wanted, I am only needed to fill a swivel chair to show off the Fact-finders and other visitors. But this kind of organization is bound to burst some day and great shall be the fall of it. I can now see why Balme and Wheeler so readily gave up.

You can do as you please with the facts I am giving you but I shall carry on here only as long as acts agree with my principles and from present indications that will not be long.

With the very best personal regards to you and Mrs. Garside,

Yours sincerely,

*R. A. Heimbarger*  
Medical Director.

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NEW HOSPITAL ESTIMATE

CONSTRUCTION

Entire New Hospital

Present Hospital

Complete Hospital Using 2/3 Hospital Plus West Wing  
as per NAS - 310

	<u>230 beds</u>	<u>160 beds</u>	<u>171 beds.</u>
			(300,000 cu. ft. @ 32 cts.)
<b>CONSTRUCTION COSTS</b>			
<u>Gen. Contract</u>			
900,000 cu.ft. @ 32 cts. \$288,000	\$288,000	\$288,000	96,000
<u>Equipment</u>			
Mec. Equip. 32,000			
Wiring, etc. 16,000			
Hardware 8,000			
Plumbing 30,000			
Heating 54,000			
(180,000 sq. ft. @ 3.00)			
Margin 10,000	<u>150,000</u>	<u>150,000</u>	<u>50,000</u>
	438,000	438,000	146,000
<u>New O.P.D.</u>			
Twice old O.P.D. cubage			
312,000 cu.ft. @ 32 cts. 100,000	100,000	100,000	
Gen. Contract			
Mec. Equipment 30,000	<u>30,000</u>	<u>30,000</u>	
	130,000	130,000	
<u>Nurses' Home</u>			
(66 additional nurses)			
2000 cu.ft. to 1 nurse			
132,000 cu.ft. @ 32 cts. 42,240	42,240	(20 nurses live in Hospital)	(30 nurses)
Mec. Equipment 10,000	<u>10,000</u>		35,000
	52,240		
<u>Laundry Building</u>	10,000	10,000	2,000
<u>Conversion of present Hospital to Med. School Use</u>	20,000	20,000	old O.P.D. 5,000
<u>Staff Residences</u>			
10 res. @ \$4,000	40,000	5 res. 20,000	5 res. 20,000
<u>Staff Residences</u>			
2 res. @ \$6,000	12,000	1 res. 6,000	1 res. 6,000
	<u>\$ 702,240</u>	<u>\$ 624,000</u>	<u>214,000</u>
<b>II EQUIPMENT</b>			
New Hosp. 120 beds @ \$1000 120,000	120,000	(51 beds) 51,000	(62 beds) 62,000
New O.P.D. equipment 12,000	12,000	12,000	12,000
Old Hosp. alt. <del>xxx</del> labs, classrooms, etc. 10,000	<u>10,000</u>	10,000	2,000
	142,000		
<u>Power Plant</u>			
<u>Present Plant</u>	60,000	60,000	60,000
<u>Additions-</u>			
1-80 H.P. Boiler 14,000	14,000		
1-60 K.W. Engine 10,000	10,000	(30 K.W.)	7,000
Aux. Well & Pump 5,000	5,000		5,000
Gas Plant 6,000			6,000
" Inst. 2,000			1,000
Ice & Refrig. 10,000	8,000		8,000
Telephone 7,000	5,000	102,000	<u>4,000</u> 91,000
	<u>54,000</u>		
Laundry @ \$17,000 @ 5.00 85,000		55,000	55,000
<b>Total</b>	<b>\$ 1,043,240</b>	<b>\$ 854,000</b>	<b>\$ 436,000</b>

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CONSTRUCTION

Complete Hospital Using 2/3 Hospital Plus West Wing  
as per MS - 310  
Entire New Hospital  
Present Hospital

CONSTRUCTION COSTS	230 beds	180 beds	141 beds
Gen. Contract	\$288,000	\$288,000	\$288,000
Margin	10,000	10,000	10,000
Equipment	35,000	35,000	35,000
Med. Equip.	16,000	16,000	16,000
Wiring, etc.	8,000	8,000	8,000
Hardware	30,000	30,000	30,000
Pumbing	24,000	24,000	24,000
Heating	(180,000 ad. fr. @ 3.00)		

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Wiring, etc.	8,000	8,000	8,000
Hardware	30,000	30,000	30,000
Pumbing	24,000	24,000	24,000
Heating	(180,000 ad. fr. @ 3.00)		

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CONSTRUCTION COSTS	230 beds	180 beds	141 beds
Gen. Contract	\$288,000	\$288,000	\$288,000
Margin	10,000	10,000	10,000
Equipment	35,000	35,000	35,000
Med. Equip.	16,000	16,000	16,000
Wiring, etc.	8,000	8,000	8,000
Hardware	30,000	30,000	30,000
Pumbing	24,000	24,000	24,000
Heating	(180,000 ad. fr. @ 3.00)		

Present Hospital with the new West Wing of Future Plant - 171 beds.

171 beds x 365 days = 62,415 possible days care.

62,415 x 83.4% = 52,054 estimated days of care.

52,054 ÷ 17 days = 3062 patients or

3062 - (1749 + 339) = 974 more admissions than total admission requests for 1931-32.

52,054 x \$3.44 = \$179,085.76 Total estimated expenses, I.P.D.

\* 95,000 x \$0.20 = 19,000.00 " " " O.P.D.

\$198,085.76 Grand total expenditures.

52,054 x \$1.04 x 90% = \$48,722.54 estimated receipts from ward  
52,054 x \$6.43 x 5% = 16,730.86 " " " pay  
95,000 x 0.66 = 62,700.00 " " " O.P.D.

\$128,153.40 Total estimated receipts

\$198,085 - \$128,153 = \$69,932.00 Total deficit per year.

In the building program NAS 310 allows us Mex.\$606,440.

\$606,550 - \$436,00 (cost of building) = Mex.\$170,440 surplus.

\$170,440 @ 5% = Mex.\$8522. G.\$40,000 @ 5% = G.\$2000 @ Mex.\$4.50  
= \$9000.

Mex.\$8522 ÷ 9000 = Mex.\$17,522.

\$69,932 - \$17,522 = \$52,410 net deficit per year.

But we shall have a modern fully equipped plant capable of taking care of at least 1000 more patients per year than asked for during the year 1931-32 and there will be G.\$76,765 left for future expansion.

\* 1/3 more out-patients than 1931-32.

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Whole Hospital built - two-thirds used for patients. 160 beds.

160 beds x 365 days = 58,400 possible days care.

58,400 x 83.4% = 48,705 days estimated actual day's care.

48,705 ÷ 17 days (average stay in Hosp.) = 2865 patients or

2865 - (1749 admission + 339 admission denied) = 777 more admissions than total admission requests in 1931-32.

48,705 x \$3.44 = \$167,545.20 Total estimated expenditures I.P.D.

\* 95,000 x \$0.20 = 19,000.00 " " " O.P.D.

\$186,545.20 Grand total expenditures.

48,705 x \$1.04 x 90% = \$45,587.78 receipts from ward patients  
48,705 x \$6.43 x 5% = 15,577.05 " " pay "  
\* 95,000 x \$0.66 62,700.00 " " out-patients

\$123,864.83 Total receipts.

\$186,545 - \$123,865 = \$62,680 total deficit per year.

In building program the following may be excluded for present:

New O.P.D.	\$130,000	Using old Hosp. for O.P.D.
Staff residences	26,000	
Telephone	5,000	
Laundry equipment	55,000	
	<u>\$216,000</u>	

\$854,000 - 216,000 - 638,000 - 606,440 = \$31,580 building deficit

\$31,560 ÷ \$4.50 = G.\$7000 G.\$ 40000 - 7,000 = endowment

G.\$33,000 @ 5% = G.\$1650 @ \$4.50 = M.\$7,425 income per year.

\$62,680 - 7,425 = \$55,255 net deficit.

This would give us a partially equipped plant with only G\$33,000 left over for further expansion.

\* 1/3 more out-patients than 1931-32.

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COPY

Minutes of Medical Faculty Meeting.

January 10th, 1933.

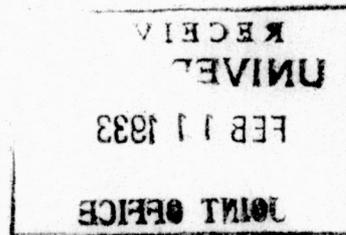
Present- Drs. Shields, Chang Hai Han, Ch'en Yen Ping, Evans, Gault, Heimburger, Hou, Hsu, King, Kiang, Lang, Mr. Li Tsan Wen, Drs. Lin, McAll, McClure, Morgan, Mosse, Pa, Peh, Smyly, Stearns, Struthers, Mr. Wolfe.

New Hospital

Resolved- That we instruct the Building Committee to go ahead with the plans for building three storeys of the four-storey hospital originally planned, with the necessary accessories (such as new nurses' home, laundry, remodelling the present hospital as O.P.D., additions to power house and water supply, etc.),  
810. provided that G\$40,000 of the sum in New York be considered as endowment for the present, and that the estimates do not exceed 90% of the remaining building funds.

Resolved further- That the Committee be also asked to draw up an alternative plan (at a cost not exceeding the above figure) for a new O.P.D. and enlargement of the present hospital to hold 180 beds, and that both the above plans when completed be reported to the Faculty.

ADJOURNED



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January 10th, 1933.

Present- Drs. Shields, Chang Hat Han, Ch'en Yen Ping, Evans, Gault, Heimbarger, Hou, Han, King, Kiang, Lang, Mr. Li Tsan Wen, Dr. Lin, McAll, McGuire, Morgan, Mosse, Pa. Pei, Smyly, Stearns, Struthers, Mr. Wolfe.

New Hospital

Resolved- That we instruct the Building Committee to go ahead with the plans for building three stories of the four-story hospital originally planned, with the necessary accessories (such as new nurses' home, laundry, remodeling the present hospital as O.P.D., additions to power house and water supply, etc.), provided that \$40,000 of the sum in New York be considered an endowment for the present, and that the estimates do not exceed 90% of the remaining building funds.

Resolved further- That the Committee be also asked to draw up an alternative plan (at a cost not exceeding the above figure) for a new O.P.D. and enlargement of the present hospital to hold 180 beds, and that both the above plans when completed be reported to the Faculty.

ADJOURNED

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TRANSFER  
SHANTUNG

over

L. J. Hermburger

INDEXED

January 16, 1935

Dear Hai,

I am enclosing a letter which I wrote about ten days ago, in which I tried to discuss matters from the rather hot spot usually occupied by the unlucky individual who happens to be the secretary of a China College board. This present letter will be written purely by an ex-Cheelooite who is still as much interested in the University as ever. Nothing I say in it is official. Some of the things I would probably have to disapprove in my secretarial capacity.

Your letter comes to a fitting climax with your closing phrase, "Yours for less BALLY-HOO". But could Cheeloo possibly have less ballyhoo? For the past ten years or more, if absence of ballyhoo were worth anything to an institution, Cheeloo should have gone forward by leaps and bounds. But what has happened? Ten years ago Cheeloo outranked any Christian university in China. Today it has slipped downhill to where it stands fourth, possibly fifth. Aside for the small gain from the Hall Estate (where a little judicious ballyhoo before it was too late would have brought us at least twice what we eventually got) our income has steadily declined, and only the fortunate accident of favorable exchange has saved us at all.

Thus far the decline has been most marked in Arts & Science, but more and more Medicine and the hospital are being affected. While you have kept up work and standards amazingly well, your bases of support are gradually being undermined and some day - not very far off at the present rate of retrogression - there is going to be a grand slump. Mission Board support is diminishing even more rapidly than the present depression justifies. It is becoming harder year by year to persuade the Rockefeller Foundation to renew their annual grant. Some day soon (it may even be this year) we are going to get a polite reply to our petition saying, "We are very sorry indeed, but -"

Sure, let's have less ballyhoo! Less, not only of the type of ballyhoo that is merely hot air and twaddle, but also of the constructive, aggressive ballyhoo of an institution that knows it is worth-while, has a challenging task to perform, and is sufficiently impressed with the importance of its mission to go out and ask for support - and get it! We don't need the first type, and apparently we don't deserve the second.

Do you remember that play we had at Cheeloo back in the prehistoric days when I was on the campus, entitled "the Mollusc"? I didn't think it very appropriate at the time, - though now it has proven to have been a prophecy. We have become like the mollusc. We cling to the old spot we've always occupied - nothing new, no innovations - just shut our eyes and hang on like the very devil.

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We've been so busy doing that, we haven't discovered that the boulder to which we are attached is gradually being washed down stream, as all boulders are in time, and one of these days is going over the falls.

I'm not such a darn fool as to think it's going to be an easy job to let go our grip on the old hospital and swim upstream to the new one. And this let me say, as emphatically as I can - if all the forces of the University aren't heartily in agreement on tackling the job together, and seeing it through in spite of all the obstacles we meet, then the only thing to do is to cling to the old plant until it falls about our ears or has to be closed for lack of support. For once the start is made, we'll have to swim for it or be swept downstream.

Yes, I've even heard it mentioned that we are having a depression. I know all about the unemployment, the bread lines, the interminable appeals for contributions simply to keep body and soul together awhile longer. I know that most of the gigantic intellects down on the Street who were convinced in 1929 that we'd never stop going up are now equally sure that we'll never stop going down. I talk every day with promotional men who have been trying their level best to get funds for some mighty worthy objects, and can't harvest enough to pay for postage or travelling expenses.

This depression is a serious thing, and we've got to recognize it as such. But we don't need to let it scare us out of any small measure of boss-sense with which the good Lord may have endowed us. Just because we New Yorkers are shivering in the blasts of January is no proof that spring won't roll around again in due season. The folks who make straw hats are working away at full blast without developing a case of jitters over the fact that it is snowing outside.

Dr. Endicott still chuckles over an address he made a good many years ago to a group of wealthy missionary givers, in which he said he had found that the rules his father gave him as a boy in handling a herd of dairy cows are equally applicable to his present task of cultivating missionary donors: - "Treat them gently, speak to them kindly, and milk them regularly and often."

For a long time we've sadly neglected our herd of Chealoo donors. We've given them very little treatment of any kind, have spoken to them even less - and as for the milking, we've forgotten the knack and have thrown away the pail and the stool. If we've thought about it at all, we've had a vague idea that some day we'd hold a grand milking bee, at which we'd obtain all we need to feed the innumerable financial appetites on the campus. Meantime some of our herd have died, a good many have strayed to other ranges, and some have been definitely rustled from us. Those that nominally remain have pretty well all gone dry on us, and if we'd ever sidle up to them with a milking pail in our hand they'd probably kick us over into the next lot.

Unless we want the University to die of starvation, we've got to get busy retraining the old herd and must bestir ourselves to acquire a lot of young stock. That's going to take work, and lots of it. Also, it's going to take time. With all the breaks in our favor, it will be years before we can have the herd producing again, and the longer we wait about starting, the harder the job will be.

Well, let's leave the dairy barn now, and see concretely just what our problems are.

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First of all, we've got to reach some agreement among ourselves as to what our program is going to be, and how we are going about it. Until we've done that, everything else is hopeless. It is never possible, not even desirable, that everybody at the University agree exactly on anything under heaven. Healthy differences of opinion are a great stimulus. But in every discussion the time must come when a group arrives at some decision that - whether or not it may be the wisest one - represents the consensus of judgment. And at that point it is up to the minority to turn to and work just as heartily as anybody else for the attainment of the common aim. It takes a lot of Christian idealism for anybody to work like tarnation to achieve some goal he didn't approve of in the beginning - but do you know anybother way of getting on with any enterprise where two or more folks are involved? At the moment Cheeloo's greatest problem seems to be lack of unity. Frankly, I don't know what the University wants, where it is headed, or how it plans to get there. One wishes at times that we might do our whole Cheeloo staff as the Catholic church does its College of Cardinals when a new Pope is to be elected. It locks them up in the Vatican and says "Stay there in secret session until you make your choice. Scrap it out as long as you please. But when the choice is made, every man of you is solemnly obligated to give the new Pope your undivided allegiance." We'll never get anywhere until we can arrive at some corporate decision, and then support that decision.

Second, we've got to present a program that is constructive, aggressive, deserving of sacrificial support. Very few folks are so tender-hearted that they want to pour feed into a horse dying of decrepitude, or to bury him after he is dead. An institution whose only plea is for a little additional nourishment to make its declining years more comfortable had best be put in the lethal chamber at once and have it over with. Cheeloo is suffering terrifically in the eyes of all its Western friends because it has gotten the reputation of a decadent institution. This impression is becoming more and more prevalent, and we are doing absolutely nothing to counteract it. It would help some if we were to make a vigorous, aggressive presentation of the program now being carried on, and ask for adequate support on that basis. We are not even going that far. But it would help infinitely more if we could go to our supporters and ask boldly and convincingly for support for a forward-looking program. Not expansion or inflation or grandiose schemes, but simply for more adequate tools and more generous funds to meet the normal needs of an institution that is growing, is being called on for greater service, is able to assume larger responsibilities.

I don't know whether or not Cheeloo needs a new hospital. I'm no doctor, no exper in hospital statistics - and even if I were both, I haven't been on the field for six years. But there seems no dodging the inference that if Cheeloo is content in 1935 with a hospital plant that is twelve years older and more obsolete now than it was when we found it inadequate back in 1921, then the hospital work has gone backward just a little faster than the plant has deteriorated. This is one of the things that is giving Cheeloo supporters in the West the conviction that the institution is definitely on the down-grade. All the excuses we can make of disturbed conditions in China, inadequate finances, and depression abroad, don't quite carry conviction; for enterprising institutions all about us, all over the world, have been moving steadily ahead during the last decade when they might have been reposing on even softer cushions of excuses than we can show.

Merely the decision to authorize the field to go ahead with the construction of the hospital at its discretion is in itself a constructive step. No one would expect or desire that we rush ahead with a building program just as a gesture. We may wait months or even years before actually beginning construction.

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We may put up only the west wing, or some other part of the lay-out that is most urgently needed. But there is an important benefit to be gained from the simple fact of having made up our minds to go forward as rapidly and as far as circumstances will permit. It gives us a new lease on life, a new justification for asking for continued and increased support, a new and sound reason for asking our Governors and our friends to begin at once to plan and to work for a substantial increase in our available funds, looking forward to the day when the new hospital plant will be in operation.

Third, we've got to be ready to give a lot of time and hard work to the task of building up and maintaining support. Nobody has yet discovered any way to get much money for our China colleges without somebody from China doing most of the sowing and reaping. Organizations built up here in New York can help some in clearing the ground and doing the cultivating, but the field must supply the reapers. Reverting to our dairy again, our donors are temperamental animals and will permit only certain types of dairy maids to do the milking.

That's the way the situation looks to me as an old Cheeloo hand. But since I'm no longer a member of the Cheeloo staff I haven't much right to express any opinion on the subject. My only official relation to the University at the present time is in my capacity as Secretary of the North American Section of the Governors. In that position there are only two things I can do, or should do: try to maintain the fullest understanding between the field and the home base, and urge upon the Governors the needs of the field as they are officially presented to us. The drive for going forward must always come from the field if it comes at all. The field must be ahead, leading the way. I doubt whether any institution ever succeeded where a governing board tried to drive the staff and administration faster than they wanted to go. Boards of Governors naturally look to the field to keep them prodded up, to make life miserable for them until they do something, to be always proposing new things that ought to be done, new funds that ought to be provided. If the field is willing to let the home board go to sleep, the board will snore peacefully on indefinitely. But one by one the busy men and women of the board, as they check up from time to time their too-numerous obligations, will say, "Here's one board where I'm not doing anything. I'll resign from it, and that'll give me a bit more time for this other institution which is always bedeviling us for something or other that takes more time and money than I can spare, but at least is doing a piece of work I'm proud to have a hand in."

As one lone individual, I can't keep our Cheeloo Governors stirred up, and would only forfeit their good-will and irritate them if I tried it. Moreover, in practically every case where I've made an effort to arouse some interest or secure some added support, at the critical moment the field has left me out on a limb and then sawed the limb off behind me. Surely if there has been a single item since I came to New York on which it was my clear responsibility to ask the Governors for action, it has been this matter of giving the field authorization to go ahead with the new hospital in accordance with its own judgment. If your earnest desire is the plea of the sleepy ducky lad to "go 'way and leave me 'lone;" I'm sure everybody in New York and London will be happy to oblige.

Cordially,

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# TRANSFER

SHANTUNG CHRISTIAN UNIVERSITY  
THE UNIVERSITY HOSPITAL

TSINAN,  
SHANTUNG, CHINA

齊山  
醫魯東  
院大濟  
學南

院長辦公室  
OFFICE OF MEDICAL DIRECTOR

SHANTUNG

January 19, 1933

INDEXED

Dear Garside,

Dr. Shields is in Shansi after wild pig and will not be back before February 3rd so I am writing informally to acknowledge receipt of the cable you sent dated January 16th to Shields. We interpreted the cable to read;- "Referring to your telegram would say in view of Heimburger's letter dated November 25th last year, your letter of the 15th of December last year, Board cannot decide without full particulars. Does not know what to do. What is the united conviction of the Field. Write us fully at earliest opportunity. B.A.G."

There are two factors in the telegram impossible at the present writing (1) there is as yet no united conviction on the field and (2) we cannot write fully until there is a united conviction.

As I wrote a few days ago the Medical Faculty referred alternate plans to the building committee to report on (1) building only three storeys of the proposed four storey hospital using the present hospital for an O.P.D. (2) enlarge the present building to accommodate 180 beds and build a new O.P.D. The committee is working on these plans now but will not be able to report or have any definite action until Dr. Shields returns. It may be that something definite will come about when the committee reports to the Medical Faculty on these alternate plans but I'm not too sanguine.

The medical faculty voted the cable because they felt that the exchange is especially good just now and also that they would then know definitely how much money can be used in building. I was a minority vote of one against the medical executive's action to send the cable asking for \$80,000 gold but I cannot see the advantage of selling securities at a loss in New York to gamble on a vastly fluctuating exchange out here especially when we have decided nothing in the way of building operations but are wider apart than ever. Nevertheless I am not going to hold post-mortems anymore but vote as my conscience and reason dictate and leave it at that.

I have just written Dr. Dodd that I am getting rather superstitious about the new hospital plan. I think this is the fourth time it has been brought up and there has always been a big political upheaval in China. The situation in the north now looks none too healthy for Shantung province or at least Hopei province. So this holding up of plans at times seems providential.

Anyway I believe you are absolutely right in holding up the money until you get definite information. If this comes through within the next two months you will be lucky and so will we.

With best personal regards and sympathy in our kindred positions, I am,

Yours very sincerely,

*L. H. Heimburger*

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SHANTUNG

INDEXED

TRANSFER

February 20, 1933

Dear Dr. Hai,

I am enclosing a copy of a letter I am today sending in connection with the minutes of the meeting of our North American Section on February 17th. You will note the action of the Section, and my comments, in regard to plans for the new hospital.

Your letters of January 12th and January 19th have arrived. But there is no need of my commenting any further beyond what I have already said. While the Board of Governors may, and generally does, move more slowly than the field, it cannot and should not attempt to move any faster than the field wishes to go.

The next step must be for the field to get together. Whether that can best be accomplished by argument, prayer meetings, resignations, free-for-all battles, or a few gory murders, is obviously a matter of field policy. But by whatever means the result is accomplished, and whether the ultimate decision is radical, liberal, conservative, or reactionary, we do most earnestly hope that the field will be able to speak with united voice, act together with enthusiasm on the policies agreed upon, and see to it that individual differences of opinion do not go beyond the limits of the campus. Internal dissensions would soon snuff out the few flickering signs of life in the two Sections of the Board of Governors, and would make it all the more difficult for the University to pursue any course whatever - either the status quo or some new departure.

Yeah, we know this is not an easy prescription to fill. One of the habits of Cheeloo, since before the days that either of us had anything to do with it, has been to disagree violently about this and that. Like most other sins, this weakness has brought its own punishment. But the theologians tell us that it is never too late for the sinner to repent and mend his ways.

With warmest of good wishes in spite of the wintry weather we've been having in New York of late.

Cordially,



BAG/G

Dr. L. F. Heimburger,  
Cheeloo University,  
Tsinan, Shantung China.

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*Humboldt*

# TRANSFER

SHANTUNG CHRISTIAN UNIVERSITY  
THE UNIVERSITY HOSPITAL

齊山  
魯東  
院大  
學濟  
南

TSINAN,  
SHANTUNG, CHINA

March 24, 1933.

*ack 5/25*

院長辦公室  
OFFICE OF MEDICAL DIRECTOR

SHANTUNG

Dear Garside,

Although the impulse was strong to sit down and answer immediately your letters of December 31st and January 16th while the first reaction was strong, I exerted self control enough to put it off. As the days went by I had hoped that we were coming to a "united conviction" but the meeting held on March 14th revealed fully that opinions are as far apart as ever and I feel confident that with the present organization and personnel there is no hope for betterment of the situation. It is difficult to explain in letters of medium length what is going on. You are in an unfortunate position in that all the recent arrivals from Tsinan in your offices have all been on the same side of the controversy whereas you have had to hear the other side through the medium of letters which cannot convey all the information you should have. The whole University and, to a less extent, the Medical School have not been the same since 1927. I believe the psychology is the same as the "depression psychology" which you people in the States have been through during the past three years. The only difference is the length of time. I believe that we have been subject to the same fears and uncertainties which are pertinent in New York today and our reactions have been about the same. And now, to cap the climax, we get letters about "cuts" in appropriations and salaries with the possibilities of further reductions. We started out in 1927 with wars, anti-foreignism, and evacuation. Then the difficult years of governmental control of institutions with local civil strife going on through the summer of 1930. Closely followed by "depression" news from the States, Japanese trouble and now further political complications in North China. How can one think in the terms of a progressive program under such circumstances?

You are right in assuming that we have no definite plan as a group. Individual preferences and ideas are set off against a group who are trying to form a practical, economical and possible plan which will answer the needs of a gradual progressive work in the clinical instruction for the medical students and which will also answer the needs of the community which the Hospital serves. I belong to the latter group and as one who has studied intensively the Hospital work during the past four years more closely than it has ever been studied before, not because I am a genius, but because I have really taken administrative work seriously and not as a side issue, putting all my energy into such detailed work as is necessary to find out facts in a scientific way. As far as I am personally ~~am~~ concerned these studies have convinced me that the plan for expansion which calls for the use of present buildings ~~and equipment~~ <sup>equipment</sup> to build the future hospital plant around is the only sane and safe one.

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The disappointment comes in the knowledge that a large number of the members of the faculty do not want facts and will pay no attention to plain statements but hold to the ideas which were formulated in 1925 when conditions and outlooks in China were far different from those of 1933. Some of these people consider the facts that have been gathered together as millstones around their necks and that I am a stumbling block in the path of progress. Therefore when a meeting is held there are two sharp lines of cleavage, those who use the same lines of talk as was used in 1923 which influence the members of staff who have nothing to lose and everything to gain, notably the Chinese, and are not awake to the issues at stake, and those of us who ~~will~~ know that we have the facts by a thorough study of the present situation and the possibilities of the future. Many attempts have been made to compromise and detailed plans and estimates presented showing the advantages of using the present buildings and equipment over against building an entire <sup>revised plans</sup> new plant but the group ~~group~~ which will consider the "new Hospital" as planned in 1925 sticks tight and will consider nothing else but the entire new hospital.

The group to which Shields, Wolfe, Kiang, the English Baptists and I belong cannot see the advisability in building that "new hospital" which is unsatisfactory in many ways to the group which is pushing for it's construction, when a less costly plan, making a far better and more economical use of present buildings, is available and will have all the advantages of the "new Hospital". This expansion will answer all the needs of the community and medical school as long as the present Western staff is here and we don't stand the possibility of saddling posterity with a "white elephant". We are sending you drawings of this proposal along with all the material we furnished to the meeting a few days ago.

This proposal was unanimously voted by the building committee (Shields, Wolfe, Stearns and myself) with Sam Dean of Peiping as consultant. This was the first time we have been able to get an unanimous opinion even in our committee, Stearns being difficult to wean from the 1925 idea. We were delighted and went to the meeting of the Executive Committee of the Medical Faculty with great prospects for an "united conviction". The report of the committee was presented, the usual discussion in which the advocates of the "new hospital" gave their usual line. Stearns flopped over saying that he had been in the wrong in voting for the committee's plan. Seeing the hopelessness of any constructive work we withdrew the report and the meeting adjourned.

I am not going to bore you with the pros and cons of the plan. I believe Shields is writing along that line. To a number of us it is the most practical from the standpoint of needs, economy of building and operation and the use of present installations that has ever been thought out. You can look over the material yourself and make your own decisions. But I want to assure that it is impossible to get sane judgement if you rely upon a vote of the present Medical Faculty to decide the issue.

To continue a simile you offered in one of your letters, instead of quite, well disciplined dairy cows we have a herd of mavericks out here each running in a different direction. The majority cannot, or will not, think of the Hospital as a whole.

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MAR 24

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They can only think of their own individual department around which to their mind the Hospital should revolve. Beyond the department, visibility is extremely low. This planning for the expansion of hospital facilities is a crisis which has at last brought the disorganized character of our work to you forcibly, but in everyday matters this phase of the situation is brought to me constantly. You know this is not a new statement of mine if you have been reading Board of Manager reports during the past three or four years!! It is this situation which caused Shields and me to speak so candidly to the Laymen's Commission and the outcome can be found in "Re-thinking Missions" under Cheeloo organization.

You wonder at the lack of a common program. Has there ever been a program, but rather a fanciful dream? Has the governing body a program? Are the workers to formulate the program and, if so, who is to be the guide? Is there a governing body and if so, what authority or power has it in policies or over finance or personnel? Look at these question practically and not theoretically.

As the institution grows and becomes more complex, the machinery is far more complicated than it was when Neal, Balme, Cochran, etc. were here. They were the promoters, we are trying to work out the scheme they promoted. Now if and when a bigger and better Hospital is built bigger complications are going to arise especially if funds and personnel are insufficient. Not only more personnel but a different personnel will be necessary. You people in New York count up, on your fingers that Cheeloo Hospital has so many doctors, so many nurses, etc. and wonder why it does not run along as it should. You fail to take into consideration the quality of these doctors and nurses as cooperative units in an institution and the way they fit into an organization. They might be all good individuals but it takes a far different outlook and training to make them cooperatives. Also a man or woman may be a cracking good physician, surgeon, or nurse but an absolute washout as the head of a department. Such is the organization here in the Hospital. No defined policies, program or affiliation. No stated responsibilities or authority of administrators, heads of departments, etc., no plan of organization, a great number of staff non-cooperative in any attempt to unify work in the Hospital and a staff from which we ought to pick, and do pick, heads of departments, but which according to U.S.A. standards has no one competent to hold administrative positions but who believe that they all must have a voice in the details of the internal administration and many who think it a personal affront if an attempt is made to enforce a rule pertaining to the simplest administrative policy. Do you wonder that I look with trembling knees on what would happen if a larger hospital were built with no better means or organization with which to secure a proper, efficient and cooperative staff?

To sum up what I have been trying to say there must be, first, a complete organization of the Medical School and Hospital. Rules and regulations (constitution and bye-laws) defining the duties and responsibilities of administrative officers, their appointment, etc; the constitution of the faculty; the relationship of the Hospital to the Medical School and the community; etc, etc.

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MAR 24  
1933

Second, a study of the actual needs of the community and the cooperation we can get from the community in the operation of a teaching hospital for the medical school. The community must be considered first for the simple reason that you should not build a hospital on the theory that we are going to eventually have 300 medical students divided into five classes, therefore we must provide ten hospital ~~patients~~<sup>beds</sup> for each of the 60 fifth year students which will necessitate building a hospital of 600 beds. The community at it's present rate of growth will not stand for a Hospital of that size. The whole hospital situation in Tsinan has changed radically since 1925. Before that year there was very little competition for the University Hospital but with the increasing number of private hospitals operated principally by our graduates in Tsinan, the newly organized municipal hospital, the proposed governmental Medical School Hospital down at the Pa Tu Chuan, the Japanese and the Catholic Hospitals, there are or will be soon four or five times the hospital beds in Tsinan available in 1925. Can the community at the present time support a teaching hospital of 250 beds? And that is what the Boards have been asking of the University Hospital in the past, to find at least two-thirds of it's support on the field. I am not arguing that Cheeloo does not need an expansion, but I am trying to press the point that it is beside the point to go in for a sudden 150% increase in bed capacity when the past three or four years has proven that only a 20 to 30% increase is needed. Therefore I see very clearly that we want gradual expansion, just as has been done in all western lands, up to the maximum which the community can manage. And the most economical and sensible way of doing this is by using the present plant as a nucleus with extensions as planned in the blue prints as given to you in this mail.

Finally, we must have a staff that thinks of the institution as an entity caring for the sick of the community and teaching medical students and nurses, not just department-centric or medical-education-centric. Hospital work can only succeed when the patient is the center of the institution and when each member of the staff realizes that he or she is a part of the whole, working for the good of the whole and that personal and departmental functions take second place. Less friction and more progress would result in such a hospital mindedness.

Your letter of February 20th has arrived enclosing the minutes of the Board of Founders of Nanking University but I got a look at Shields copy of the Cheeloo Minutes. I will not add any comments to that letter. Thanks for your interest.

I feel about 80% certain that the expansion of the Hospital will not take place before my furlough so I shall have a chance to talk things over with you, probably over a glass of 3.2 beer in some cafe in New York, if today's paper tells the truth!!

But joking aside I am really concerned and worried about the situation in Cheeloo. The Laymen's Report was only a polite tap on the head. The system at present is so diametrically opposed to all recognized American and European organizational systems that a really conscientious executive is on the verge of madness most of the time. Something has got to shake us up. Is it up to the Board of Governors or shall some of us start it on the "field"?

Cordially L. P. Heintz

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1933

Second, a study of the social needs of the community and the cooperation we can get from the community in the operation of a teaching hospital for the medical school. The community must be convinced first for the simple reason that you should not build a hospital on the theory that we are going to eventually have 500 medical students divided into three classes. Therefore we must provide for hospital needs for each of the 1500 year students which will necessitate building a hospital of 500 beds. We are operating a hospital of 100 beds. In this situation we have a very serious problem. We have a very serious problem that we must solve. We have a very serious problem that we must solve. We have a very serious problem that we must solve.

Third, a study of the financial needs of the community and the cooperation we can get from the community in the operation of a teaching hospital for the medical school. The community must be convinced first for the simple reason that you should not build a hospital on the theory that we are going to eventually have 500 medical students divided into three classes. Therefore we must provide for hospital needs for each of the 1500 year students which will necessitate building a hospital of 500 beds. We are operating a hospital of 100 beds. In this situation we have a very serious problem. We have a very serious problem that we must solve. We have a very serious problem that we must solve.

Fourth, a study of the administrative needs of the community and the cooperation we can get from the community in the operation of a teaching hospital for the medical school. The community must be convinced first for the simple reason that you should not build a hospital on the theory that we are going to eventually have 500 medical students divided into three classes. Therefore we must provide for hospital needs for each of the 1500 year students which will necessitate building a hospital of 500 beds. We are operating a hospital of 100 beds. In this situation we have a very serious problem. We have a very serious problem that we must solve. We have a very serious problem that we must solve.

Fifth, a study of the educational needs of the community and the cooperation we can get from the community in the operation of a teaching hospital for the medical school. The community must be convinced first for the simple reason that you should not build a hospital on the theory that we are going to eventually have 500 medical students divided into three classes. Therefore we must provide for hospital needs for each of the 1500 year students which will necessitate building a hospital of 500 beds. We are operating a hospital of 100 beds. In this situation we have a very serious problem. We have a very serious problem that we must solve. We have a very serious problem that we must solve.

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**TRANSFER**  
**SHANTUNG**

Shantung Christian University

March 25, 1953.

Dr. L. F. Heimbarger  
Cheeloo University  
Tsinan, Shantung, China

Dear Hai:

Thanks for your good letter of March 24th.

I have just written a long letter to Dr. Shields commenting at length on hospital problems, so will not re-hash the subject here. I am sure Dr. Shields would be glad to show you the letter if you can stand it.

Undoubtedly all of us, both at home and on the field, are affected to some extent by "depression psychology". Perhaps our wisest move would be to wait for return of more normal conditions before attempting to reach any important decisions.

It is certainly true also, that Cheeloo is struggling with a hopelessly complex system of organization. Our North American Section has now given formal recognition to this fact and is trying to give serious study to ways in which we can improve matters.

The Japs have been growing more and more insane as they have progressed southward. Just at present the situation seems pretty discouraging. But things have a habit of taking a sudden turn for the better in China, so we hope that when this letter reaches you, the prospects will seem a bit brighter.

With best regards, I am

Very cordially yours,

*J. A. Garside*

BAG:PW

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10 Copies Berkshire

# TRANSFER

SHANTUNG CHRISTIAN UNIVERSITY  
THE UNIVERSITY HOSPITAL

齊山  
醫魯東  
院大濟  
學南

TSINAN,  
SHANTUNG, CHINA

院長辦公室  
OFFICE OF MEDICAL DIRECTOR

## SHANTUNG

May 17, 1933.

ack. 6/23

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

INDEXED

Dear Garside,

This is the last report you will have from me regarding the new hospital project and also regarding the hospital work in general except as I end up my work with the annual report ending June 30th, 1933.

My former letters have kept you fairly well informed as to what to expect and now that the final of several meetings held during the past two months has taken place and the motion to confirm the action of the medical faculty of January 27th, 1932 has been put through by a majority vote I feel that you should know exactly the status of this vote and the manner in which it has been railroaded through. There was no unanimity of opinion as we all expected but the supporters of the motion do not in any sense hold the sympathy or backing of the practical, forward-looking senior members of the faculty.

I am enclosing on a separate sheet the three proposals put before the faculty and voted on. A careful study of the "roll-call" vote and your various booklets containing the names of members of the faculty for the past few years will enlighten you and explain the last sentence on the foregoing paragraph.

Throughout all the periods of discussion there was a most hostile attitude by the "new hospital bloc" towards us who were voting for what we feel is the only solution of the hospital expansion program. A definite gulf has been fixed which will be very difficult to efface because of many remarks made by the "new hospital bloc" in the discussions. You will note that whereas the opponents of the "whole new hospital or nothing" plan tried compromise the "bloc" was not open to any compromise or facts.

Please notice the following: all the British members of staff disapprove the motion as passed (this is pertinent in view of the British Board of Governors attitude): the administrative staff of the medical school and hospital voted in the negative: with the

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exception of Stearns all the older and more experienced members of the faculty are opposed to building the whole hospital as planned by Black & Wilson-- this is also backed by members of the P.U.M.C. staff and influential members of the Rockefeller Foundation on the field. Therefore if the Board of Governors really want to gauge the situation they should not rely upon the numerical vote alone but upon the names of the voters as well.

The final meeting was a typical "steam roller" session; the Chinese junior staff being led by the foreign women doctors, Stearns and Davies. In thinking of the junior staff, especially the Chinese members, several of these will be leaving our service the end of June for work elsewhere, so their vote on the subject does not count for much!! A large number of the approving voters have only been on the faculty this past year and several graduated from the medical school just two or three years ago!!

The absolute disregard of facts by the approving voters is appalling. The present financial uncertainty, future running expenses, the undoubted foolishness of a 130% increase in bed capacity at one full swoop would not even be discussed by them.

Now you people have the final decision so if you will let this absurd vote interfere with your judgement, there is no hope whatever for this institution. With this rift which has occurred in the one department of the University which has been noted for its stability and harmony the whole institution will suffer. I hope that it will not mean the complete disintegration of the whole project.

My resignation from the Medical Directorship of the University Hospital is now in the hands of the Board of Directors. I have taken this step only after several weeks of thought and prayer. From the discussions and vote during these past weeks it is only too evident that there is a great lack of confidence in Shields, Wolfe and myself. This was also very much in evidence when the old building committee was disbanded and a new one elected leaving out those who have been trying for the past four years to gather facts and use their time in planning for the efficient and economical expansion of the work. Of course as long as Shields remains Dean he will be ex-officio of any building committee and will be made the scapegoat, but I have had enough of this absurd organization in which administrators are regarded as head coolies.

Since I have taken this step I am immensely relieved and I have no doubt you will be also after reading my letters,

Yours very truly,

L. H. Steinberger

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MAY 1933

exception of persons all the other and more experienced members of  
the faculty are opposed to building the whole hospital as planned by  
Hiscox & Wilson - This is recommended by members of the U.S.C. staff  
and industrial members of the Rockefeller Foundation on the field.  
Therefore it is the hope of government officials to build the station  
they should not rely upon the national voice alone but upon the voice  
of the voters as well.

The final recommendations of the "Special Committee" are:  
China, Japan, and the United States should be taken as a whole, and  
and leaves. In building the station, the government should be  
referred to these will be leaving out service the end of the  
for work elsewhere, so their role on the subject does not count for  
much. A great deal of the hospital's work will be done at the  
facilities. This is not a great deal of money from the national school  
just two or three years ago.

The committee also recommends that the government should be  
building the station. The government should be building the station  
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full scope would be a great deal of money from the national school  
you are people have the final location so if you will let me  
know you are interested with your government, there is no hope whatever  
for this hospital. The government should be building the station.  
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hospital is one of the best of the best of the best. I have been  
building the station. The government should be building the station.  
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building committee and will be ready to report, but I have not  
course as long as this report is not ready, but I have not  
planning for the efficient and economical expansion of the work.  
trying for the past few years to get things done and see that  
was disbanded and a new one elected leaving out those who were  
this was also very good in evidence when the old building committee  
just these few years ago.

Yours very truly,  
*[Handwritten signature]*

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VOTING OF THE MEDICAL FACULTY ON THREE BUILDING PROJECTS.

May 5th, 1933.

Resolved that the plot plan drawn by Mr. Wolfe be the plan accepted for future extension of the Medical School and Hospital work

Resolved that Plan No. 2 of the schemes submitted, consisting of the addition of a 4th storey to the present hospital building, an extension to the north from the present hospital and a new O.P.D. building north of the present O.P.D. be adopted as the plan for the immediate extension of the Hospital.

Approving- Shields, Heimburger, Pailing, King, Ingle, Kiang, Sayly, Evans  
McAll and McClure.

Disapproving- Gault, Stearns, Waddell, Davies, Struthers, Morgan, Ch'en Jui Tze, Hou Pao Chang, Li P'ei Kuang, Pa Ta Chih, Ch'en Yen Ping, Dr. Hsu, Chang Hai Han, Li Shou Cheng, Lang Kuo Chen, Esther Peh, L. C. Linn

May 16th, 1933.

Resolved that we proceed with the building of the west wing on the proposed new hospital using the first two floors for O.P.D. and the two top floors of the four floor wing for in-patient accommodations.

(It was explained that in the future building operations could be carried out either in line with Black & Wilson's plans or in accordance with the project rejected on May 5th)

Approving- Shields, Heimburger, Pailing, King, Ingle, Kiang, Sayly, Evans,  
McAll, McClure, Struthers and Pa Ta Chih.

Disapproving.- Gault, Stearns, Waddell, Davies, Morgan, Ch'en Jui Tze, Hou Pao Chang, Li P'ei Kuang, Chen Yen Ping, Dr. Hsu, Chang Hai Han, Li Shou Cheng, Lang Kuo Chen, Esther Peh, L. C. Linn, Yeh Lu Ming.

May 16th, 1933.

Resolved that we affirm our decision of January 27th, 1932, to build and equip the new hospital of four stories, to accommodate 280 beds, according to revised plans of Black & Wilson, so far as funds are available, keeping funds in reserve for O.P.D. expansion. The word revised is used to allow such modification of inside arrangements as seems suitable and minor structural alterations with the understanding that the total floor space shall not be reduced.

Approving.- Gault, Stearns, Waddell, Davies, Morgan, Ch'en Jui Tze, Hou Pao Chang, Li P'ei Kuang, Pa Ta Chih, Ch'en Yen Ping, Dr. Hsu, Chang Hai Han, Li Shou Cheng, Esther Peh, L. C. Linn, Yeh Lu Ming.

Disapproving.- Shields, Heimburger, Pailing, King, Ingle, Kiang, Sayly, Evans, McAll, McClure, Struthers.

MAY 16 1933

OFFICE

MEMORANDUM OF THE MEDICAL FACULTY ON THREE BUILDING PROJECTS

May 25th, 1933.

Resolved that the plan drawn by Mr. Wolfe be the plan accepted for future extension of the Medical School and Hospital work

Resolved that plan No. 2 of the schemes submitted, consisting of the addition of a 4th story to the present hospital building, an extension to the north from the present hospital and a new O.P.D. building north of the present O.P.D. be adopted as the plan for the immediate extension of the Hospital.

Approving - Shields, Heimbarger, Belling, King, Ingle, Kinsley, Evans, McCall and McGuire.

Disapproving - Gault, Stearns, Waddell, Davies, Swarthens, Korman, Chen Tai Tee, Hou Pao Chang, Li Pao Kuan, Pa Te Chin, Chen Yen King, Li Han, Chen Hai Han, Li Shou Chang, Luan Kuo Chen, Fattor Ted, L.C. Chan.

May 25th, 1933.

Resolved that we proceed with the building of the west wing on the proposed new hospital, using the first two floors for O.P.D. and the two floors of the lower floor with for in-patient accommodations. (It was explained that in the future building operations could be carried out either in line with Black & Wilson's plans or in accordance with the project rejected - Dr. May 25th)

Approving - Shields, Heimbarger, Belling, King, Ingle, Kinsley, Evans, McCall, McGuire, Swarthens, Pa Te Chin.

Disapproving - Gault, Stearns, Waddell, Davies, Korman, Chen Tai Tee, Hou Pao Chang, Li Pao Kuan, Pa Te Chin, Chen Yen King, Li Han, Chen Hai Han, Li Shou Chang, Luan Kuo Chen, Fattor Ted, L.C. Chan.

May 25th, 1933.

Resolved that we advise our division of January 25th, 1933, to build and equip the new hospital of four stories, to accommodate 250 beds, according to revised plans of Black & Wilson, so far as funds are available, keeping in mind the reserve of O.P.D. expansion. The word "reserve" is used to allow such modification of inpatient accommodations as seems suitable and minor structural alterations with the understanding that the total floor space shall not be reduced.

Approving - Gault, Stearns, Waddell, Davies, Korman, Chen Tai Tee, Hou Pao Chang, Li Pao Kuan, Pa Te Chin, Chen Yen King, Li Han, Chen Hai Han, Li Shou Chang, Luan Kuo Chen, Fattor Ted, L.C. Chan, Yen Lu King.

Disapproving - Shields, Heimbarger, Belling, King, Ingle, Kinsley, Evans, McCall, McGuire, Swarthens.

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**TRANSFER**

**SHANTUNG**

Cheeloo University

June 23, 1933

Dr. L. F. Hainburger  
Cheeloo University  
Tainan, Shantung, China

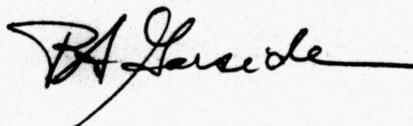
Dear Hai

I have your letter of May 17 with its very interesting comments on the latest developments in the new hospital project.

The situation seems to be getting no better quite rapidly. We are consulting with the medical men on our North American Section to see what they can advise.

I hope this letter will find you enjoying a lazy vacation in Tsingtao or at some other quiet and peaceful spot where hospital problems never intrude, and you can even stop trying to work a skin game on any one for a while.

Very cordially yours



BAG:MS

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SHANTUNG CHRISTIAN UNIVERSITY  
THE UNIVERSITY HOSPITAL

TRANSFER

山東  
醫魯東  
院大濟  
學南

TSINAN,  
SHANTUNG, CHINA

院長辦公室  
OFFICE OF MEDICAL DIRECTOR

SHANTUNG

October 31, 1933.

ack 12/4/33

Dear Garside,

In order that you will not get lonesome for a letter from me I am enclosing a copy of my report to Mr. Davies on how the new reorganization plan is working. You might find it interesting. If it takes three years for a simple hospital scheme to get across how long will it take this reorganization plan to get past the die hards? The present building committee is agreed(?) to a plan proposed three years ago!!

I hope we will have a chance to meet early in July. We will be landing in New York about that time if our plans go through and shall be glad of a place to hang up the hat\*. We hope to sail from Shanghai, April 4th, via Europe.

Best regards to Mrs. Garside and yourself,  
Yours very sincerely,

*L.F.*  
L.F. Heimburger.

\* and buy the hat!

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THE UNIVERSITY HOSPITAL  
STANFORD UNIVERSITY

OFFICE OF MEDICAL DIRECTOR

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(See w/ Dr. Steinberg's  
letter of same date.)

October 31, 1933.

Rev. L. J. Davies,  
Associate-President,  
Chee-oo University,  
Tsinan.

Dear Mr. Davies,

In response to your request for my opinion as to whether the new reorganization of the University Hospital administration is working or not, it is certainly not fair to judge or make a decision after only about two month's usage. This reorganization plan was circulated and made operative just as the normal vacation period began; following this I was away for three weeks on business. Therefore the plan has really been in effect about one month.

During this period there has not been much change in the attitudes of either the Hospital superintendent or the members of staff towards the administration. The process of change will be gradual and will cover an extended period.

As long as the medical faculty feels that the type of hospital administration previous to 1929 was all that could be desired there will be no progress mainly because there will be only lukewarm cooperation if not out and out non-cooperation.

There are two prevailing attitudes, the one of the medical faculty which firmly believes the Hospital is primarily to serve the medical school, and secondarily the community, and that of the present administration which holds that a hospital is primarily a service to the community and secondarily to the medical school. The main difference is evident when we think

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OCT 31 1938

of community interest and support. If it<sup>is</sup> the wish of the Board of Directors to have the Hospital a laboratory for the medical school merely, community interest will be no more intense than it is today, if, on the other hand, we wish to stimulate and encourage community interest, financial as well as moral, the Hospital must be more than a laboratory. The two ideas are not contradictory ~~but~~ - the emphasis is vitally different but it seems to be difficult to get this across to the present medical faculty.

I personally do not believe that the present attitude of the medical faculty indicates any immediate change from former policies, in fact there is a reversion already. This is purely a fear complex in which the authority given by the Board of Directors to the President of the University in the appointment of my successor may possibly be used to the detriment of the desires of the medical faculty. Conjectures and personalities enter into this psychology to the detriment of the reorganization plans for the Hospital.

I hope this report along with your knowledge of the situation will help you in formulating your report to the Administrative Council of the Board of Directors.

Yours sincerely,

L. F. Reinburger.

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OCT 31 1933

of community interest and support. It is the wish of the Board  
 of Directors to have the Hospital a Laboratory for the medical  
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 it is today, it, on the other hand, we wish to stimulate and  
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 Hospital must be more than a laboratory. The two ideas are  
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 the medical faculty indicates any immediate change from former  
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 tors to the President of the University in the appointment of  
 my successor may possibly be used to the detriment of the desires  
 of the medical faculty. Consequent on the appointment of my  
 this psychology to the department of the hospital which was the  
 the Hospital.

I hope this report along with your knowledge of the situa-  
 tion will help you in formulating your report to the Adminis-  
 trative Council of the Board of Directors.

Yours sincerely,

*[Handwritten signature]*  
 E. T. [unclear]

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SHANTUNG

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SHANTUNG CHRISTIAN UNIVERSITY  
THE UNIVERSITY HOSPITAL

SHANTUNG

齊山  
醫魯東  
院大濟  
學南

TSINAN,  
SHANTUNG, CHINA

院長辦公室  
OFFICE OF MEDICAL DIRECTOR

INDEXED

December 16, 1933.

*ack 1/27/34*

Dear Garside,

*The Committee*

There are rumors that a cable or letter has been received from your office to the effect that no funds will be advanced for the hospital expansion scheme until the Board of Governors are assured that the increase in funds necessary to operate this enlarged plant are available from the field. Also I have rumors that you have been sent or will be sent an estimate of building costs and operating expenses for an expansion up to 155 beds. This estimate has been prepared and submitted to the building committee appointed by the Board of Directors and was referred to Messrs. Dean and Creighton for criticism. Personally I know that the figures contained in these estimates are very low and it was only on protest from me that the whole scheme was not immediately accepted. The building estimates were said to have originated with Sam Dean and Roy Creighton but they were so different from the figures which Wolfe and I had taken the trouble to study for the past few years that I smelt a rat and after about four hours of argument I finally persuaded to pass the plan only after it had been thoroughly reviewed by Dean and Creighton. This gave the necessary "brake" to the "steam roller" and then we got Creighton down here and found out that he had written a letter to Dr. Price who was appointed chairman of a subcommittee of the Building Committee along with Dr. Scott and Dr. Han Chung Hsin, in which he expressed the opinion that Price's plan was impractical and submitted another with figures of costs. Price suppressed this information and it was due only to my bull dog tenacity that the Committee didn't pass a plan which would have been a joke.

Anyway I am writing this letter to you to get the facts of estimated costs, based on facts not guesses, as some of the birds here want to do, and you can use your own judgement. If you want to check up on this study please see the Hospital Reports from 1929 through 1933. Study No. I is based on average figures for the past 4 years therefore should be more exact. Study No. II is based on the figures of last year, our best year in regard to income and expenditures and percentage of occupancy. If I had the decision to make I would consider No. I as the most probable budget and No. II as the minimum.

Personally I do not believe there will be much progress made this spring on the building because there is still too much wanted for the amount of money now in hand. Too bad that these people couldn't have come to their present decision 2 or 3 years ago and saved at least \$100,000 Chinese currency.

We are looking forward to seeing you all in New York during July. We are planning to sail from Shanghai on April 4th via Suez.

With every good wish for the coming year,

Yours very sincerely,

*R. H. Humberger*

*I am sending copies of these studies to Smith, Lewis, & Lee.*

THE UNIVERSITY HOSPITAL

THE UNIVERSITY HOSPITAL  
SHANTUNG CHRISTIAN UNIVERSITY

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OFFICE OF MEDICAL DIRECTOR

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**SHANTUNG**

Dec. 15, 1933

**ESTIMATE OF OPERATING EXPENSES AND INCOME****for the Proposed Hospital and O.P.D. Enlargement.****1. Based on average figures for the past 4 years.**

155 beds x 365 days x 83.7% occupancy equals 47353 days of hospital care.

**Income.**

Inpatients:- 47353 days @ \$1.01	\$ 47,826.53
Outpatients:- 100000 visits @ \$ .56	<u>56,000.00</u>

Total earnings	103,826.53
From Medical School & donations	<u>64,650.13</u>

Total Income	168,476.66
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**Expenses.**

Inpatients:- 47353 days @ \$3.22	152,476.66
Outpatients:- 100000 visits @ \$ .16	<u>16,000.00</u>

\* Total expenses \$ 168,476.66

**11. Based on 1932-33 figures.**

155 beds x 365 days x 87.1% occupancy equals 49276 days of hospital care.

**Income**

Inpatients:- 49276 days @ \$1.09	\$ 53,710.84
Outpatients:- 100000 visits @ \$ .58	<u>58,000.00</u>

Total earnings	111,710.84
From Medical School	<u>53,117.16</u>

Total Income	\$ 164,828.00
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**Expenses.**

Inpatients:- 49276 days @ \$3.00	\$ 147,828.00
Outpatients:- 100000 visits @ \$0.17	<u>17,000.00</u>

\* Total expenses \$ 164,828.00

\* Exclusive of salaries of the Attending Staff.



SHANTUNG

Cheeloo

January 27, 1954

Dr. L. F. Heimburger  
Shantung Christian University  
Tsinan, Shantung, China

Dear Dr. Hai:

Let me acknowledge receipt of your letter of December 16th commenting on recent developments with reference to the proposed new hospital.

Since all the plans we were making before the Rockefeller Foundation took their drastic action in regard to the further financial support of Cheeloo ~~are~~ now out of date, it is hardly necessary to make any special comments.  
Jre

We look forward to seeing you next summer.

Very cordially yours,

*B. A. Harside*

BAG:MP

1094

*Dr. Steinberg*

SHANTUNG  
SHANTUNG UNIVERSITY  
THE UNIVERSITY HOSPITAL

齊山  
醫魯東  
院大濟  
學南

TSINAN,  
SHANTUNG, CHINA

XED

院長辦公室  
OFFICE OF MEDICAL DIRECTOR

February 12, 1934

*noted  
WAG*

Dear Garside,

On this anniversary of the "Emancipator" I have been writing notices of change of address to a number of firms and people in the States. I have been giving your address as the place to which all mail matter or other communications should be sent after the receipt of the notice. Therefore look for some mail, but I hope not much. Keep it until I call for it around about July 10th. If any of it should look as though it is of importance please forward it to London or to some of the cities as Rome, Lucerne, Munich, Paris-- c/o Thos. Cook & Son.

*noted  
WV*

We sail from Shanghai on April 4th on the North German Lloyd s.s "Fulda". We leave the boat at Port Said on May 8th. Go to Jerusalem and Cairo then sail from Alexandria on May 21st for Athens. We reach Brindisi on May 26th, spend up until June 17th in Italy and Switzerland then to the Passion Play (June 17th) and then on to Paris and London. Our present schedule lands us in London on the evening of June 27th. We haven't our Trans-Atlantic sailings so cannot tell our exact time of landing in New York. So far so good!

Mentioning the emancipator, I feel just as many must have when emancipation came. A great load has been lifted and I am giving over all responsibilities to Dr. Price on March 1st. I have stood for what I think is the only safe and sane procedure but I have played the lone hand with Wolfe off the building committee and Ran Shields in the P.U.M.C. since December 19th. I can't understand the mentality which is back of this movement of hospital enlargement and I have now given up worrying. A group who will still insist on going into a \$200,000 or more building project on the assumption that it is going to cost the Board less to run the place, and also in the face of the enormous cuts by Rockefeller Foundation and the almost certain statement by a Rockefeller representative that there is not much hope for an endowment from R.F. for Cheeloo Medical School is--well just too much faith for me. I sincerely hope that the Board of Governors will look at the figures presented by this group and study how they are compiled to get their results.

Another incident to show how the Medical Faculty will plunge unseeingly or unthinkingly. Dr. Ted Greene of Douw Hospital was down here on a visit and after some conferences with certain members of the faculty, the faculty invited him to become a member of the Medical School staff. Letters were sent off to the North China Mission and to Greene; the N.C. Mission dismissed Greene and Greene accepted the invitation and began getting rid of his household goods expecting to come down here very soon. It was then found there was no vacancy on the Presbyterian quota. Everybody dangling in the air wondering what to do. Well, there is a vacancy now-- I have resigned-- so Greene can get on the staff.

I hope we will have some good, friendly talks together. I am not out after individual scalps even if my war whoops do sound

THE UNIVERSITY HOSPITAL

RECEIVED  
UNIVERSITIES  
MAR 7 1934  
JOINT OFFICE

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FEB 12  
1934

that way, but I do realize more and more every day that this is not the place for any one who has the least bit of business sense and desires an organization which is running smoothly and with a practical degree of efficiency. Organization, administration, order and economy are not wanted here. My German ancestors cry out in agony through me!!

I do not know that I want to talk to the Board of Governors in England, even if I am there at the time they meet. I shall not make any formal speech and I hope that I will not be called upon to make one, especially if Dr. Hou Pao Chang is present because I will either be compelled to hide the truth or say many things which will hurt his feelings and would be unfair to him in the presence of the "big bugs" But I shall be glad to have a talk with you personally, as one man to another, and tell you what my reactions are to the situation.

We are looking forward to our trip and hope we get through, as we hope to, financially. It really is cheaper or not any more expensive, if you stay on the steamer and only sight-see in the ports of call, than trans-Pacific plus R.R. fare from Frisco to New York City. Of course all our extra trips, etc. are going to make it a rather large personal charge but it will be worth the change for the parents and the education for the children.

Well I must close before I get to "bawling" again.  
Many thanks for looking after the mail. Hope to see you soon.

With best chin chins to you and yours, I remain,

Yours sincerely,

*H. H. H.*

RECEIVED  
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MAY 1 1934  
HONOLULU

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1934

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I will either be compelled to make the speech or my ...  
which will ... and would be ...  
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with you personally, as ...  
reactions are to ...

We are looking forward to our ...  
as we hope to ...  
expensive, all ...  
of call, ...  
New York City, ...  
to make ...  
the ...

Well, ...  
with best ...

RECEIVED  
UNIVERSITIES  
MAR 7 1934  
TEXT OFFICE

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2534

167 Jasper Street,  
Springfield, Mass.,  
July 24, 1934.

ack - 7/28/34

Dear Garside,

No doubt Mr. Evans told you of my visit to the University offices the afternoon after we arrived in New York, the 20th. You happened to be out and as we were in a hurry to get away from New York for the week-end I didn't wait but after collecting our mail came away.

We have had a fine trip all the way but are glad to have reached our destination. Three months' travel is plenty but we do not regret having taken the trip. All the family are in fine condition.

I have had no news from Tsinan except that which is printed in the Bulletins which were received on our arrival in New York. I saw Wright in London and Dr. Hou who told me that you had been there to the meeting of the Board of Governors. Also I have had no news from the Board. I stopped in the offices Friday afternoon but didn't find Dr. Scott in and was told that Mr. Steele would not be back until next Friday.

We are very anxious to know what our future is. I had a couple of letters in Cairo from a middle west school of medicine stating that they had my application on file for a position there and would let me know as soon as they had completed their re-organization. But I have had no word since. I hope no news is good news. So if you have anything in sight I would like to know.

At present we are staying with my brother and family here in Springfield so any letter addressed to me here will reach me. I would like some news about Ran Shields and any fresh news from Tsinan.

I hope to be in New York early next week at the latest and hope we will be able to have a talk. Since Steele is not coming back before next Friday and will probably not be in his office Saturday or Sunday there is no reason that I know of for hurrying down.

If any mail comes to your office will you please see that it is readdressed to me here? Thanks.

I am not accustomed to my brother's Corona but I am told this way of corresponding is far superior to using a pen only!

With best regards, I am

Yours very truly,

*Hai*

L.F. Heimbürger

1099